

THE EUROPEAN UNION'S EDF PROGRAMME FOR JAMAICA

# COMMUNITY RENEWAL PROGRAMME STRATEGIC IMPLEMENTATION PLAN 2015 - 2018

FWC BENEFICIARIES 2013 - LOT 9: Culture, Employment and  
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## ACRONYMS AND ABBREVIATIONS

ABCD	Achieving Better Community Development
CAFFE	Clergy and Citizens' Action for Free and Fair Election
CARILED	Caribbean Local Economic Development Programme
CBO	Community Based Organization
CDA	Child Development Agency
CDC	Community Development Committee
CDB	Caribbean Development Bank
CIDA	Canadian International Development Agency
CISOCA	Centre for Investigation of Sexual Offenses and Child Abuse
CHASE	Culture, Health, Arts, Sports and Education
COMET	Community Empowerment and Transformation Project
CPCSS	Crime Prevention and Community Safety Strategy
CRP	Community Renewal Programme
CSJP	Community Security and Justice Programme
CMI	Caribbean Maritime Institute
CXC	Caribbean Examination Council
DAC	Development Assistance Committee
DBJ	Development Bank of Jamaica
DFATD	Department of Foreign Affairs Trade and Development
DFID	Department for International Development
DRF	Dispute Resolution Foundation
ESSJ	Economic Social Survey Jamaica
EHF	Environmental Health Foundation
EU	European Union
EUD	European Union Delegation
FAMPLAN	Family Planning Association of Jamaica
FBO	Faith Based Organisation
GDP	Gross Domestic Product
GII	Gender Inequality Index
GIS	Growth Inducement Strategy
GNI	Gross National Income
GOJ	Government of Jamaica
HEART Trust/NTA	Human Employment and Resource Training Trust/National Training Agency
HDI	Human Development Index
ICDP	Integrated Community Development Programme
IDPs	International Development Partners
IMF	International Monetary Fund
INDECOM	Independent Commission of Investigations
JAMPRO	Jamaica Promotions Corporation
JBDC	Jamaica Business Development Corporation
JCF	Jamaica Constabulary Force
JCO	Jamaica Crime Observatory

JDF	Jamaica Defence Force
JEEP	Jamaica Emergency Employment Programme
JFLL	Jamaica Foundation for Lifelong Learning
JIS	Jamaica Information Service
JN	Jamaica National
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
LAPOP	Latin American Public Opinion Project
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDG	Medium term Development Goals
MIDA	Micro Investment Development Agency Limited
MIIC	Ministry of Industry, Investment and Commerce
MIS	Management Information System
MLGCD	Ministry of Local Government and Community Development
MLSS	Ministry of Labour and Social Security
MNS	Ministry of National Security
MOCA	Major Organised Crime and Anti-corruption Agency
MOE	Ministry of Education
MOH	Ministry of Health
MOJ	Ministry of Justice
MOLG	Ministry of Local Government
MOU	Memorandum of Understanding
MP	Member of Parliament
MLSS	Ministry of Labour and Social Security
MTFs	Medium Term Socio-Economic Policy Frameworks
MSME	Micro, Small and Medium Enterprises
MSTEM	Ministry of Science, Energy and Mining
MTW	Ministry of Transport and Works
MTWH	Ministry of Transport, Works and Housing
MWLECC	Ministry of Water, Land, Environment and Climate
MYC	Ministry of Youth and Culture
NAC	Network Access Control
NAPDEC	National Association of Parish Development Committees
NEPA	National Environment and Planning Agency
NGO	Non-Governmental Organization
NHT	National Housing Trust
NLA	National Land Agency
NPC	New Communities Programme
NPSC	National Parenting Support Commission
NSWMA	National Solid Waste Management Authority

NWA	National Works Agency
NWC	National Water Commission
OAS	Organisation of American States
OCA	Office of the Children’s Advocate
OCR	Office of the Children’s Registry
ODPEM	Office of Disaster Preparedness and Emergency Management
OECD	Organization of Economic Co-operation and Development
OUR	Office of Utilities Regulations
PCOA	Police Civilian Oversight Authority
PDC	Parish Development Committee
PIOJ	Planning Institute of Jamaica
PMI	Peace Management Initiative
PMF	Performance Management Framework
PRP	Poverty Reduction Programme
PSOJ	Private Sector Organization of Jamaica
PTA	Parent Teachers Association
RBM	Results-Based Management
RGD	Registrar General’s Department
SDC	Social Development Commission
SDG	Sustainable Development Goals
SDF	Sports Development Foundation
SIP	Strategic Implementation Plan
STATIN	Statistical Institute
TALE	Transforming Lives
TSC	Technical Steering Committee
UDC	Urban Development Corporation
UFC	Unite for Change
USAID	United States Agency for International Development
UWI	University of the West Indies
VPA	Voluntary Partnership Agreement

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# 1. INTRODUCTION AND BACKGROUND

This is the Community Renewal Programme (CRP) Strategic Implementation Plan (SIP) for the period 2015-2018. After more than four years of existence, this is the CRP's first strategic plan that sets the directions and priorities to guide the strategic actions of partners and the CRP Secretariat over the next three years.

The CRP occupies a unique position to identify and exploit opportunities using evidenced-based approaches at the community level to support the achievement of inclusive and sustainable growth and development in Jamaica. The CRP is designed to use data to inform the targeting of interventions and decision-making. The Growth Inducement Strategy (2011) highlighted that the implementation of the CRP will serve to “unlock creativity and entrepreneurship in targeted communities throughout the island as a foundation for organic and sustained development” for these communities.

Strategic Implementation Plan 2015-2018 repositions the CRP is an evidence-based, learning and adaptive vehicle for community renewal and transformation.

## 1.1. Country Background

Jamaica is the largest English-speaking Island in the Caribbean. The population is estimated at 2.7 million<sup>1</sup>, with an average annual growth rate of 0.2 per cent (a decline of 0.1 from 2012)<sup>2</sup>. The majority of the population resides in rural areas, with about 25% residing in Kingston and St. Andrew.

Jamaica is in an advanced stage of the demographic transition. The Economic Social Survey Jamaica (ESSJ) 2013 reports that there is: a declining 0-14 years old age group, which represents 24.0 per cent (652,300 persons<sup>3</sup>) of total population; an increasing working age group population 15-64 years old, representing 67.4 per cent (1,832,500 persons<sup>4</sup>) of the total population; and an increasing dependent elderly population (60+ years) totalled 323,500 persons or 11.9 per cent of the total population<sup>5</sup>, comprising 168,700 females. This group is deemed the fastest growing population segment. Women outnumber men in a ratio of 50:5 to 49.5, or 1,372,500 females to 1,345,500 males (ESSJ, 2013).

Recording a gross national income (GNI) per capita of US\$6,931, the country is classified in the World Bank GNI index as a Middle-Income Country. The Human Development Index (HDI) reports Jamaica in the high human development category, positioning the country at 96 out of 187 countries and territories with a value of 0.715 (2013 Human Development Report), while the Gender Inequality Index (GII) gave the country a value of 0.457, and a ranking of 88 out of 149 countries<sup>6</sup>.

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<sup>1</sup> ESSJ 2014

<sup>2</sup> PIOJ 2015

<sup>3</sup> From 670, 100 or 24.8 per cent in 2012.

<sup>4</sup> From 1,814,300 – ESSJ 2013

<sup>6</sup> Human Development Report 2014

Despite these achievements however, serious gaps continue to hinder the country's rate of advancement. The most significant of these is the "economy's failure to grow". Watson-Williams (2013) stated that the economy's sluggishness has crippled job creation, resulting in growing unemployment (15.2 per cent [ESSJ 2013]) and increasing levels of poverty, where 17.6 per cent of the population lives below the poverty line (3.4 percentage points higher than the poverty target required to achieve MDG 1<sup>7</sup>). These in turn have negatively impacted the provision of social protection services, public health care system, and social programmes to stem social exclusion and address crime and violence. The poor households (particularly female headed households) and households in rural areas were cited as being the most affected.

The country has had a long history of slow economic growth and high public debt. With debts estimated to be at 141.6% of GDP (2013) and debt servicing consuming a significant portion of the annual budget each year (43.24 % of the 2013/2014 budget), the country is considered to have one of the largest debt-to-GDP ratios in the world. Further, the heavy reliance on tourism and remittances for foreign exchange, coupled with high imports bill (particularly oil, food and consumer goods) makes the economy extremely vulnerable to exogenous shocks. Other significant macro and microeconomic challenges include: low economic growth where the average increase in Real GDP over the period was estimated to be just over a 1 percent per annum; persisting budget deficits characterized by unproductive expenditures, public resources being unproductively absorbed by weakly regulated public bodies or disbursed through discretionary and distortionary tax expenditures, and customs duty exemptions to privileged enterprises; persistently high external debt burden with public debt. Natural disasters including protracted droughts have further weakened the economy.

Closely linked to poverty is the unemployment rate, which increased from 9.7 percent in 2007 to about 13.2% (April 2015, Statistical Institute of Jamaica), with women and young people accounting for 38 percent of the unemployed. An adult literacy rate of 91.7% (2012) further exacerbates the situation, and when all these are combined with the fact that there are few social services and safety nets available for women, youths, the elderly and persons with disabilities, these serves to increase the vulnerabilities of these individuals to socioeconomic challenges.

Another factor which poses a serious obstacle to the formation of social and human capital is the consistently high rates of crime and violence, particularly in urban areas. While the homicide rates have been trending downwards (from 62 per 100,000 inhabitants in 2009 to 39.8 per 100,000 in 2012), the homicide and other violent crime is the highest in the region and the profiles of those directly involved as victims and perpetrators are primarily from the most vulnerable urban neighbourhoods that suffer from higher rates of poverty - young, unskilled, unemployed, and undereducated youth males ages 15-29. These continue to contribute to limiting economic growth.

In 2014, community development as a plank of the country's growth agenda was centred on poverty reduction and the strengthening of social systems, typically through improvements to social and economic infrastructure, and the building of social capital. Within a context of local government reform, focus was on

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<sup>7</sup> Watson Williams, C. (2013). Comprehensive Assessment of Jamaica's Progress Towards the MDGs: A Review of Policies and Programmes. Pages 6-7

enhancing participatory governance structures. Allocations for community development services included: \$5.8 billion under the Recurrent Budget and \$86.2 million under the Capital B Budget.

## 1.2. Strategic Planning Process

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 Strategic Implementation Plan (SIP) 2015-2018 was iterative and guided by the engagement and participation of stakeholders throughout the process. The process began with a comprehensive review of documents including Vision 2030 Jamaica National Development Plan, draft Medium Term Socio-Economic Policy Framework 2015-2018, Growth Inducement Strategy, CRP's programme documents, past work plans, and reports on progress over the past years. This review provided the situational context for the CRP. A series of workshops and working meetings was held with the CRP Secretariat staff between May and July 2015. From August to September 2015, representatives of key International Development Partners (IDPs), Ministries Departments and Agencies (MDAs) were interviewed. These events served to *inter alia* validate the situational context, revisit the goal and objectives of the CRP, elucidate the CRP's strengths, weaknesses, opportunities and provide perspectives on the main issues that the CRP should address over the next three years.

Following these events, an iterative process began to concretise the CRP's Theory of Change and to prioritise the strategic actions. between September and December 2016, two results frameworks at the CRP component level and CRP operation level were developed. In addition, a governance framework was elaborated for discussion. It is important to emphasise that senior officials, including the Director General, from the Planning Institute of Jamaica (PIOJ), where the CRP Secretariat is housed, participated and were fully engaged in the process. Four special presentations were done for the Deputy Director Generals and selected PIOJ staff.

A workshop (which brought together stakeholders who were previous engaged as well as others) was held in January 2016. The objective of the workshop was to introduce stakeholders to the CRP SIP 2015-2018 and Monitoring and Evaluation Framework.

Overall, the CRP SIP 2015-2018 preparatory process was inclusive and consultative at different levels, both within the PIOJ and among CRP strategic partners, including Government, international partners, civil society and community members. A list of persons met is provided in Annex 2.

## 2. THE COMMUNITY RENEWAL PROGRAMME (CRP)

The transformation of Jamaica’s most volatile and vulnerable communities from enclaves of deprivation 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 to transform communities by reasserting the role of the state; harmonising existing social intervention programmes to address the various issues impacting 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 provides a platform for coordinating and enhancing the delivery of services and improving facilities in 100 of the most volatile and vulnerable communities in the five targeted parishes over a 10-year period (2012-2022). See *Annex 3* for list of communities. 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 enable behaviour transformative actions that will lead to the reduction in crime and violence. In keeping with its evidenced-based approach, the 100 communities were selected based upon volatility and vulnerability criteria.

**Table 1: Community Selection Criteria**

Volatility Criteria	Vulnerability Criteria
<ol style="list-style-type: none"> <li>1. Murders and shootings</li> <li>2. Violence-related injuries</li> <li>3. Presence of gang</li> </ol>	<ol style="list-style-type: none"> <li>1. Child Abuse</li> <li>2. Teenage Pregnancy</li> <li>3. Accessibility of communities for policing</li> <li>4. Child Literacy</li> <li>5. Ex-convicts</li> <li>6. Poverty</li> <li>7. Squatter settlements</li> </ol>

See Annex 3 for an explanation of the Community Selection Process.

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 focuses 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 typified as

volatile or vulnerable.

3. The CRP encourages multiple interventions in 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 as volatile and vulnerable spaces into communities that are similar to mainstream communities with low levels of negative characterisation.

## 2.1. CRP Policy Context

There are several sectoral policies and strategic plans which provide a context for development action at community level. However, Vision 2030 Jamaica - National Development Plan, is the country’s first long-term National strategic development plan, and provides a comprehensive overarching framework in which the economic, social, environmental and governance aspects of national development are aligned. Since it was approved in 2009, Vision 2030 Jamaica has been the main social policy framework governing the efforts of ministries, departments and agencies (MDAs); supported by the private sector, nongovernment bodies and international partners to achieve the overarching development goal of making ***“Jamaica, the place of choice to live, work, raise families and do business”***.

Vision 2030 Jamaica is implemented through a series of Medium Term Socio-Economic Policy Frameworks (MTFs), which identify the National priority outcomes, strategies and actions for each three-year period from 2009 to 2030. The MTF 2015-2018 is based on four broad strategic areas which are aligned to four (4) National Goals of Vision 2030 Jamaica, and represents the medium term priority to move Jamaica towards achieving: Achieving Inclusive Growth and Sustainable Development.

**Figure 1: Medium Term Themes – MTF 2015-2018**



**Figure 1: Medium Term Themes under MTF 2015 – 2018**

The MTF is further guided by the Government of Jamaica (GOJ) Medium Term Economic Programme for FY2015/16 – FY2017/18, the new Whole of Government Business Plan 2015-2018 and the Growth Agenda, the international context, including Jamaica’s relationship with the International Monetary Fund (IMF) and the articulation of the Sustainable Development Goals (SDGs) outlined in the post-2015 development agenda, “Transforming Our World: The 2030 Agenda for Sustainable Development.

Within the national priorities, the reduction of crime and poverty are major focus areas for the Government of Jamaica. State and non-state actors have implemented several social interventions and violence reduction programmes over the years, with varying levels of success and impact. Vision 2030 Jamaica National Development Plan identifies “gradual intervention in targeted communities that are most vulnerable and among population segments such as young males” (Outcome 5, Security and Safety, p. 106) as a major component of the long-term solution. National Strategy 5-1 supports: Strengthening the capacity of communities to participate in creating a safe and secure society. This also corresponds with recommendations contained in several sectoral policies and strategic plans which over the years provides the development context for development actions at the community level.

Against the background of the overarching Vision 2030 Jamaica, other key sectoral policies and plans hold significance for the CRP. The most prominent of these include:

- Growth Inducement Strategy
- Security Strategy and Crime Prevention and Community Safety Strategy
- National Youth Policy
- Public Sector Modernisation Vision and Strategy
- Local Government Reform/ Decentralisation Policy
- Social Development Committee (SDC) Strategic Business Plan
- Draft National Housing Policy and Implementation Plan

Together, these policies, plans and strategies form the backdrop for the Community Renewal Programme (CRP).

Component 5 of the Growth Inducement Strategy (GIS) for Jamaica speaks to the CRP spearheading the drive for economic growth in targeted communities island wide by creating an enabling business environment. It highlighted that the CRP will address deprivation issues and build the capacity of communities to engage in sustainable development while providing residents with a positive alternative to illegal activities, potentially offsetting the estimated 5-7% cost of crime and violence to GDP per annum. Summarily, the CRP is projected to have a positive impact on the six (6) socioeconomic indicators, namely GDP Growth, Employment, Education, Poverty, Crime, and Vulnerable Youth who are potential gang members.

## **2.2. 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.

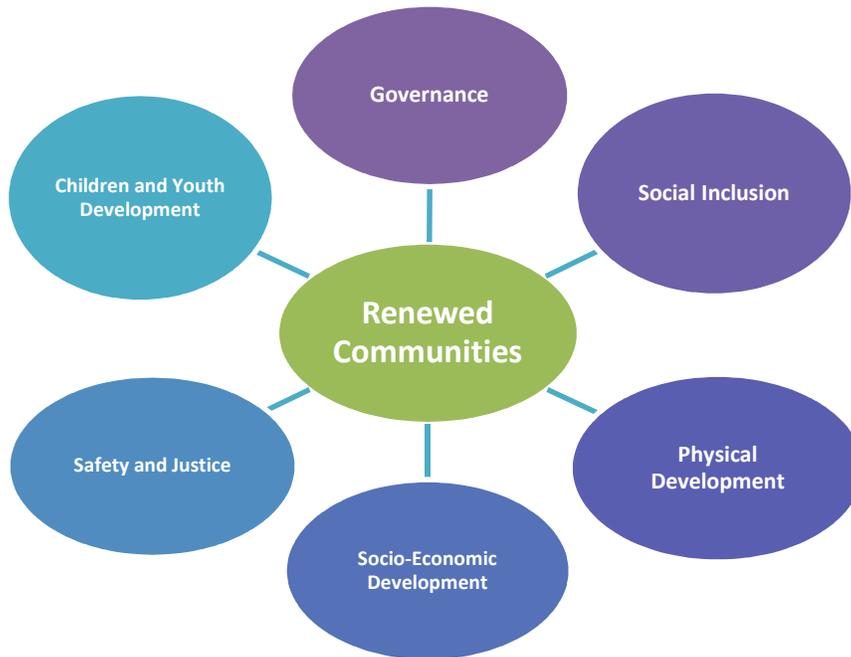
- ✚ **Mobilise resources** – This entails the identification of funding support for partners who wish to implement projects that are essential to the developmental needs of target communities but are short of the resources required to implement these projects.
- ✚ **Design and support interventions** – 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.
- ✚ **Monitor 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.

## 2.3. 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 2: 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
<p><b>Goal 1:</b> Jamaicans are empowered to achieve their fullest potential</p> <ul style="list-style-type: none"> <li>▪ <b>Outcome 1.</b> A Healthy and Stable Population</li> <li>▪ <b>Outcome 3.</b> Effective Social Protection</li> <li>▪ <b>Outcome 4.</b> Authentic and Transformational culture</li> </ul>	<p><b>Social Transformation</b></p>
<p><b>Goal 1:</b> Jamaicans are empowered to achieve their fullest potential and</p> <ul style="list-style-type: none"> <li>▪ <b>Outcome 2.</b> World-Class Education and Training</li> </ul> <p><b>Goal 3:</b> Jamaica’s economy is prosperous</p> <ul style="list-style-type: none"> <li>▪ <b>Outcome 12.</b> Internationally Competitive Industry Structures</li> <li>▪ <b>Outcome 10.</b> Energy Security and Efficiency</li> </ul>	<p><b>Socio-economic Development</b></p>
<p><b>Goal 2:</b> The Jamaican Society is secure cohesive and just</p> <ul style="list-style-type: none"> <li>▪ <b>Outcome 5.</b> Security and Safety</li> <li>▪ <b>Outcome 6:</b> Effective Governance</li> </ul>	<p><b>Safety and Justice</b></p>
<p><b>Goals 1 - 4</b></p>	<p><b>Youth Development</b></p>

<ul style="list-style-type: none"> <li>▪ <b>Outcomes 1-6 and 10 - 12</b></li> </ul>	
<p><b>Goal 2:</b> The Jamaican society is secure, cohesive and just</p> <ul style="list-style-type: none"> <li>▪ <b>Outcome 6.</b> Effective Governance</li> </ul>	<p><b>Governance</b></p>
<p><b>Goal 4:</b> Jamaica has a healthy natural environment</p> <ul style="list-style-type: none"> <li>▪ <b>Outcome 13.</b> Sustainable Management and Use of Environmental and Natural Resources</li> <li>▪ <b>Outcome 14.</b> Hazard Risk Reduction and Adaptation to Climate Change</li> <li>▪ <b>Outcome 15.</b> Sustainable Urban and Rural Development</li> </ul>	<p><b>Physical Transformation</b></p>

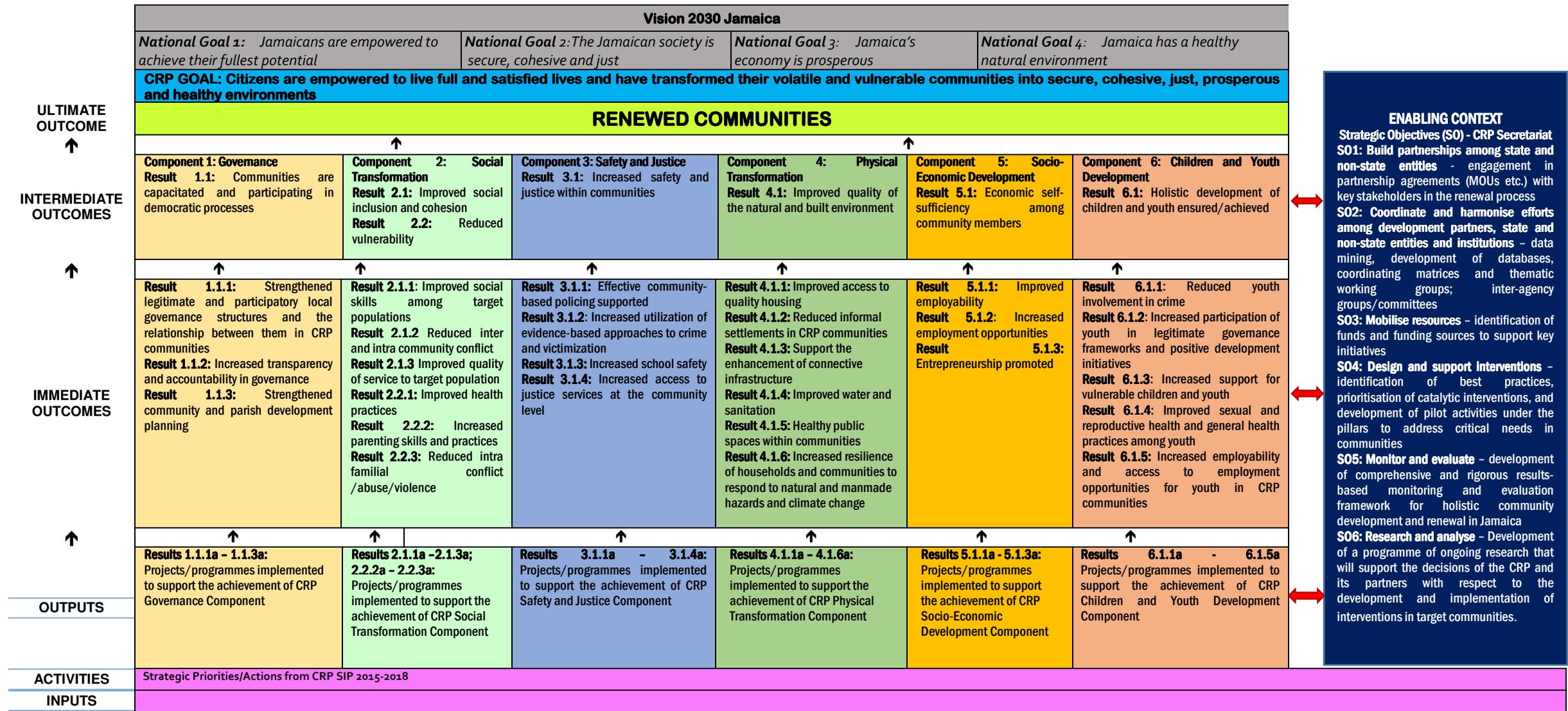
**2.4. CRP’s Theory of Change**

It is critical to understand how community development work 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 3: CRP Theory of Change



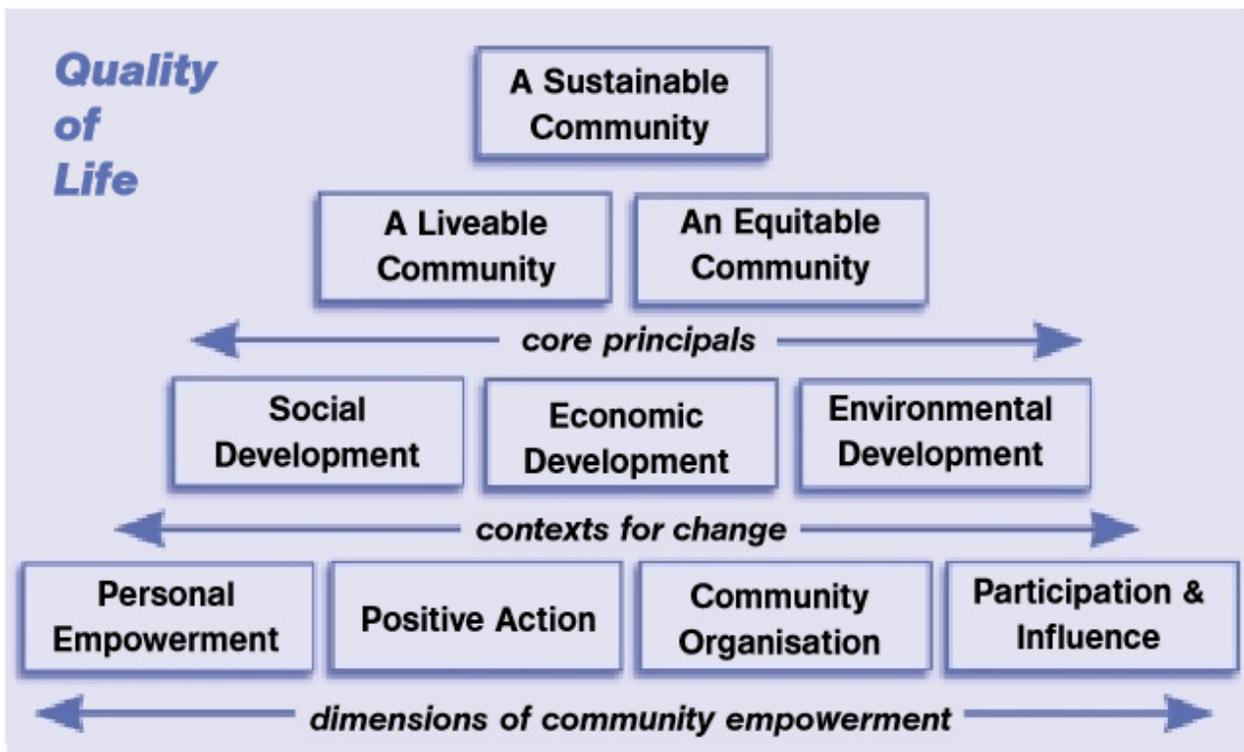
**ASSUMPTIONS**

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 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.”<sup>8</sup>

**Figure 4: The ABCD Model**



Barr and Hashagen (2000)

## 2.5. Review of Main Achievements, Challenges and Lessons Learned

The CRP was slated to be implemented in three Phases. Phase I targeted 41 communities as follows: 34 in the parishes of Kingston and St Andrew; 4 in St. James and; 3 in St Catherine. Phase II targeted 42 communities as follows: 20 in Kingston and St Andrew; 8 in St James; 6 in St Catherine and; 8 in

<sup>8</sup> 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.

Clarendon (see attached list of communities). Among Phase I communities, the CRP has initiated activities in 18 communities divided into four clusters as follows: Three Miles cluster, Trench Town/South St Andrew Cluster, West Kingston Cluster and East Kingston Cluster

Support for the CRP has come from a range of partners, including International Development Partners (IDPs), non-Government Organisations (NGOs), Government agencies and private sector institutions. IDPs include the European Union (EU) which is channelling its assistance under the poverty reduction programme Phases II, III and IV being implemented by the Jamaica Social Investment Fund (JSIF), the United States Agency for International Development (USAID) through its COMET programme, the World Bank through its Integrated Community Development Programme (ICDP) and the Caribbean Development Bank (CDB).

The EU is supporting projects in 40 CRP communities across the Parishes of St James, St Catherine, Clarendon, Kingston and St Andrew in infrastructure development, social development and economic empowerment. USAID is implementing projects in security and justice, governance, economic empowerment and climate change in 25 CRP communities across the parishes of St James, Clarendon, St Catherine, Kingston and St Andrew. The World Bank has begun consultations towards implementing projects through JSIF in 18 communities including 8 of those targeted by the CRP for Phase I. The CDB is currently reviewing proposals from the CRP with a view to providing financial assistance for programme implementation. See Annex for Map of IDPs involvement in CRP communities.

Private sector partners include DIGICEL (largely towards enterprise development), Grace Kennedy Ltd (Social Development in Majesty Gardens), GasPro Ltd (business development), and Wealth Access Management (Physical infrastructure, communications and business development) Jamaica National (JN) (business development), Jamaica Public Service Company (JPSCo).

NGO partners include the Agency for Inner City Development (AIR) (socio-economic development), the Environmental Health Foundation (EHF) (social and environmental development as well energy conservation), the Peace Management Initiative (PMI), the Mico Foundation, the University of Technology Department of the Built Environment, University of the West Indies through the Mona School of Business, the Jamaica Diaspora Institute and various church organisations and individuals.

Partners in the Government Sector include the Ministry of Education (MOE), the Ministry of Health, (MOH) Heart Trust/NTA, The Ministry of Industry Investment and Trade, the Ministry of Labour and Social Security (MLSS), the Ministry of Local Government, the Social Development Commission, the Jamaican Foundation for Lifelong Learning (JFLL), the Jamaica Constabulary Force (JCF), the National Housing Trust (NHT), the Urban Development Corporation (UDC) the National Solid Waste Management Agency (NSWMA).

### 2.5.1. Achievements

Key achievements for the CRP over the past four years include:

- The establishment of a CRP Secretariat at the PIOJ in February 2011 to oversee the implementation of the programme
- The identification, selection and phasing of 100 targeted communities which provided the basis for mapping of interventions at the community level and the development of programmatic gap analyses.
- Completion of community profile assessments in eight CRP communities
- Establishment of partnerships with key agencies such as the Social Development Commission (SDC), Jamaica Constabulary Force (JCF) and the Ministry of National Security (MNS)
- Signing of partnership agreements with multiple entities including with the SDC<sup>9</sup> to support community implementation activities.
- Activities undertaken based on the CRP's components included:
  - Forging of partnership agreements with JCF, SDC and MNS to use community scorecards<sup>10</sup> to monitor policing activities (security and justice).
  - Facilitation of a sensitization session on the Political Code of Conduct for police officers assigned to the Political Ombudsman, SDC Parish Managers, the Clergy and Citizens' Action for Free and Fair Election (CAFFE) leading up to the general elections in December 2011 (Component 1: Governance).
  - In partnership with the MOH, a Community Health Baseline Data Framework was developed for 100 communities following a health needs analysis of targeted communities done through an online survey
  - In partnership with the MOH, executed health promotion activity (health fairs) in targeted communities
  - Peckham Bamboo Project funded by the OAS (ongoing)
- Implementation of the Majesty Gardens Pilot Project

One of CRP's main achievements revolved around its first pilot intervention in the Majesty Gardens community, which commenced in May 2012. This intervention used an interagency coordinating committee approach that included, representatives of the Majesty Gardens Community Development Committee (CDC). The CRP began implementation in Majesty Gardens at the invitation of the National Housing Trust which was initiating a major housing development in that community. Apart from the housing development implemented by the NHT under Component 4: Physical Transformation, the pilot project implemented interventions in all other components. Some of these interventions included: major education and training programmes that directly impacted over 300 individuals in the community (JFLL, CSJP, JBDC, Heart Trust/NTA, Grace and Staff); gang demobilisation efforts by the JCF and PMI; clean up and bushing of the community (NSWMA, JDF, multiple agencies and individuals); establishment of 4 social enterprises through the UWI Social Entrepreneurship Unit; strengthening of the CDC through

<sup>9</sup> The SDC is the principal community development organization working in the 783 communities islandwide.

<sup>10</sup> Initially across 19 CRP communities. According to ESSJ 2013, assessments has been done by the SDC in 14 communities

training of its members; establishment of solar energy unit for the St. Andrew Settlement by the EHF and; reduction of tension between bottom and top Majesty Gardens.

The Majesty Garden Pilot Project tested the CRP methodology for community renewal/ transformation which includes the following elements:

- I. *Use of evidence to guide interventions:* National Housing Trust's data and the community development profile from the Social Development Commission were merged as a single composite instrument to be used. Other entities expanded the instrument to ensure all data was collected at entry, baselines could be established by entities and understanding of interventions needed to improve the quality of life of community residents. A census was also conducted using stratified sampling methodology.
- II. *Elimination of duplication of efforts* by implementing agencies: conduct gap analysis using data and develop indicator matrix in collaboration with government agencies, civil society groups and community members.
- III. *Maximising the impact of existing programmes* that target crime reduction and community development: This means monitoring the implementation of activities by entities looking at the outputs achieved and the potential impact.
- IV. *Partnerships:* All entities worked together to achieve a greater impact than working individually. Within the coordinating framework, the Majesty Gardens Pilot had the full participation of state and non-state actors with a common objective to transform the community through empowerment of individuals and strengthening of community structures.

See Annex for other achievements in Majesty Gardens detailed under each component with the remaining steps.

### **2.5.2. Strengths, Weaknesses, Opportunities and Threats to the CRP**

The key issues impacting the CRP are highlighted on a dynamic continuum, which directs the CRP to utilize its greatest strengths, address greatest weaknesses of concern, take advantage of its greatest opportunities and address its immediate threats.

**Table 3: CRP SWOT**

<b>STRENGTHS</b>	
Greatest strengths	<ol style="list-style-type: none"> <li>1. Supports the achievement of Vision 2030 Jamaica especially Goals 1 &amp; 2</li> <li>2. Bi-partisan support</li> <li>3. Established Secretariat to facilitate coordination</li> <li>4. Holistic approach: social, governance, physical, safety and justice, youth development for renewed communities</li> <li>5. Multi-stakeholder approach; joined up government agencies</li> </ol>
Moderate strengths	<ol style="list-style-type: none"> <li>6. Partnership framework for coordinating and synchronising activities</li> <li>7. Developed partnership arrangement /agreement</li> <li>8. Enable strengthened governance structure at the community level</li> </ol>
Minor strengths that need improvement	<ol style="list-style-type: none"> <li>9. Pilot project - Majesty Gardens is being implemented</li> <li>10. Recognised need for multi-faceted, multi-level interventions in urban and rural communities</li> </ol>
<b>WEAKNESSES</b>	
Weaknesses of greatest concern	<ol style="list-style-type: none"> <li>1. Slow pace of implementation of some key underpinning and strategic actions such as the development and implementation of the Community Readiness Tool and the Community Readiness Index</li> <li>2. No clear definition of 'renewed and transformed community'</li> <li>3. Weak/fledgling M&amp;E to communicate CRP's success or lack thereof to internal and external stakeholders</li> <li>4. Insufficient synergy between the CRP Secretariat and other units in PIOJ</li> <li>5. Absence of oversight/governance framework for CRP since the Inter-ministerial crime prevention and community renewal committee (IMC) was disbanded</li> <li>6. External stakeholders are not clear on the role and function of CRP- their own role, expectations and overall aim of programme</li> <li>7. Weak ownership of the renewal process amongst MDAs</li> <li>8. Lack of clear communication strategy for both internal and external stakeholders</li> <li>9. Secretariat does not have full staff complement, or adequate skills set to manage the 6 pillars</li> <li>10. No evaluation of the programme after more than three years</li> </ol>
Moderate weakness	<ol style="list-style-type: none"> <li>11. Geographical coverage limited to only communities in Kingston specifically, Three Miles and Downtown cluster</li> <li>12. Data collection challenges which impacts quality and time when CRP receives data</li> <li>13. Inadequate comprehensive, reliable and up to date community level data for target communities</li> <li>14. Absence of rigorous community baseline data</li> </ol>
Minor Weakness	<ol style="list-style-type: none"> <li>15. Lack of regular and detailed progress reports from participating MDAs</li> <li>16. Absence of Stakeholder Map defining the roles and responsibilities for each partner</li> </ol>
<b>OPPORTUNITIES</b>	
Short term opportunities to be paid immediate attention	<ol style="list-style-type: none"> <li>1. Establish oversight bodies for CRP for accountability and credibility</li> <li>2. Refine and implement CRP M&amp;E Framework to measure CRP's achievements</li> <li>3. Operationalize 'renewed and transformed community' that is Community Renewal Index and gain buy in of stakeholders</li> <li>4. Use available data from participating MDAs/ public opinion surveys (LAPOP, MNS, SDC)</li> <li>5. Operationalize signed Memoranda of Understanding and have understanding with partnering entities to implement interventions as needed.</li> <li>6. Develop work schedule or joint work programme with existing partnership on priority actions for each community listed that can lead to renewal</li> </ol>

	7. Extend current partnership framework to work more closely with Unite for Change and similar programmes
	8. Assess CRP's comparative advantage vis-à-vis other similar programmes
Medium term opportunities to be considered	9. Identify lessons learned from Majesty Garden and adjust relevant strategies
Long term opportunities on the horizon	10. Be an authoritative voice and leader in collection and dissemination of community development and renewal information.
<b>THREATS</b>	
Short term threats in need of immediate attention	1. Donors and other entities have gone ahead with implementation somewhat void of strategic direction from the CRP Secretariat on issues including the choice of communities and the strategic alignment of resources with community needs.
Medium term threats to be considered	2. The MNS implemented the Unite for Change initiative that provides overarching framework for all SI programme under the Ministry's remit. This programme also replicated the coordinating function of CRP.
Threats in the long term horizon	3. Other coordinating framework e.g Unite for Change has minimized the effectiveness of the CRP

### 2.5.3. Lessons Learned

The CRP has benefitted from several lessons learned over the past four years:

1. The term “renewed community” was not operationalized at the start of CRP implementation in 2011-2012. This is important to assess progress and impact of the CRP overtime. Indicators/benchmark of a “renewed community” is now being developed.
2. The need to sustain the continuity of the CRP interventions in communities after entry to each community has commenced. Sustainability of development efforts can only be achieved if CRP communities can be weaned successfully off the CRP and other state agencies. Strong legitimate leadership aligned to a strong governance structure will be critical to the weaning process.
3. The delay in CRP’s implementation process created space for the establishment of other coordinating frameworks and for partners’ projects to be implemented outside a coordinated framework thereby allowing the questioning of the CRP’s relevance.
4. The CRP remains relevant and will have to pursue effective partnerships with these frameworks to assert its influence, achieve its goal and objectives programmatically and operationally and ultimately community transformation.
5. The importance of proper sequencing of CRP interventions to ensure that a secure environment is created in each community for subsequent social and economic interventions to take place should not be underscored.
6. Proper institutional and administrative arrangements involving a coordinating agency, strong implementing agencies, professional staff, a sound MIS, a robust M&E system and a good communication framework are all critical elements of a sound and holistic community renewal framework.

7. Monitoring and evaluation are critical to *provide lessons learned to inform the full implementation and success of the CRP.*
8. It is not realistic to expect that the CRP will have completed work at the same level in all 100 communities within the remaining six years of the programme.
9. At the end of the CRP programme, communities should be placed on a sustainable path to holistic development as a result of the CRP methodology and structures. This should include strengthened CDCs led by the SDC empowered to continue the work of the CRP.
10. At the end of the CRP programme there should be established coordinating institutions and monitoring and evaluation frameworks that represent the CRP paradigm.
11. Community members must own the development plans for their community and be prepared to contribute their own efforts towards their achievement.

### **3. STRATEGIC IMPLEMENTATION FRAMEWORK**

This is the first strategic plan to be developed for the Community Renewal Programme. This plan is intended to streamline the planning and reporting on the progress made towards sustainable development of the 100 communities.

Building on the work that has already been initiated, the CRP Secretariat and its partners will ramp up implementation of interventions in the current phase of the programme over the next three years to address the challenges highlighted and take advantage of opportunities outlined.

As shown in the CRP's Logic Model, the CRP is a wide-ranging endeavour. The CRP strategic framework 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 or programmatic results 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 2.4 for the CRP's Theory of Change.

This section presents the strategic orientations of the CRP to respond to the challenges identified above.

#### **3.1. CRP Component 1: Governance**

Exercising effective, honest, equitable, transparent and accountable power at all government levels is what good governance is about. It enables responsible economic and financial management of public and natural resources; resource distribution in accordance to the law; economic growth, social development and poverty reduction in an equitable and sustainable manner (IADB 2006,9)<sup>11</sup>.

For these reasons, a facilitative governance framework anchors all aspects of the CRP programme by defining the parameters within which decisions are taken about progress towards community renewal or transformation. Interaction among citizens and between citizens and government is facilitated translating into a powerful vehicle for building cohesion within the community and improving relations between citizens and the state. As a meeting place for community members and other stakeholders, it is a means of disseminating development objectives and trends, building citizens' understanding and getting feedback.

Perhaps the greatest value of this arrangement is the potential for empowering citizens to make decisions about issues facing them individually as well as those pertaining to their community. One of the key issues associated with the establishment of a functional governance framework is its credibility. Hence, it is important that the approach taken ensures that the processes involved are democratic and transparent

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<sup>11</sup> Inter-American Development Bank (2006,9): Voices in Advocacy

so that all citizens feel comfortable about getting involved. Such approach should enable the achievement of the following expected results under the governance component of the CRP:

- Result 1.1: Communities are capacitated and participating in democratic processes
- 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

For the next three years, the CRP will collaborate with key partners to undertake a range of activities aimed at achieving the expected results. These will include the following:

- Strengthen capacity of CDCs (where they exist) and community based organizations to ensure broad and reliable representation
- Ensure the provision of service at stipulated standard within CRP communities
- Conduct of community/beneficiary-led monitoring and evaluation of service provider performance
- Conduct readiness assessment using Community Renewal Readiness Tool
- Support SDC in the preparation and revision of community plans in CRP communities integrating elements of the readiness assessment process

COMPONENT 1: GOVERNANCE				
CRP GOAL: <i>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</i>				
Expected Results	Strategies	Strategic Actions	Timeframe	Responsible Entities
<b>Result 1.1:</b> Communities are capacitated and participating in democratic processes	Strengthen legitimate and participatory local governance structures and the relationship between them in CRP communities	Support efforts by the SDC and other partners to strengthen capacity of CDCs <sup>12</sup> (where they exist) and community based organisations to ensure broad and reliable representation	Ongoing (Years 1- 3)	CRP Secretariat, SDC, PDCs, NAPDEC, KSAC, Local Authorities
		Encourage the strengthening of relationships/linkages between and among CDCs, DACs, PDCs, and the local authorities	Ongoing (Years 1- 3)	As above
		Support public education campaign to raise awareness about the dimensions of local governance and the importance of citizen participation in democratic processes	Ongoing (Years 1- 3)	CRP Secretariat, SDC, MLGCD, NIA
	Increase transparency and accountability in public governance	Support efforts that: <ol style="list-style-type: none"> <li>1. Assist strengthening of community capacity to demand scheduled services</li> <li>2. Monitor operation and delivery of public services</li> <li>3. Support information sharing and increase community awareness and knowledge on rights and entitlements</li> </ol>	Ongoing (Years 1- 3)	CRP Secretariat, NSWMA, NWC
		Consistently engage with MDAs responsible for public service delivery to ensure the provision of service at stipulated standard within CRP communities	Ongoing (Years 1- 3)	CRP Secretariat, NSWMA, NWC, OUR
		Support the conduct of community or beneficiary-led monitoring and evaluation of service provider performance (accountability)	Ongoing (Years 1- 3)	CRP Secretariat, Community Focal Points
	Strengthen community and parish development planning	Support capacity development efforts within CRP communities in leadership skills, project development and management, advocacy, networking skills, project/funding proposals writing to finance catalytic projects and programmes	Ongoing (Years 1- 3)	CRP Secretariat, SDC, KSAC, Local Authorities, MPs, NEPA

<sup>12</sup> A standard training package is proposed which would build on and augment the different assessment tools and mechanisms used by the CDC.

<b>COMPONENT 1: GOVERNANCE</b>				
<b>CRP GOAL: <i>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</i></b>				
<b>Expected Results</b>	<b>Strategies</b>	<b>Strategic Actions</b>	<b>Timeframe</b>	<b>Responsible Entities</b>
		Support SDC in the preparation and revision of community plans in CRP communities taking into consideration the readiness assessment process	Ongoing (Years 1- 3)	CRP Secretariat, SDC
		Identify and act on opportunities to strengthen the nexus between development planning for CRP communities and development planning processes at the parish and national levels.	Ongoing (Years 1- 3)	CRP Secretariat, SDC, local authorities

### 3.2. Component 2: Social Transformation

The social transformation component aims to change the negative socio cultural psyche of the individual, family, community and ultimately the nation through re-socialization processes, which embed positive norms and changes the aspirations of individuals, particularly the youth.

The intention is to enable individuals to optimally achieve through education, work, relationships, child-rearing and through contribution to community and country. It is expected to contribute to modifying anti-social behaviour, shape citizens into responsible, productive individuals who can take responsibility for their actions. Ultimately, it should facilitate residents in targeted communities to be weaned off state sponsored programmes such as the CRP.

While programmes will be determined by the specific circumstances of participating communities, each intervention will be embedded in the integrated approach of the wider programme. This will mean collaboration with other elements of the wider programme such as skills training, personal development and remedial education. Similarly, programmes will have to be carefully crafted in a consultative manner with community residents utilizing research, as well as the input of psychologists and other experts to ensure effectiveness. Implementing providers must also appreciate that learning is a two-way process, where understanding the complexities of the community will result in more accurately targeted and culturally appropriate initiatives.

The expected results to be achieved under the social transformation component are:

- **Result 2.1:** Improved social inclusion and cohesion
- 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:** Reduced vulnerability
- 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

The range of activities to achieve the expected results over the next three years will include the following:

- Collaboration with partners (including Unite For Change) concerned with reshaping positive values and healthy lifestyles to develop a model behaviour modification programme<sup>13</sup> to be implemented in CRP communities
- Partnering with agencies to support sport and cultural activities that will build bridges between neighbouring communities
- Exposing residents to fora to increase awareness of rights, responsibilities and entitlement with respect to their engagement with service providers
- Engaging partners to develop and implement programmes for nutrition, mental health, sexual reproductive health, and environmental health public education

<sup>13</sup> This should include a monitoring and evaluation system to track and measure behaviour modification progress and impact.

- Working with partners through the NPSC to conduct effective parenting workshops and other programmes (training of trainers, establishment of parenting places, reinforcement of the role of the family etc.) tailored to the needs of target population
- Engaging partners to develop or scale up communication initiatives to sensitize communities to the various forms of abuse and human trafficking

COMPONENT 2: SOCIAL TRANSFORMATION				
CRP GOAL: <i>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</i>				
Expected Results	Strategies	Strategic Actions	Timeframe	Responsible Entities
<b>Result 2.1:</b> Improved social inclusion and cohesion	Improve social skills among target populations	Establish partnerships with entities/individuals to design and implement effective social intervention programmes that maximise community interactions <sup>14</sup> and tackle social exclusion	Ongoing (Years 1 – 3)	CRP Secretariat, PIOJ; UFC, MOE, CSJP, JCF, PMI, MOH, MLSS, RGD, NPC, FBOs, JSIF/PRP
		Collaborate with partners (including Unite For Change) concerned with reshaping positive values and healthy lifestyles to develop a model behaviour modification programme <sup>15</sup> to be implemented in CRP communities	Year 1	CRP Secretariat, UFC
		Coordinate the implementation of the model behaviour modification programme across CRP communities	Year 2- Year 3	CRP Secretariat, UFC
	Reduce inter and intra community conflict	Partner with agencies to support sport and cultural activities that will build bridges between neighbouring communities***	Ongoing (Years 1- 3)	CRP Secretariat, Ministry of Youth and Culture, SDF, CHASE, JCF
		Engage partners to support reintegration programmes for ex-offenders		CRP Secretariat, JCF, Correctional Services Department
	Improve quality of service to target population	Engage partners to execute workshops with public service providers and MDAs (utilize Citizens Charter and service standards)	Ongoing (Years 1- 3)	CRP Secretariat, Consumer Affairs, OUR
		Expose residents to fora to increase awareness of rights, responsibilities and entitlement with respect to their engagement with service providers	Ongoing (Years 1- 3)	CRP Secretariat, OUR
<b>Result 2.2:</b> Reduced vulnerability	Improve healthy lifestyle practices	Work with partners to co-ordinate events (including health fairs) in schools and communities that will inter alia instil healthy lifestyle habits***	Ongoing (Years 1- 3)	CRP Secretariat, National Parenting Commission, CDA, MYC, MOE, PTAs

<sup>14</sup> Programmes that promote positive relationships between different social groups within an area (particularly across political divides), bringing people into contact and encouraging them to work together for the benefit of the whole community.

<sup>15</sup> This should include a monitoring and evaluation system to track and measure behaviour modification progress and impact.

		Engage partners to develop and implement programmes for nutrition, mental health, sexual reproductive health, and environmental health public education***	Ongoing (Years 1- 3)	CRP Secretariat, MOH, SDC, FamPlan, Diabetes Association of Jamaica, Health Fund
	Increase parenting skills and practices	Establish MOU with the National Parenting Commission (NPC) to support the increase in parenting skills and practices in CRP	Year 1	CRP Secretariat, National Parenting Commission, CDA, MYC, MOE, PTAs
		Work with partners through the NPC to conduct effective parenting workshops and other programmes (training of trainers, establishment of parenting places, reinforcement of the role of the family etc.) tailored to the needs of target population	Ongoing (Years 1- 3)	As above
	Reduce intra familial conflict/abuse/violence	Engage partners to scale up the implementation of programmes to improve capacity of families to manage conflict among members	Ongoing (Years 1- 3)	CRP Secretariat, DRF, FPB, JCF, CDA, CISOCA
		Work with partners to identify/ develop mechanisms to assist families to reduce the likelihood of child abuse and provide psychosocial support to victims	Ongoing (Years 1- 3)	As above
		Engage partners to develop or scale up communication initiatives to sensitize communities to the various forms of abuse and human trafficking	Ongoing (Years 1- 3)	As above

### 3.3. Component 3: Safety and Justice

The ultimate aim of the safety and justice component is to provide a sense of security and wellbeing within CRP communities. Amongst other things this will involve the re-socialization of criminal elements where possible; and the dissuasion of others from criminal and anti-social behaviours. This component will support a two-pronged approach through collaboration with programmes emphasizing violence reduction through crime prevention using community safety strategies (e.g. Unite for Change (UFC)). In the meantime, the CRP will concentrate on:

- Dovetailing complementary effective crime reduction measures and community policing, with social intervention
- Building of trust between the agents of the State and the CRP communities
- Building consensus on strategies for ensuring that law and order is maintained and that criminal elements do not find refuge in CRP communities
- Rebuilding value structures for community members to internalise and promote mainstream societal values that form the foundation of law and order in the wider society

Expected results under this component are:

- **Result 3.1:** Increased safety and justice within communities
- 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

Several strategic activities will be pursued to support the achievement of these expected results over the next three years. These include:

- Support the design and implementation of community based interventions aimed at strengthening relationships and increasing trust between the police and citizens in CRP communities
- Collaborate with partners to strengthen data management systems (including the Jamaica Crime Observatory (JCO) and the community scorecard system) for evidence based crime prevention and mitigation
- Collaborate with relevant partners and community in the design and implementation of effective school safety programmes
- Engage partners to develop and implement community level justice interventions that would include mediation activities to restore and secure peace

<b>COMPONENT 3: SAFETY AND JUSTICE</b>				
<b>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</b>				
<b>Expected Results</b>	<b>Strategies</b>	<b>Strategic Actions</b>	<b>Timeframe</b>	<b>Responsible Entities</b>
<b>Result 3.1:</b> Increased safety and justice within communities	Support effective community-based policing	Support the design and implementation of community based interventions aimed at strengthening relationships and increasing trust between the police and citizens in CRP communities	Ongoing (Years 1- 3)	CRP Secretariat, PIOJ, UFC/MNS, JCF, DRF, INDECOM, MOCA, JSIF/PRP
		Support partners’ efforts to design, implement or scale up programmes to facilitate increased physical and social access to CRP communities by citizens, the police, emergency services the general public <sup>16</sup>	Ongoing (Years 1- 3)	CRP Secretariat, PIOJ; MLGCD, SDC
		Engage with the Police High Command to enhance and sustain operational/business continuity in the system of community policing	Ongoing (Years 1- 3)	CRP Secretariat, PIOJ
		Lobby for and support efforts to improve the physical infrastructure and equipment for the police force	Ongoing (Years 1- 3)	CRP Secretariat, PIOJ
	Support evidence-based crime prevention	Collaborate with partners to strengthen and institutionalise data management systems (including the Jamaica Crime Observatory (JCO) and the community scorecard system) for evidence based crime prevention and mitigation	Ongoing (Years 1- 3)	CRP Secretariat, JCO, JCF
	Increase school safety	Collaborate with relevant partners and community towards the activation and resourcing of school safety and security mechanisms	Ongoing (Years 1- 3)	CRP Secretariat, PIOJ MOE, PRP
	Increase access to justice services at the community level	Support the establishment of the community based restorative justice centres	Ongoing (Years 1- 3)	CRP Secretariat, PIOJ MOJ, DRF

<sup>16</sup> Will also be applicable under the Physical Transformation Component.

<b>COMPONENT 3: SAFETY AND JUSTICE</b>				
<b>CRP GOAL: <i>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</i></b>				
<b>Expected Results</b>	<b>Strategies</b>	<b>Strategic Actions</b>	<b>Timeframe</b>	<b>Responsible Entities</b>
		Engage partners to develop and implement community based justice interventions that would include mediation activities to restore and secure peace	Ongoing (Years 1- 3)	CRP Secretariat, PIOJ MOJ, DRF

### **3.4. Component 4: Physical Transformation**

The CRP presents a unique opportunity to infuse proper urban planning into the renewal of the targeted communities. The Programme is geared towards creating sustainable communities where basic needs are met in an economically viable and environmentally efficient manner.

The physical development programme is long term; its exact nature will be developed through a process of intense consultations with community residents themselves in conjunction with a number of other stakeholders. It will also be informed by the results of socio-economic and environmental assessments that will be conducted in the targeted communities

Improvement in the physical environment is a key component in any community renewal exercise. Evidence has shown that improving the physical environment impacts positively on the way residents views themselves and their community.

The expected results under this component are:

- **Result 4.1:** Improved quality of the natural and built environment
- 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

CRP supporting activities over the next three years will be to:

- Support partner and community efforts to rehabilitate/upgrade existing structures
- Work with MPs and other partners to develop solutions for identified informal settlements in CRP communities
- Support efforts by the major utility agencies to introduce innovative solutions and services
- Engage partners to develop and implement sustainable and innovative solutions to address water and sanitation issues in CRP communities
- Work with communities in developing and implementing maintenance plans/arrangements for sustaining community socio-economic infrastructure
- Work with non-governmental organizations and other stakeholders, including the private sector, to increase public engagement, education, and outreach activities focused on disaster mitigation and climate change resilience

<b>COMPONENT 4: PHYSICAL TRANSFORMATION</b>				
<b>CRP GOAL: <i>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</i></b>				
<b>Expected Results</b>	<b>Strategies</b>	<b>Strategic Actions</b>	<b>Timeframe</b>	<b>Responsible Entities</b>
<b>Result 4.1:</b> Improved quality of the natural and built environment	Improve housing quality and access to housing	Support partner and community efforts to rehabilitate/upgrade existing structures	Ongoing (Years 1- 3)	CRP Secretariat, NHT, JSIF/PRP, ICDP, NWA, Parish Councils, JPS, JEEP, MSTEM, NSWMA
		Work with partners and communities in the design and provide appropriate housing solutions	Ongoing (Years 1- 3)	CRP Secretariat, NHT
	Support the reduction of informal settlements in CRP communities	Link identified informal settlements in CRP communities with the relevant state agencies (information/advisory) to develop solutions	Ongoing (Years 1- 3)	CRP Secretariat, MTWH, MWLECC, NLA, MP, Local Authorities
		Work with MPs and other partners to develop solutions for identified informal settlements in CRP communities	Ongoing (Years 1- 3)	CRP Secretariat, NHT
	Support the enhancement of connective infrastructure	Support efforts of the community to work with the relevant authorities to upgrade road network, street signs and lighting	Ongoing (Years 1- 3)	CRP Secretariat, MTWH, MWLECC, NLA, JPS, Local Authorities
		Support efforts by the major utility agencies to introduce innovative solutions and services to upgrade, regularize and improve access to services within CRP communities	Ongoing (Years 1- 3)	CRP Secretariat, NWC, NSWMA, JPSCo
	Improve water and sanitation	Engage partners to develop and implement sustainable and innovative solutions to address water and sanitation issues in CRP communities	Ongoing (Years 1- 3)	CRP Secretariat, NWC, ICDP, PRP, NSWMA

COMPONENT 4: PHYSICAL TRANSFORMATION				
CRP GOAL: <i>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</i>				
Expected Results	Strategies	Strategic Actions	Timeframe	Responsible Entities
	Develop and maintain healthy public spaces	Facilitate relevant partners and community actors in the design and implementation of programmes and activities to: *** <ul style="list-style-type: none"> <li>- Clean-up and beautify public spaces</li> <li>- Identify and upgrade sites for recreational facilities</li> <li>- Establish and enhance community centres as hubs for local service delivery</li> <li>- Construct/upgrade sports facilities such as football fields, basketball courts and multipurpose courts</li> <li>- Identify and preserve cultural and heritage sites in communities</li> <li>- Identify and preserve green spaces and garden spaces</li> <li>- Remove derelict buildings and drug houses</li> </ul>	Ongoing (Years 1- 3)	CRP Secretariat, NSWMA, JSIF, COMET, SDC, National Heritage Trust, MYC
		Work with communities in developing and implementing maintenance plans/arrangements for sustaining community socio-economic infrastructure	Ongoing (Years 1- 3)	CRP Secretariat, JSIF
	Improve community resilience to respond to natural and manmade hazards and climate change	Collaborate with partners to provide guidance and support to communities to proactively develop local hazard identification and risk management frameworks that band communities together	Ongoing (Years 1- 3)	CRP Secretariat, COMET, ODPEM, NEPA, UWI, MLGCD, NSWMA, SDC, Met Office, JIS,NGOs
		Work with non-governmental organizations and other stakeholders, including the private sector, to increase public engagement, education, and outreach activities focused on disaster mitigation and climate change resilience	Ongoing (Years 1- 3)	CRP Secretariat, ODPEM, Selected NGOs
		In conjunction with ODPEM and other relevant partners, support capacity building of local community planning structures to create a comprehensive disaster/emergency response system	Ongoing (Years 1- 3)	CRP Secretariat, ODPEM

### 3.5. Component 5: Socio-Economic Development

The focus on building community social capital and providing tools to enable community residents to develop necessary skills sets to eventually wean themselves off Government social programmes will be central to the community renewal process. One important strategy to achieve this will be to identify and optimize the human and other assets within CRP communities and to transform these attributes into wealth creating and income generating opportunities.

As a first step the CRP will facilitate benchmarking analyses of community assets and resources, as well as the identification of development deficits. The actual programmes for socio-economic development will be dependent on these analyses, assessments of training needs and other needs identified by the community residents. Drawing on the experiences and lessons learned from existing and previously implemented social intervention programmes is expected to highlight factors that should be taken into consideration when implementing these programmes.

A number of socio-economic initiatives must be undertaken for sustained improvement in the quality of lives of residents in the targeted communities. These initiatives will be aimed at improving the educational and skills levels of residents and assisting them to access and/or create employment opportunities. The expected results will be:

- **Result 5.1:** Economic self-sufficiency among community members
- Result 5.1.1: Improved employability
- Result 5.1.2: Increased employment opportunities
- Result 5.1.3: Entrepreneurship promoted

CRP supporting activities over the next three years towards the achievement of these expected results will be to:

- Use labour market information and trends to identify the types of skills in demand, and support partners in designing and implementing relevant training programmes
- Identify and engage partners for the roll out of apprenticeship, internship & mentorship programmes across CRP communities
- Support partner efforts to work with targeted communities<sup>17</sup> to understand and develop social enterprises and social entrepreneurs
- Support/promote community linkages to a sustainable Business Incubators/enabler Network that delivers business services to early-stage innovation-driven entrepreneurs (including through business clinics for delivery of entrepreneurship training)

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<sup>17</sup> It should be recognized that that not all communities will have the capacity to do this.

COMPONENT 5: SOCIO-ECONOMIC DEVELOPMENT					
CRP GOAL: <i>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</i>					
Expected Results	Strategies	Strategic Actions	Timeframe	Responsible Entities	
Result 5.1: Economic self-sufficiency among community members	Improve employability	Identify and engage partners to undertake training and educational needs assessment within CRP communities***	Ongoing (Years 1- 3)	CRP, MOE, JFLL, HEART Trust-NTA, CMI	
		Use labour market information and trends to identify the types of skills in demand, and support partners in designing and implementing relevant training programmes	Ongoing (Years 1- 3)	CRP Secretariat, PIOJ	
		Support partner and community efforts in the design and implementation of literacy and numeracy training, life skills training, and vocational skills training	Ongoing (Years 1 – 3)	CRP Secretariat	
	Enable access to employment		Support partner efforts to provide employment and training opportunities***	Ongoing (Years 1- 3)	CRP Secretariat, MOE, JFLL, HEART Trust-NTA, CMI
			Mobilize resources to support the development and implementation of education and training programmes***	Ongoing (Years 1- 3)	CRP Secretariat, DBJ, IDPs, Diaspora Groups
			Identify and engage partners for the roll out of apprenticeship, internship & mentorship programmes across CRP communities	Ongoing (Years 1- 3)	CRP Secretariat
			Lobby JEEP and similar programmes to earmark /make provisions for jobs opportunities for members of CRP communities in annual programming	Ongoing (Years 1- 3)	CRP Secretariat
	Promote Entrepreneurship		Support partner efforts to work with communities to develop income generating and sustainable livelihood projects	Ongoing (Years 1- 3)	SDC, MOLG, CIDA/DFTAD, CMI, JPS, MLGCD, JBDC, KSAC, CDCs, SDC, USAID/ COMET II, MIIC MIDA, JN, DBJ ,JN Foundation

<b>COMPONENT 5: SOCIO-ECONOMIC DEVELOPMENT</b>				
<b>CRP GOAL: <i>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</i></b>				
<b>Expected Results</b>	<b>Strategies</b>	<b>Strategic Actions</b>	<b>Timeframe</b>	<b>Responsible Entities</b>
		Support partner efforts to work with targeted communities <sup>18</sup> to understand and develop social enterprises and social entrepreneurs	Ongoing (Years 1- 3)	CRP Secretariat
		Support/promote community linkages to a sustainable Business Incubators/enabler Network that delivers business services to early-stage innovation-driven entrepreneurs (including through business clinics for delivery of entrepreneurship training)	Ongoing (Years 1- 3)	CRP Secretariat
		Lobby targeted microfinance institutions to provide business planning services and affordable financing to members of CRP communities	Ongoing (Years 1- 3)	CRP Secretariat
		Collaborate with CARILED to actively facilitate and co-ordinate local economic development initiatives including twinning of selected CRP communities	Ongoing (Years 1- 3)	CARILED, MLGCD

<sup>18</sup> It should be recognized that not all communities will have the capacity to do this.

### **3.6. Component 6: Children and Youth Development**

The objective of the children and youth component is to improve the prospects of young people for meaningful self-development and self-actualization, as well as providing opportunities for them to become productive citizens. The CRP envisages a package of interventions tailored for children and youth in CRP communities, specifically for those who are at risk or unattached. The expected result of the package of interventions will be:

- Result 6.1: Holistic development of children and youth ensured/achieved
- 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

CRP supporting activities over the next three years towards the achievement of the expected results will be to:

- Support partner and community efforts in designing and implementing programmes aimed at tackling serious crime prevention and community safety such as reduction of youth involvement in gangs and psychosocial programmes aimed at maladjusted youth
- Work with partners to encourage and coordinate youth participation and representation in community governance structures, including CBOs, CDCs and DACs
- Work with partners to design and implement programmes targeting at-risk children and youth including those in conflict with the law, school drop-outs, those in need of care and protection
- Support the design and implementation programmes that are focused on improving sexual reproductive and other health practices amongst youth to prevent and address:
  - Teenage pregnancies
  - Sexually transmitted infections (STIs)
  - Substance abuse
  - Mental health problems

COMPONENT 6: CHILDREN AND YOUTH DEVELOPMENT				
CRP GOAL: <i>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</i>				
Expected Results	Strategies	Strategic Actions	Timeframe	Responsible Entities
<b>Result 6.1:</b> Holistic development of children and youth ensured	Reduce youth involvement in crime	Support partner and community efforts in designing and implementing programmes aimed at tackling serious crime prevention and community safety such as reduction of youth involvement in gangs and psychosocial programmes aimed at maladjusted youth***	Ongoing (Years 1- 3)	CRP Secretariat, MYC, PMI
	Increase participation of youth in legitimate governance frameworks and positive development initiatives	Work with partners to encourage and coordinate youth participation and representation in community governance structures, including CBOs, CDCs and DACs	Ongoing (Years 1- 3)	MYC, SDC
		Support the development of youth friendly spaces in communities***	Ongoing (Years 1- 3)	CRP Secretariat, MYC, SDC
		Provide strategies and options for the Ministry of Youth and its agencies to mainstream/apply relevant children and youth policies at the local level within CRP communities***	Ongoing (Years 1- 3)	CRP Secretariat, MYC, SDC
	Increase support for vulnerable children and youth	Engage with community leadership and stakeholders working in CRP communities to identify vulnerable children and youth and propose solutions to address needs	Ongoing (Years 1- 3)	MYC, CDA, JSIF/PRP
		Consult with stakeholders involved in the delivery of children and youth development programmes to assess/evaluate results achieved over the past few years	Ongoing (Years 1- 3)	CRP Secretariat
		Work with partners to design and implement programmes (e.g. mentorship and parenting) targeting at-risk children and youth including those in conflict with the law, school drop-outs, those in need of care and protection***	Ongoing (Years 1- 3)	CRP Secretariat, MYC, CDA, JSIF/PRP

COMPONENT 6: CHILDREN AND YOUTH DEVELOPMENT				
CRP GOAL: <i>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</i>				
Expected Results	Strategies	Strategic Actions	Timeframe	Responsible Entities
	Improve sexual and reproductive health and general health practices among youth	Support the design and implementation programmes that are focused on improving sexual reproductive and other health practices amongst youth to prevent: *** <ul style="list-style-type: none"> <li>- Teenaged pregnancies</li> <li>- STDs and STIs</li> <li>- Substance abuse</li> <li>- Mental health problems</li> </ul>	Ongoing (Years 1- 3)	CRP Secretariat, MOH, SDC, FamPlan, Diabetes Association of Jamaica, Health Fund
	Increase employability and access to employment opportunities for youth in CRP communities	Ensure the prioritisation of youth in initiatives aimed at increasing employability and access to employment opportunities including:*** <ul style="list-style-type: none"> <li>- Education and training</li> <li>- Job search skills and tools</li> <li>- Apprenticeship, internship and mentorship</li> <li>- Volunteering</li> <li>- Accreditation training</li> <li>- Entrepreneurship</li> </ul>	Ongoing (Years 1- 3)	CRP Secretariat, HEART Trust/NTA, SDC, MIIC,JBDC, MLSS
		Identify and engage partners to deliver entrepreneurship training and capacity building programmes for community businesses***	Ongoing (Years 1- 3)	CRP Secretariat, JBDC, PSOJ, Massy Gas Products, other relevant private sector entities
		Facilitate rural-urban linkages for youths in particular projects***	Ongoing (Years 1- 3)	CRP Secretariat, JBDC, HEART Trust-NTA
		Identify current and emerging areas for employment and provide training opportunities for same***	Ongoing (Years 1- 3)	CRP Secretariat, PIOJ, MLSS, JEF, JAMPRO, HEART Trust-NTA, CMI, PSOJ

<b>COMPONENT 6: CHILDREN AND YOUTH DEVELOPMENT</b>				
<b>CRP GOAL: <i>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</i></b>				
<b>Expected Results</b>	<b>Strategies</b>	<b>Strategic Actions</b>	<b>Timeframe</b>	<b>Responsible Entities</b>
		Mobilize resources through engagement to support development and implementation of entrepreneurship programmes or projects***	Ongoing (Years 1- 3)	CRP Secretariat, IDPs, Private Sector entities, Foundations, Diaspora

### 3.7. CRP Operational Management Results Framework

This Strategic Implementation Framework for the CRP has presented a single integrated framework that shows the connection between programmatic and operational management results (of the CRP Secretariat). The following framework along with the M&E framework of indicators enables CRP Secretariat and stakeholders to monitor achievements, learn lessons, evaluate impacts and hold entities to account.

The CRP Operational Management Results Framework represents the critical enablers of success where specific strategic actions must be taken to ensure that the progress towards community renewal is accelerated over the next three years and sustained thereafter. All the strategic actions under this framework are regarded as strategic. The CRP Operational Management Results Framework calls on the CRP Secretariat to better leverage its comparative advantage within the PIOJ<sup>19</sup> to achieve greater and more sustainable impact in its operations, and to better contribute to the achievement of the expected results under the six CRP Components.

During the next three years, the CRP through its Secretariat will seek to pursue:

- *Strengthened use of partnerships, collaboration and harmonisation:* Achieving effective community renewal means a significant investment in time and resources in cultivating productive partnerships with a view leveraging additional resources, sharing knowledge and expertise, and developing and implementing common approaches to resolving community development problems. The CRP Secretariat must increase its ability to effectively implement and manage its partnership strategy
- *Improved responsiveness to communities, CRP partners and stakeholders' challenges:* This will involve a more in-depth understanding and knowledge of the communities, partners and stakeholders and greater responsiveness to their needs within resource and time constraints. This requires more robust communication and advocacy by the CRP Secretariat with and among different stakeholder groupings as well as the ability to use its comparative advantage to address concerns/challenges and exploit opportunities.
- *A differentiated approach based on community context:* This will be derived especially from the application of the Community Readiness Tool. It is understood that the depth of deprivation and circumstances differ from community to community. See Annex for example of a Community Readiness Tool. Therefore, a one size fit all development and transformation approach will not work. Applying the Community Readiness Tool in communities provide the analytics to underpin programme design and implementation by CRP's potential and existing partners. Moreover, it assists the CRP Secretariat in determining the minimum or basic package of support required by communities to start, accelerate to sustain the renewal trajectory. In fact, this will help to determine if investment is required in some key functional areas before CRP Component-specific programmes are designed for implementation in CRP communities.

A related and important consideration involves strategic targeting by the CRP Secretariat to guard against communities being "left behind". By this it is meant that at the end of the 10-year period all communities would have benefited from one or more packages of interventions that would reduce its volatility and vulnerability characteristics. This is critical for the positioning of communities on the Community Renewal Index that is currently under development. See Annex for Draft Community Renewal Index.

<sup>19</sup> CRP's comparative advantage lies primarily in PIOJ's mandate as the research and planning arm of the GOJ, its position as the GOJ's chief interlocutor with the IDPS and its accumulated experience in all sectors of the economy and society and engagement in policy dialogue, formulation and the ability leverage support from all sectors of the society - private sector, public sector and civil society.

- *Enhanced emphasis on measuring, monitoring, evaluation and reporting of results:* In keeping with the RBM's approach used by Vision 2030 Jamaica, the CRP Secretariat will insist on consistent application of performance monitoring and evaluation framework which was designed to measure progress being made, highlight the challenges being encountered and put in place corrective actions required to ensure that the future desired state of community transformation is realized within the agreed timeframes. Enhancing tools for measuring, monitoring, evaluating and reporting on performance during and after project/programme implementation will be critical in this regard. Assessing and strengthening the capacity of the CRP Secretariat and its partners in these areas will also be required.
- *Research, learning, innovation and scaling up:* As new challenges arise given the changing context, the ability to research, innovate and learn becomes critical. Concomitantly making strides towards community transformation calls for a more systematic focus on scaling up in strategic areas as appropriate. The CRP Secretariat will therefore focus attention on knowledge generation and sharing, promote and scale up successful approaches and innovations. The development of the Community Renewal Information & Data Analysis System will be critical to ensure that there is increased sharing of research, learning, and innovation within and among the CRP Secretariat and stakeholders.
- *Rigorous project management:* The CRP Secretariat and partner implementers needs to commit the adequate resources to ensure that the SIP 2015-2018 is implemented as planned. CRP Secretariat staff and partner project team members should have clear accountabilities for delivery of agreed outcomes and outputs, using disciplined and well-managed project processes. They should use rigorous project plans, including milestones, timeframes and risk assessments, and should have monitoring mechanisms in place to track progress.

CRP GOAL: <i>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</i>				
Expected Results	Strategies	Priority Actions	Timeframe	Responsible Entities
<b>CRP OPERATIONAL/MANAGEMENT RESULTS</b>				
Strengthened partnerships amongst state and non-state entities in support of the renewal process (SO1)	Develop new partnerships and strengthen existing ones with IDPs, MDAs, NGOs & private sector to ensure the achievements of CRP outcomes	Conduct detailed analysis of stakeholders’ roles and responsibilities within CRP planning, monitoring, evaluation and reporting processes	Year 1 (2015-16)	CRP Secretariat
		Complete CRP Umbrella MOU with key partners including with the SDC	Year 1 (2015-16)	CRP Secretariat
		Complete comprehensive mapping of interventions by partners in each community	Year 1 (2015-16)	CRP Secretariat
		Manage the involvement and participation of partners in the CRP’s implementation processes through a coordination database (ideally web-based platform)	Years 2 – 3 (2016-18)	CRP Secretariat
	Institutionalize information flow dialogue, consultations between and among partners to ensure enhanced results and ongoing commitment	Conduct regular strategic engagements with partners through steering committee meetings, monthly/quarterly updates, breakfast meetings, etc.	Ongoing (Years 1- 3)	CRP Secretariat
		Develop and provide guidelines/protocols for new/potential partners entering CRP communities	Ongoing (Years 1- 3)	CRP Secretariat
Improved coordination and harmonisation of development efforts amongst development partners, state and non-state entities and institutions (SO2)	Ensure alignment of IDPs, MDAs, NGOs & private sector plans, projects and programmes with CRP’s Strategic Framework	Examine the plans, projects, programmes of CRP partners (existing and future) to identify gaps, overlaps and alignment to inform planning and implementation	Ongoing (Years 1- 3)	CRP Secretariat
		Continuously engage with partners through meetings/fora to synchronise projects and programmes with CRP’s outcomes	Ongoing (Years 1- 3)	CRP Secretariat
		Monitor partner projects and programmes to ensure fidelity with the CRP process	Ongoing (Years 1- 3)	CRP Secretariat
		Articulate and communicate a set of common vision, strategy, standards and guidelines/methodologies as to how all stakeholders’ programmes and efforts will work together to increase community development and renewal	Year 1 (2015-16)	CRP Secretariat

CRP GOAL: <i>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</i>				
Expected Results	Strategies	Priority Actions	Timeframe	Responsible Entities
		Develop a coordinating and collaboration database to allow for: a) reports on how partner interventions map to CRP Strategy/components and community plans; b) sharing of best practices	Years 1- 2 (2015-17)	CRP Secretariat/PIOJ
Resources mobilised to support key initiatives (SO <sub>3</sub> )	Target multiple sources of funding to achieve CRP outcomes	Tap into PIOJ's relationship with IDPs to leverage multiple sources of grant/other financing and technical assistance to support preparation and implementation of community projects	Ongoing (Years 1- 3)	CRP Secretariat
		Provide opportunities for co-funding with selected MDAs to implement CRP activities in selected communities	Ongoing (Years 1- 3)	CRP Secretariat
		Participate in annual budget deliberations of selected partners to leverage to support unfunded needs within CRP communities	Ongoing (Years 1- 3)	CRP Secretariat
		Support the alignment of the resources of the Constituency Development Fund (CDF) with identified community development priorities	Ongoing (Years 1- 3)	CRP Secretariat
Catalytic interventions designed and supported to address critical needs in communities (SO <sub>4</sub> )	Prioritise support for critical and catalytic interventions under the six (6) CRP components	Work with partners, community governance structures and other selected stakeholders to identify and implement interventions with long run transformative potential and that generate quick wins	Ongoing (Years 1- 3)	CRP Secretariat; Selected Partners
		Undertake relevant research and bring to fore best practices that may be used by implementing partners to achieve CRP outcomes	Ongoing (Years 1- 3)	CRP Secretariat
	Influence policy development to support programme design and implementation under all CRP components	Engage with decision makers on policies that would advance community transformation and development such as: <ul style="list-style-type: none"> <li>- Bamboo development policy</li> <li>- Utility regularization policy</li> <li>- Social enterprise policy</li> </ul>	Ongoing (Years 1- 3)	CRP Secretariat; PS of relevant ministries and technical officers

CRP GOAL: <i>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</i>				
Expected Results	Strategies	Priority Actions	Timeframe	Responsible Entities
Improved monitoring, evaluation and reporting for holistic community development and renewal in Jamaica (SO5)	Develop effective CRP governance framework to include community focal point	Establish and maintain CRP Steering Committee, relevant technical working groups and other approved bodies	Year 1 (2015-16)	CRP Secretariat/PIOJ
		Establish reporting relationships at the policy level to ensure CRP's influences decision-making	Year 1 (2015-16)	CRP Secretariat/PIOJ
	Developing enablers (tools) for the CRP secretariat to deliver its objectives	Finalize discussion with key partners on the refinement of a Community Readiness Tool as the one of the bases for partner intervention	Year 1	CRP Secretariat/PIOJ
		Carry out readiness assessment help to classify each community along the "Readiness" continuum and identify the appropriate entry point for support	Ongoing (Years 1- 3)	CRP Secretariat/PIOJ
		Determine the sequencing of development interventions and a <i>Community Minimum Standard Package of Support</i> required to advance community renewal based on community Readiness Score attained	Ongoing (Years 1- 3)	CRP Secretariat/PIOJ
	Strengthen the capacity of the CRP secretariat	Complete recruitment of qualified staff for CRP secretariat	Year 1 (2015-16)	CRP Secretariat/PIOJ
	Enhance the visibility of the CRP to its partners and the public	Develop a Communication Strategy/Plan for the CRP	Year 1 (2015-16)	CRP Secretariat/PIOJ
		Execute an effective communication programme (including website presence, social media and collateral materials)	Ongoing (Years 1- 3)	CRP Secretariat/PIOJ
		Link CRP communication programme with those of Vision 2030 Jamaica- PIOJ and other MDAs	Ongoing (Years 1- 3)	CRP Secretariat/PIOJ
	Establish and operationalize the community renewal M&E framework	Develop a monitoring and evaluation framework inclusive of indicator framework	Year 1 (2015-16)	CRP Secretariat, M&E Consultant
		Collect and analyse baseline data for indicator framework from relevant sources including STATIN (Years 1)	Year 1 (2015-16)	CRP Secretariat
		Establish monitoring plan for periodic review and updating of indicator framework	Year 1 (2015-16)	CRP Secretariat

<b>CRP GOAL: <i>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</i></b>				
<b>Expected Results</b>	<b>Strategies</b>	<b>Priority Actions</b>	<b>Timeframe</b>	<b>Responsible Entities</b>
		Produce quarterly and annual progress reports	Ongoing (Years 1- 3)	CRP Secretariat
		Undertake an evaluation of the CRP	Year 2 (2016-17)	CRP Secretariat
Increased research and analysis capabilities towards evidenced based community development and transformation <b>(SO6)</b>	Develop programme of ongoing research	Collaborate with universities and research organisations to undertake research to support development and implementation of interventions	Ongoing (Years 1- 3)	CRP Secretariat

## **4. IMPLEMENTATION**

Implementing the CRP Strategic Implementation Plan 2015-2018 will be a considerable undertaking given the need to bring into alignment, coordinate and harmonise the work of a wide range of stakeholders. Nonetheless, the implementation of CRP SIP 2015-2018 can transform the national development landscape and significantly move the community renewal agenda forward.

### **4.1. Institutional Arrangement**

Proper implementation arrangements are critical for ensuring the effectiveness of the CRP. Even the best-designed and adequately funded CRP may fail to deliver the targeted results owing to inappropriate implementation arrangements.

Various technical and oversight committees will carry out the governance oversight and strategic implementation of the CRP through its secretariat. Among other duties, the secretariat will provide 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.

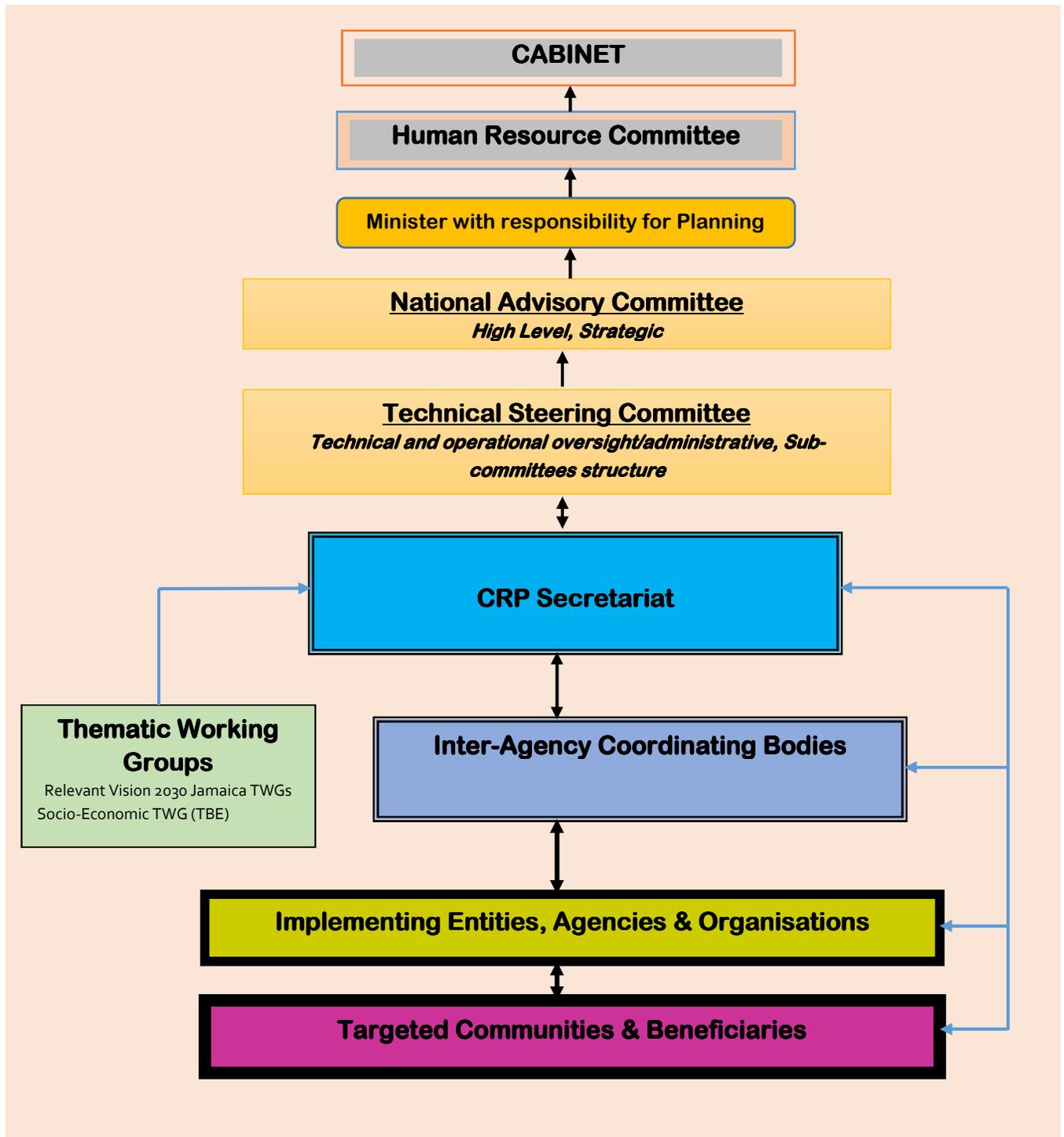
The Secretariat will provide, as needed, support for building the monitoring capacities of MDAs and other relevant partners. The Secretariat will also ensure that the lessons learned from the monitoring and evaluation will feed into the knowledge management for improved performance, information/knowledge-sharing and continuous learning. This will support the design of future projects/programmes and further improvements to the results management framework.

Additional responsibilities include:

- Mapping where agencies are delivering programmes, and identifying gaps and overlaps.
- Helping partners to define clear roles and responsibilities to eliminate overlaps.
- Working with partners to mobilise resources to help fill gaps.
- Promoting the sharing and use of data to inform programme development and targeted interventions at priority communities and vulnerable groups.
- Monitoring and evaluating progress and tracking implementation.
- Communicating progress to partners and citizens.

The responsibilities of the oversight committees are outlined below.

Figure 5: Proposed Institutional Arrangement for CRP Implementation, Monitoring and Evaluation



## 4.1. Roles and Responsibilities

Roles	Responsibilities
<b>National Advisory Committee (NAC)</b>	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.
<b>Technical Steering Committee (TSC)</b>	<p>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.</p> <p>The TSC carries out its work through the CRP Secretariat and reports to the NAC.</p>
<b>CRP Secretariat</b>	<p>The CRP Secretariat provides technical and logistics support to the various committees and groups within the CRP M&amp;E system and ensures its smooth operation. The Secretariat will also ensure an adequate flow of information throughout the CRP M&amp;E system.</p> <p>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.</p>
<b>Thematic Working Groups</b>	Multi-sectoral mechanisms for ongoing dialogue, coordination, tracking progress against selected Vision 2030 Jamaica indicators
<b>Inter-Agency Coordinating Bodies</b>	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.
<b>Implementing Entities, Agencies &amp; Organisations</b>	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.

## **4.2. Critical Success Factors**

The objectives of the CRP can only be realised if all stakeholders recognise their roles and commit to be involved. As a national programme attempting to address deep seated socio economic and socio cultural issues, it is imperative that national ownership is secured.

Winning and maintaining the support of all key stakeholders on a continuous basis will require effort and planning. The complete list of stakeholders, or “stakeholder map,” should also point out the agreed-upon or perceived roles and responsibilities of the stakeholders identified. This mapping exercise should be a routine programmatic function and updated regularly.

The map should not overlook:

- Institutional partners with whom the program conducts joint or parallel activities at the local level and beyond;
- Financial partners
- Beneficiary communities
- Implementing partners of all types, including other international organizations, government agencies, the private sector, and international and local NGOs.

Other critical success factors include:

- i. Availability of adequate and consistent resources
- ii. Strong commitment and support by the State to the CRP approach
- iii. Establishing of the required institutional arrangements
- iv. Capacitated community organisations
- v. Improved institutional capacity at various levels to track and measure progress
- vi. CRP coordinating management information system
- vii. Infusion of behaviour change elements throughout the process
- viii. Steadfast linking of CRP outcomes with the economic, social well-being and justice goals and outcomes of Vision 2030 Jamaica

## **4.3. Risk Analysis**

The key risk factors for the achievement of CRP’s goals are embedded within cultural practices and norms which will be difficult to change. Amongst these are the island-wide networks of criminal elements gaining and using economic and other benefits to threaten legitimate structures from emerging. Alongside this, there is also the creation of fear and mistrust that prevents people from engaging in community development and transformation. See Annex for risk and mitigating measures according to CRP Components.

A critical risk is the inability of the Government to provide resources on a timely basis and in the quantities which are needed to ensure effective implementation of targeted interventions. To mitigate this risk, firstly there should be a prioritization of the CRP within the Medium Term Expenditure Programme. Secondly, the work programmes of the various projects which facilitate implementation of the CRP must be carefully

developed, in a harmonized manner, to reduce duplication of efforts and foster more effective utilization of scarce resources.

There is also the risk that even where adequate funds are provided, the limited capacity of MDAs will have a negative impact on implementation. The capacity building element of the programme will seek to address this risk and where significant challenges exist, efforts will be made to partner with NGOs and other groups under contractual arrangements to deliver services and carry out specific functions.

**4.4. Resourcing the CRP Strategic Plan**

The CRP Strategic Implementation Plan 2015-2018 will be implemented over a three (3) year execution period consistent with the time frame for the Medium Term Social and Economic Policy Framework (MTF) 2015-2018. Resources for the implementation of CRP are expected to come from a range of sources, including the GOJ budget, IDPs projects, private sector investment, and civil society organisations.

Budgetary allocations by selected partner MDAs to the CRP have not yet been enumerated. Nonetheless, a few IDPs are funding projects that have largely targeted CRP communities. Under the European Union Poverty Reduction Programme III and Programme IV, total grant amounts of 16.6 million Euros and 15.8 million euros respectively have been allocated from 2012 up to 2018 toward the CRP. USAID COMET II, has also allocated US\$12.7 million in grants to CRP communities since December 2013 and will continue until 2018. The World Bank is supporting the CRP through its Integrated Community Development Project with a loan amount of US\$42.0 million. The IDB, DFATD and DFID are supporting CRP communities from a loan investment of US\$20.0 million and a grant allocation of US\$16.0 million.

**Table 4: Allocation of IDP Resources to CRP**

<b>IDP/Name of Project</b>	<b>Amount (\$)</b>
European Union Poverty Reduction Programme III	16.6 million Euros
European Union Poverty Reduction Programme IV	15.8 million Euros
USAID COMET II	US\$12.7 million (Grant)
World Bank Integrated Community Development Project	US\$42.0 million
IADB CSJP III	US\$20.0 million
IADB CSJP III	US\$16.0 million
Caribbean Development Bank	
UNDP	

*Source: Consolidated Project Matrix, PIOJ (2015)*

Since 2012, the GOJ has been financing costs related to the operations of the CRP Secretariat in terms provision of premises, staffing costs – personnel and operational costs (electricity, communication, etc.) While it was not feasible to undertake a comprehensive financing plan for the CRP, an estimated budget of US \$1.7 million was elaborated for the three-year period. See Annex for Estimated Budget.

Approximately 47% of that budget is allocated for staff cost. At present, the Secretariat is comprised of a five staff (Programme Director, 2 technical specialists (Socio-economic Development and Governance) and two administrative support staff). The budget assumed a CRP Secretariat at full capacity, that is 10 staff inclusive of a M&E Specialist and a Research Analyst. See Annex for CRP Proposed Staff Complement.

Support by the CRP Secretariat to component work with selected partners was estimated at 40% of the budget. An estimated 11% (US\$184,166.67) of the budget is allocated to M&E activities. It is assumed that the GOJ and partners will fund up to 68% of the estimated CRP operational budget over the three year, leaving a funding gap of 32% or US\$535,783.33.

**Financing strategies:** It is crucial that the CRP Secretariat considers ways to mobilise the required human, financial and operational resources it needs to accelerate the community renewal agenda. This mobilisation is important to expand its own capacity to operate, as well as to ensure that planning and budgeting and resource allocation mechanisms of partners are aligned and integrated for the implementation of CRP strategic actions.

## **5. MONITORING AND EVALUATION**

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 programmes and actions that comprise the strategic framework.

Monitoring is the process of identifying and tracking performance indicators and reviewing implementation over the life of the programme, and can be defined as a continuing process of collecting and reviewing data on performance indicators in order to inform managers (and other stakeholders) about the progress and achievement of objectives of the programme.

Evaluation goes one step further, by linking causes (actions/ activities) to outcomes, assessing impacts after components of the strategy (or distinct programmes within them) have been completed. The evaluation of the CRP will involve the objective and systematic assessment of the design, implementation and results of the strategy.

The GOJ, through funding from the European Delegation in Jamaica has designed a Monitoring and Evaluation Framework for the CRP. 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. 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. 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.

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. See Annex for PMF.

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.

## **6. ANNEXES**

### **6.1. 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 Community 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<sup>20</sup>. 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 and 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.

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<sup>20</sup> <http://www.vision2030.gov.jm/>

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
- ✚ 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 reduction. 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 program 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<sup>21</sup>) 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.
  - ✚ 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 reports 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

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<sup>21</sup> EU, CIDA, WB and USAID

- 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](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

6.2. 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 Secetaire (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

6.3. Annex 3: Alignment of CRP with Selected Policy Frameworks

CRP Component	CRP Priority Objectives	Relevant Policies and Strategies	Relevant Goals and Objectives	Responsible Agency and Monitoring Structures
GOVERNANCE	<ul style="list-style-type: none"> <li>Strengthen community development planning process</li> <li>Strengthen legitimate and participatory local governance structures</li> <li>Increase transparency and accountability in national governance</li> </ul>	Local Government Reform Policy 2003 Draft Decentralisation Strategy	<p><b>Vision:</b> "A strong and vibrant local government contributing to the attainment of a society in which all citizens enjoy real opportunities to fully and directly participate in the management and development of local communities."</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Empower citizens and communities to take responsibility for the management of their economic, health, educational, cultural and recreational needs</li> <li>Increase citizen participation in community affairs</li> <li>Give local government greater autonomy from central government</li> <li>Allow citizens to ensure accountability of local government through direct monitoring of use of financial and other resources</li> <li>To focus on development that creates wealth and reduces poverty</li> </ul>	Department of Local Government, Office of the Prime Minister
		SDC Corporate Plan 2009-2012	<p><b>Vision:</b> "A Jamaican society where all citizens actively participate in a process and benefits from the resulting good governance, economic prosperity, sustainable environment and social well-being".</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Build and strengthen civil society organisations</li> <li>Emphasise strengthening of youth groups and youth participation</li> <li>Use community and parish profiles to inform planning, policy and programmes, with special emphasis on volatile communities</li> <li>Involve stakeholders in community planning</li> <li>Use sports and entertainment to build strong cultural identity in communities</li> </ul>	Social Development Commission (SDC), Ministry of Youth, Culture and Sports (MYCS)

CRP Component	CRP Priority Objectives	Relevant Policies and Strategies	Relevant Goals and Objectives	Responsible Agency and Monitoring Structures
		<p>Public Sector Modernisation Vision and Strategy 2002-2012</p>	<p><b>Vision:</b> “Open and Impartial Public Sector which puts the public’s interests first, and in which valued and respected professionals deliver high quality services efficiently and effectively.”</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Confirm core role and functions of Government</li> <li>• Increase participation in decision-making</li> <li>• Integrity, Objectivity and Accountability in public service</li> <li>• Deliver High Quality Services</li> <li>• Improve service-delivery through performance culture in public sector</li> <li>• Value, motivate and equip public servants</li> <li>• Provide timely and accessible information in support of enhanced service delivery</li> </ul>	<p>Public Sector Reform Unit – Office of the Cabinet</p> <ul style="list-style-type: none"> <li>• lead by Permanent Secretary</li> <li>• under direction of Cabinet Secretary and Prime Minister</li> <li>• reports to <i>Inter-Ministerial Committee on Administrative Reform (IMCAR)</i></li> </ul>
<p><b>YOUTH DEVELOPMENT</b></p>	<ul style="list-style-type: none"> <li>• Promote prioritisation of youths within CRP interventions</li> <li>• Support programmes for youths in need of care and protection</li> <li>• Facilitate programmes for prevention of teenage pregnancy and support to teenage parents</li> <li>• Support high-risk youth initiatives</li> <li>• Promote youths as assets in the development process</li> </ul>	<p>National Youth Policy National Strategic Plan for Youth Development, 2004 (currently under review)</p> <ul style="list-style-type: none"> <li>• also link to Youth Entrepreneurship Development Strategy and Youth Mainstreaming Strategy</li> </ul>	<p><b>Vision:</b> “youth (15-24 years) have access to opportunities for their development, participation and contribution within an environment of peace, prosperity and care”</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Strengthen families to provide a supportive environment for youth development</li> <li>• Strengthen community programmes to support families</li> <li>• Promote schools as community empowerment points and safe zones</li> <li>• Increase the employability of youth</li> <li>• Increase the number of employment opportunities for youth</li> <li>• Foster an environment conducive to creation of opportunities for self-employment.</li> <li>• Enhance youth capacity to participate in societal processes</li> <li>• Provide spaces and opportunities to increase youth participation</li> <li>• Prevent youth at risk from needing care and protection</li> <li>• Advocate for the provision of the highest quality services for those that are in need of care and protection</li> <li>• Facilitate successful reintegration of youths in special</li> </ul>	<p>National Centre for Youth Development (NCYD), Ministry of Youth, Culture and Sports</p> <p>Reports to <i>Standing Committee on Youth Development</i> which reports to Permanent Secretary of Ministry of Youth Culture and Sports (MYCS)</p>

CRP Component	CRP Priority Objectives	Relevant Policies and Strategies	Relevant Goals and Objectives	Responsible Agency and Monitoring Structures
			care with their family and the society	
<b>Socio-Economic Development</b>	<ul style="list-style-type: none"> <li>• Improve employability</li> <li>• Provide employment opportunities</li> <li>• Promote entrepreneurship</li> </ul>	Growth Inducement Strategy for Jamaica (March 2011) <ul style="list-style-type: none"> <li>• Also link to policies of MOE, MLSS, MIIC</li> </ul>	<b>Vision:</b> Growth in the Jamaican Economy <b>Objectives:</b> <ul style="list-style-type: none"> <li>• Unleash entrepreneurial dynamism</li> <li>• Strengthen the resilience of the Built and Natural Environment</li> <li>• Build international competitiveness</li> <li>• Modernise and improve the efficiency of government</li> <li>• Initiate a holistic and integrated programme of social inclusion through community renewal</li> <li>• Promote proactive government-private sector partnerships</li> </ul>	Planning Institute of Jamaica, Office of the Prime Minister Jamaica Business Development Centre, Jamaica Trade and Invest (Ministry of Industry, Investment and Commerce - MIIC) Ministry of Labour and Social Security Ministry of Education
<b>Safety and Justice</b>	<ul style="list-style-type: none"> <li>• Tackle serious crime</li> <li>• Support effective community-based policing</li> <li>• Enhance evidence-based crime prevention</li> <li>• Increase school safety</li> <li>• Support Restorative Justice</li> </ul>	The National Security Policy (NSP)  National Security Strategy (NSS)	<b>Aim:</b> to enhance co-ordination and cooperation among the various ministries and national security agencies.  <b>Vision:</b> transformed attitudes, processes and practices in security sector  <b>Goals:</b> <ul style="list-style-type: none"> <li>• Reduce Violent Crime and Dismantle Organised Criminal Networks</li> <li>• Strengthen the Justice System and Promote Respect for the Rule of Law</li> <li>• Protect Jamaica from Terrorism</li> <li>• Protect and Control Jamaica's Territory</li> <li>• Strengthen the Integrity of Institutions of Democratic Government</li> <li>• Increase Jamaica's Contribution to Regional and International Security</li> <li>• Provide the Environment for a Stable Economy and Effective Delivery of Social Services</li> <li>• Protect Jamaica's Natural Resources and Reduce the Risk of Disasters</li> </ul>	Ministry of National Security (MNS) Jamaica Constabulary Force (JCF) Ministry of Education
		Crime Prevention and Community Safety Strategy (CPCSS)	<b>Objectives:</b> <ul style="list-style-type: none"> <li>• Sustained reductions in fear of crime, crime and violence and related risk factors</li> </ul>	Crime Prevention and Community Safety Branch, Ministry of National Security (MNS)

CRP Component	CRP Priority Objectives	Relevant Policies and Strategies	Relevant Goals and Objectives	Responsible Agency and Monitoring Structures
			<ul style="list-style-type: none"> <li>Increased crime and violence prevention</li> <li>Enhanced collective capacity of residents in co-production of community safety</li> <li>Reorientation of residents away from anti-social behaviours and attitudes</li> </ul>	<p>Intended to report to Public Order Sub-Committee of Cabinet via an <i>Inter-Agency Committee on Community Safety</i> and technical Working Group</p> <p>Decision has been taken that these proposed structures will be the same as the mechanisms established for CRP</p>
		<p>Jamaica Constabulary Force (JCF) Reform/Transformation Action Plan</p> <ul style="list-style-type: none"> <li>From 2008 Strategic Review</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Increase effectiveness of police in maintaining safety and security by addressing:                             <ul style="list-style-type: none"> <li>Culture</li> <li>Corruption and human rights</li> <li>Internal and external accountability</li> <li>Leadership and management</li> <li>Professional development</li> </ul> </li> </ul>	<p>Jamaica Constabulary Force (JCF) Ministry of National Security (MNS) Police (Civilian Oversight) Authority (PCOA)</p>
		<p>Justice System Reform</p> <ul style="list-style-type: none"> <li>also link to National Plan of Action on Child Justice; National Policy on Restorative Justice</li> </ul>	<p><b>Vision:</b> The Jamaican justice system is available, accessible, accountable and affordable on a timely, courteous, respectful, flexible, fair and competent basis for all.</p>	<p>Jamaican Justice System Reform Task Force. Ministry of Justice (MOJ) Department of Correctional Services</p>
Social Inclusion	<ul style="list-style-type: none"> <li>Promote social inclusion and cohesion</li> <li>Provide psychosocial support</li> </ul>	<p>Public Sector Modernisation Vision 2002-2012</p> <ul style="list-style-type: none"> <li>Also link to MOE, MOH Strategic and Corporate Plans</li> </ul>	See above	Public Sector Reform Unit, Office of the Cabinet
		<p>National Transformation Programme (NTP)/Fresh Start Programme</p>	<p><b>Vision:</b> “transformation at the individual, societal and national levels through the adoption of positive core values”</p> <p><b>Objectives:</b></p>	Office of the Prime Minister

CRP Component	CRP Priority Objectives	Relevant Policies and Strategies	Relevant Goals and Objectives	Responsible Agency and Monitoring Structures
			<ul style="list-style-type: none"> <li>Inculcation and adoption of core transformational values conducive to national development and growth</li> <li>Build capacity of every citizen to contribute to national production, nation-building and purposeful endeavours</li> <li>Build a society in which every citizen is considered a first class citizen and a society in which there is no feeling of inferiority complex</li> <li>Build a society in which every citizen feels valued and is conscious of his/her self-worth</li> </ul>	
Physical Development	<ul style="list-style-type: none"> <li>Rehabilitation of public spaces</li> <li>Improving community infrastructure</li> </ul>	Water Sector Policy 2004	<p><b>Areas of Focus:</b></p> <ul style="list-style-type: none"> <li>Water Resource Management</li> <li>Urban Water and Sewerage</li> <li>Rural Water and Sanitation</li> <li>Urban Drainage</li> <li>Water Resources - Regulation and Management</li> </ul>	Ministry of Water and Housing (MWH)
		Draft National Housing Policy and Implementation Plan (August 2010)	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Comprehensive urban renewal</li> <li>Use of parish development plans/orders in identifying areas for urban renewal</li> <li>Increased housing stock in targeted areas</li> </ul>	Ministry of Water and Housing (MWH)
		Jamaica's National Environmental Action Plan (JaNEAP) 2006-2009	<p><b>Vision:</b> "Jamaica's Natural Resources are being used in a sustainable way and there is a broad understanding of environment, planning and development issues, with extensive participation amongst citizens and a high level of compliance with relevant legislation"</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Sustainable use of raw materials and the prevention of pollution and contamination through the implementation of waste reduction, recycling and reuse strategies, and improved waste management.</li> <li>Environmental health, improved sanitation and environmental quality of life for the population.</li> <li>Good quality water supplies as well as their sustainable use and protection,</li> <li>Bringing the state of the built environment in conformity with the principles of health protection improved quality of life and sustainable development</li> </ul>	National Environmental Planning Agency (NEPA) Reports to Vision 2030 Thematic Group

CRP Component	CRP Priority Objectives	Relevant Policies and Strategies	Relevant Goals and Objectives	Responsible Agency and Monitoring Structures
			<ul style="list-style-type: none"> <li>• Development of a protected area system to ensure, conservation of resources for sustainable use by present and future generations, expansion and diversification of economic development and contribution to public education and recreation</li> </ul>	
		National Works Agency Strategic Plan	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Improved maintenance of the main road network by use of modern management practices and cost-effective techniques to ensure                             <ul style="list-style-type: none"> <li>○ Safety</li> <li>○ Reliability and availability</li> <li>○ Efficiency</li> <li>○ Development and growth</li> <li>○ Environmental Protection</li> </ul> </li> </ul>	National Works Agency (NWA) Ministry of Transport and Works (MTW)

#### 6.4. Annex 4: 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.

**6.5. Annex 5: Listing of 100 CRP Communities by Phase**

PHASE 1			
Kingston & St. Andrew	St. James	St. Catherine	
<ol style="list-style-type: none"> <li>1. Allman Town</li> <li>2. Arnett Gardens</li> <li>3. Campbell Town</li> <li>4. Central Downtown</li> <li>5. Cockburn Gardens</li> <li>6. Delacree Park/Union Gardens</li> <li>7. Delacree Pen</li> <li>8. Denham Town</li> <li>9. Drewsland</li> <li>10. East Downtown</li> <li>11. Fletcher Land</li> <li>12. Franklyn Town</li> <li>13. Greenwich Town/New Port West</li> <li>14. Hannah Town/Craig Town</li> <li>15. Jones Town</li> <li>16. Majestic Gardens</li> <li>17. Marverley</li> <li>18. Maxfield Park</li> <li>19. New Haven</li> <li>20. Penwood</li> <li>21. Rae Town</li> <li>22. Rema</li> <li>23. Riverton City</li> <li>24. Rose Town</li> <li>25. Seaview Gardens</li> <li>26. Seaward Pen</li> <li>27. Southside</li> <li>28. Tivoli Gardens</li> <li>29. Tower Hill</li> <li>30. Trench Town</li> <li>31. Waltham Gardens</li> <li>32. Waterhouse</li> <li>33. West Downtown</li> <li>34. Whitfield Town</li> </ol>	<ol style="list-style-type: none"> <li>1. Downtown Montego Bay</li> <li>2. Flanker</li> <li>3. Mount Salem</li> <li>4. Norwood</li> </ol>	<ol style="list-style-type: none"> <li>1. Caymanas</li> <li>2. Central Village</li> <li>3. Spanish Town Central</li> </ol>	
PHASE 2			
Kingston & St. Andrew	St. James	St. Catherine	Clarendon
<ol style="list-style-type: none"> <li>1. August Town</li> <li>2. Bull Bay/Seven Miles</li> <li>3. D'Aguillar Town/Rennock Lodge</li> <li>4. Gordon Town</li> <li>5. Grants Pen</li> <li>6. Harbour View</li> <li>7. Johnson Town</li> <li>8. Kintyre</li> <li>9. Lawrence Tavern</li> <li>10. Mountain View Gardens</li> <li>11. Nannyville</li> <li>12. Norman Gardens</li> </ol>	<ol style="list-style-type: none"> <li>1. Granville</li> <li>2. Tucker</li> <li>3. Retirement</li> <li>4. Salt Spring</li> <li>5. Flower Hill</li> <li>6. Orange</li> <li>7. Adelphi</li> <li>8. Green Pond</li> </ol>	<ol style="list-style-type: none"> <li>1. Bartons</li> <li>2. Old Harbour</li> <li>3. Kitson Town</li> <li>4. Gregory Park</li> <li>5. Waterford</li> <li>6. Naggo Head</li> </ol>	<ol style="list-style-type: none"> <li>1. Sandy Bay</li> <li>2. Bucknor</li> <li>3. Treadlight</li> <li>4. Bucks Common</li> <li>5. May Pen Proper</li> <li>6. Palmers Cross</li> <li>7. Lionel Town</li> <li>8. Hayes</li> </ol>

13. Passmore Town 14. Richmond Park 15. Rollington Town 16. Springfield 17. Stony Hill 18. Swallowfield 19. Vineyard Town 20. Woodford Park			
<b>PHASE 3</b>			
<b>St. Catherine</b>	<b>Clarendon</b>	<b>St. James</b>	
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	

6.6. Annex 6: Risk Assessment Framework

Component	Risk Factors	Mitigating Measures
Safety and Justice	Lack of political will	Oversight to be provided by a multi-stakeholder technical committee comprising political representatives, and representatives of Government, civil society, communities and the private sector.
	Lack of capacity of the security forces	The Programme is to be buttressed by on-going and new reforms of the JCF and the justice sector. The tracking of progress on this aspect will be an important element of the CRP.
	Lack of willingness of Community Members to cooperate	Activities under the Governance component are geared toward fostering greater trust on the part of the communities in state initiatives and an enhanced role for legitimate community leadership.
	Complementary legislation and reform actions e.g. JCF and justice reform, do not proceed in tandem with the Renewal Programme.	The coordination mechanism to be put in place will have among its roles, the monitoring of initiatives which have a bearing on the CRP. Heightened profile of the Programme will also require accountability to the public.
Youth Development	Poorly targeted interventions which are ineffective in engaging youth	The CRP will scale up approaches and methods which have had a demonstrable effect in engaging youth and reducing youth violence.
	Under-resourcing (human and financial) of interventions such that their impact is not substantial.	The focus on youth development as a separate component will help to ensure that resources earmarked for this area can be more effectively and strategically utilised.
Governance - Capacity building of communities	<p>If participation is not broad enough, it could reinforce the old leadership which is known and 'accepted' by the community.</p> <p>Lack of integration of communities and state agencies, particularly local authorities will frustrate citizens and undermine governance structures.</p> <p>Lack of capacity of state to provide leadership.</p>	<p>It is expected that partnerships with NGOs will be more successful in mobilising communities and ensuring that decisions are based on contributions from a cross section of these communities.</p> <p>Public education to build citizens understanding of the value of the process to their well-being. Citizens will assist in setting criteria for leadership.</p> <p>Mandatory integrated community development with capacitated Local Authorities integrally involved.</p> <p>The programme proposes to train local authorities using relevant community government models. It will also implement the community governance component incrementally, recognizing the challenges to engender change at the local government levels.</p>
Social Transformation	Unwillingness of community members to accept change	Enhanced engagement of communities under the Governance component using the vehicle of the CDCs should foster change as well as the national campaign for social transformation.
Socio-Economic Development	Inadequate funding to undertake activities	<p>Identify avenues for funding in existing projects</p> <p>Identify other sources of funding both internally and externally</p> <p>Identify and promote activities that require minimal funding</p> <p>Enter into private/public sector partnerships</p>
	The need for immediate income may impact on the	Develop short term income generation programmes

<b>Component</b>	<b>Risk Factors</b>	<b>Mitigating Measures</b>
	willingness of some individuals to participate in training programmes	Make enrolment in training programmes a requirement for participation in income generation programmes
	The unwillingness/ inability of some persons to participate in training programmes due to low levels of literacy	Develop creative technology based solutions to encourage persons to participate in literacy training programmes
	The stigmatisation of residents from the targeted communities has made it difficult for them to access employment in the formal sector	Develop communication/messaging programmes to change the mindset of potential employers  Provide incentives for employers who employ persons from the target communities  Institute sanctions for employers who have been identified as practicing discrimination
	Inability of some residents to maintain jobs in the formal work environment	Provide job readiness for residents to better prepare them for the formal work environment  Develop apprenticeship/work study programmes to introduce residents to formal work environment
Physical Transformation and Sustainable Community Development	Inadequate funding	Identify avenues for funding under existing projects  Identify other sources of funding both locally and externally Identify and promote activities that require minimal funding  Enter into private/public sector partnerships  Provide incentives for developers to undertake development projects in the target areas  Use of community contracting to ensure optimum use of community assets  Where appropriate use of JDF Engineering regiment in partnership with community residents.
	Inability to identify and contact property owners	Use all available communication portals to identify and contact property owners  Establish a fund for property acquisition  Compulsory acquisition of properties by the government based on the regulations outlined in the relevant legislation
	Proposals may conflict with existing Land-use plans and policies	Work with the NEPA and Local Planning authorities to arrive at the best solution
	Inability of residents to afford housing solutions to be developed	Provide avenues for economic development of residents  Develop creative solutions to provide low cost and low income housing solutions e.g. having residents themselves build homes while being trained in construction skills.

6.7. Annex 7: Example of Community Readiness Assessment Tool

**Criteria for Determining “Readiness” for CRP Intervention**

Indicators	Advanced					Medium					Low					Scores					Comments
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
<b>Sound governance structure:</b> 1. Degree of organised civil society groups with capacity in their community and parish (develop listing and status of civil society groups) 2. Degree of community participation in community meetings 3. Evidence of legitimate leadership structure within community groups 4. The extent to which the CDC has taken root/ begun to form, has potential for forming 5. Willing and able civil society / community groups 6. Favourable social capital / cohesion (history of communities working together / linkages across NGOs, CBOs or turfs/ unrest) 7. Degree of SDC’s presence in the cluster/parish 8. Willing and able Parish Council to support development processes (need Parish council development plans and up to date status report)																					
<b>Total</b>																					Comments
<b>Supportive Political Culture:</b> 1. Functional relationship between civic groups and national agencies (Is there a functioning CDC or other civil society grouping?) 2. Evidence of community living together /getting along in harmony 3. Evidence of collaboration across communities 4. Freedom to participate in democratic processes 5. Evidence of Council commitment/ support for public participation and transparency 6. Existence of stakeholder process/partnership 7. Extent to which Parish Council support decentralization and participation 8. Political directorate open to discussion on direction of development, visions and basic decisions for the future of community and parish																					
<b>Total</b>																					Comments
<b>Development Directions consistent with CRP:</b> 1. Evidence of joined up government initiatives, integrated planning approach 2. On the ground local/ donor initiatives which offer potential for synergy and do not have an absorptive capacity issue( develop listing of initiatives on the ground for database) 3. Potential for CRP to add value to on-going planning initiatives in the cluster/community																					



6.8. Annex 8: CRP Main Achievements in Majesty Gardens Community to Date

CRP Components	Achievements	Next Steps
Physical Transformation	<ul style="list-style-type: none"> <li>• Completion of 96 housing units with water closet linked to main sewer. The units are presently occupied by families from the community</li> <li>• Development of a spatial plan for the community</li> <li>• Mass community “clean-up” and repainting. The PIOJ designated Majesty Gardens as its Labour Day project for 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of 400 additional housing units for Majesty Gardens residents</li> <li>• Engagement of the National Solid Waste Management Agency (NSWMA) to develop sustainable plan for solid waste management.</li> </ul>
Safety and Justice	<ul style="list-style-type: none"> <li>• Facilitated review of Police/Citizens relation via community scorecard process with the SDC</li> <li>• Implemented Gang Demobilisation programme through the Peace Management Initiative (PMI)</li> </ul>	<ul style="list-style-type: none"> <li>• Community Policing to be implemented</li> <li>• Behaviour change programme to be developed and implemented</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Strengthened capacity of the Majesty Gardens CDC</li> <li>• Registration of the CDC as a benevolent society</li> <li>• Facilitated verification of the Majesty Gardens Priority Plan by the SDC</li> </ul>	<ul style="list-style-type: none"> <li>• Assess capacity of the Majesty Gardens CDC</li> <li>• Engage SDC to strengthen areas of weaknesses identified from assessment</li> </ul>
Social Transformation	<ul style="list-style-type: none"> <li>• Implemented gang demobilization programme through the PMI which targeted 100 residents</li> <li>• Implemented phase 1 and 2 of numeracy and literacy programme through the Jamaica Foundation for Lifelong Learning (JFLL) from which more than 160 persons benefitted</li> <li>• Facilitated Caribbean Secondary Education Certificate (CSEC) examination preparation for community residents through the JFLL, resulting in 50% of candidates receiving passes in English Language and 60% in Mathematics</li> <li>• Trained 129 parents in parenting and environmental management through the Environmental Health Foundation (EHF)</li> <li>• Implementation of the EHF’s solar energy project “Transforming Lives through Renewable Energy Initiative and Youth Empowerment in Majesty Gardens.”</li> <li>• Executed health and information fair to the benefit of more than 150 residents</li> </ul>	<ul style="list-style-type: none"> <li>• Engage consultant with competency in behaviour change to design programme to assist persons with maladaptive behaviour patterns and poor socialization as identified through the PMI Gang Demobilization intervention</li> <li>• Engage the JFLL to continue the literacy intervention to bring those benefitting to a stage where they may either be prepared to undertake a HEART Trust/NTA certified training programme or matriculate for further education or job placement</li> <li>• The project aims to create an energy efficient, solar powered Saint Andrew Settlement by outfitting it with a solar energy systems to reduce their electricity bill.</li> </ul>
Socio-economic Development	<ul style="list-style-type: none"> <li>• Commissioned mapping of all businesses within the community by the JBDC</li> <li>• Graduated 70 persons from phase 1 of business development training by the JBDC</li> <li>• Graduated 5 persons from Majesty Gardens in commercial cooking through the JBDC</li> <li>• Placement of persons from the Majesty Gardens community to participate in the EIP programme through the CSJP. All persons selected are now gainfully employed in their respective organisations. These include National Environment Planning Agency (NEPA) and First Heritage Cooperative Credit Union.</li> <li>• Graduated 30 persons from the JSIF/ EU PRP III cottage industry training programme in areas such</li> </ul>	<ul style="list-style-type: none"> <li>• Registration and activation of five social enterprises using the business models that were developed</li> <li>• Engagement of JBDC to link active entrepreneurs with existing financing mechanisms</li> </ul>

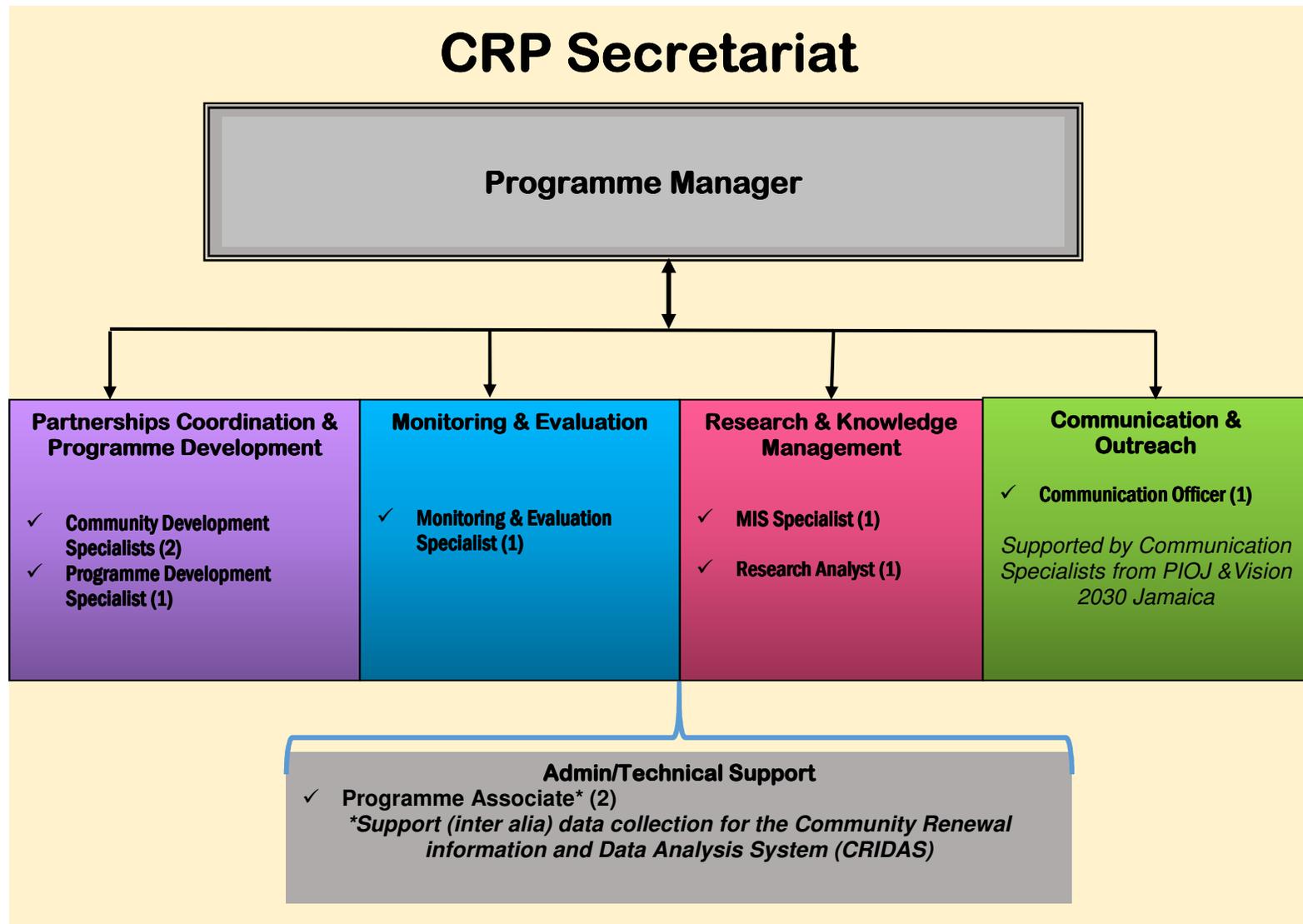
<b>CRP Components</b>	<b>Achievements</b>	<b>Next Steps</b>
	<p>as welding, dressmaking, embroidery and carpentry</p> <ul style="list-style-type: none"> <li>• Facilitated the participation of 3 entrepreneurs from the community in the Agency for Inner-City Renewal (AIR) Trench Town Trade and Investment Fair in November 2013</li> <li>• Commissioned the development of 5 social enterprises/business models (8 were done but three were for residents outside of Majesty Gardens) for community residents through the Office of Social Entrepreneurship UWI, Mona</li> <li>• Coordinated second phase of the JBDC Transforming Lives Through Enterprise Programme (TALE) with over 81 residents completing the training programme out of more than 159 total participants</li> </ul>	
<p>Youth Development</p>	<ul style="list-style-type: none"> <li>• Re-established Police Youth Club</li> <li>• Facilitated the participation of over twenty youth between the ages of 10-17 to participate in Police Summer Camps</li> <li>• Provided back-to-school support for over 70 children through the purchase of books and other school supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Behaviour change programme to be implemented for out of school youth</li> <li>• Programme to reinstate out of school youth in formal learning environment</li> </ul>

## 6.9. Annex 9: Chronology of CRP's Achievements

Date	Achievements
19-May-12	1. Spearheaded the launch of the CRP intervention in Majesty Gardens in conjunction with the Citizen's Security and Justice Programme (CSJP)
April -August 2012	2. Contributed to the development and execution of household survey for residents of Majesty Gardens to inform social intervention programmes to be coordinated by the CRP
01-Jul-12	3. Facilitated the development and the presentation of a spatial plan for Majesty Gardens by the UDC and its presentation to community residents
01-Sep-12	4. Contracted the Peace Management Initiative (PMI) to undertake gang demobilization activities in Majesty Gardens
07-Oct-12	5. Facilitated a Design Charrette in Seaview Gardens on the establishment of a Lifestyles Centre within the community
01-Dec-12	6. Initiated the Literacy and Numeracy Training through the Jamaica Foundation for Lifelong Learning (JFLL) in partnership with the Citizen's Security and Justice Programme (CSJP)
April -November 2013	7. Supported 21 community entrepreneurs to participate in the Trench Town Trade and Investment Fair (most of the participants were able to obtain sales of their wares and to secure contacts for more sustainable business
14-Aug-13	8. Hosted mass sensitization Conference for more than 300 stakeholders of Kingston and St. Andrew Phase 1 CRP communities ahead of CRP interventions in those communities
September	9. Supported Majesty Gardens and Sea view Gardens community education initiative by providing text book assistance to 107 students during the back-to- school period
October 2013	10. Began Coordination of Gang Demobilization Programme in Majesty Gardens by the Peace Management Initiative
December 2013-present	11. Engaged consultant to develop social enterprise models in CRP communities through the University of the West Indies, School of Social Entrepreneurship (8 social enterprises were developed across the CRP communities with 4 in Majesty Gardens)
November 2013-June 2014	12. Sensitized 17 CRP phase I communities to the CRP and the role it will play in their development
June 2014 -November 2014	13. Coordinated the execution of 5 community Health fairs in CRP Phase 1 communities with over 1700 persons receiving services in health care and healthy living
February 2014 to present	14. Engaged the Environmental Health Foundation (EHF) to deliver social interventions resulting in 129 parents trained in parenting and environmental management 15. Successfully linked EHF with the Global Environment Fund (GEF) for them to obtain financing for implementing solar energy at the St Andrew settlement in Majesty Gardens
February 2014-present	16. Supported the second phase of the JBDC Transforming Lives Through Enterprise Programme (TALE) with over 81 residents completing the training programme from an initial number of 159 participants
January 2014-present	17. Coordinated implementation of Phase 2 of the Majesty Gardens Literacy and Numeracy Programme through the JFLL. Most of the 100 participants in phase 1 are expected to matriculate into the more advanced levels of the programme
February 2014-May 17, 2014	18. Coordinated the execution of the Gas Pro "Street style Cook-up" socio-economic initiative in Southside in partnership with Carrington Direct and Gas Product Limited (3 persons were awarded prizes under the competition and a further 21 benefitted from training received preparatory to the competition. Three individuals were able to secure long term contracts to supply their products to larger suppliers.

<b>Date</b>	<b>Achievements</b>
	This initiative will be rolled out in other CRP communities
May 2014-April 2014	19. Increased visibility of the CRP to the business sector through Wealth Magazine and Corporate Mingle through Creative Media and Events and Wealth Access Limited
July 2014 to present	20. Established 2 interagency community networks to coordinate implementation in West Kingston and Parade Gardens Clusters of communities.

6.10. Annex 10: Proposed CRP Staff Complement



## 6.11. Annex 11: CRP Estimated Administrative Budget 2015-2018 (J\$)

<b>Budget Items</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>TOTAL</b>
<b>Pillar Component Work</b>				
<i>Socio-Economic Development</i>	9,400,000.00	10,340,000.00	11,891,000.00	31,631,000.00
<i>Governance</i>	7,500,000.00	8,250,000.00	9,487,500.00	25,237,500.00
<i>Physical Transformation</i>	500,000.00	550,000.00	632,500.00	1,682,500.00
<i>Social Transformation</i>	2,800,000.00	3,080,000.00	3,542,000.00	9,422,000.00
<i>Youth Development</i>	2,000,000.00	2,200,000.00	2,530,000.00	6,730,000.00
<i>Safety and Justice</i>	2,000,000.00	2,200,000.00	2,530,000.00	6,730,000.00
<b>CRP Programme Management Budget</b>				
<i>Procure Staff &amp; Equipment</i>		2,000,000.00	-	2,000,000.00
<i>Communication Strategy</i>		2,000,000.00	-	2,000,000.00
<b>Staff Cost</b>				-
<i>Programme Manager/Director</i>	6,000,000.00	6,000,000.00	6,600,000.00	18,600,000.00
<i>Community Development Specialist 1</i>	3,840,000.00	3,840,000.00	4,224,000.00	11,904,000.00
<i>Community Development Specialist 2</i>	3,840,000.00	3,840,000.00	4,224,000.00	11,904,000.00
<i>Programme Development Specialist</i>		3,840,000.00	4,224,000.00	8,064,000.00
<i>Communication Officer</i>		2,760,000.00	3,036,000.00	5,796,000.00
<i>Programme Associate 1</i>	1,800,000.00	1,800,000.00	1,980,000.00	5,580,000.00
<i>Programme Associate 2</i>	1,800,000.00	1,800,000.00	1,980,000.00	5,580,000.00
<i>M&amp;E Specialist</i>		4,500,000.00	4,950,000.00	9,450,000.00
<i>Research Analyst</i>		3,840,000.00	4,224,000.00	8,064,000.00
<i>MIS Specialist</i>		4,200,000.00	4,620,000.00	8,820,000.00
<b>Administrative costs</b>				-
<i>Goods, Services, Equipment &amp; Supplies - Maintenance Costs for equipment and supplies</i>		1,000,000.00	1,000,000.00	2,000,000.00
<b>M&amp;E</b>				
<i>Baseline Data Collection</i>		1,000,000.00	1,100,000.00	2,100,000.00

<b>Budget Items</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>TOTAL</b>
<i>Annual reviews</i>		1,200,000.00	1,200,000.00	2,400,000.00
<i>Evaluation (after 3 years)</i>			3600000	3,600,000.00
<i>Development of Readiness Tool &amp; Community Development Index</i>		3,600,000.00		3,600,000.00
<i>Database Design, Development, Testing &amp; Maintenance</i>		7,200,000.00		7,200,000.00
<i>Regular Monitoring and Reporting; Dissemination of knowledge and lessons</i>		600,000.00	600,000.00	1,200,000.00
<b>TOTAL</b>	<b>41,480,000.00</b>	<b>81,640,000.00</b>	<b>78,175,000.00</b>	<b>201,295,000.00</b>
			<b>US\$</b>	<b>1,677,458.33</b>

**6.12. Annex 12: CRP Performance Measurement Framework & Result Framework**

**CRP Performance Measurement Framework (Level 1)**

<b>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</b>								
<b>Expected Results</b>	<b>Performance Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Data Sources</b>	<b>Methods</b>	<b>Frequency</b>	<b>Responsibility</b>	
<b>Ultimate Outcome (Impact): Renewed Communities</b>	1. Overall ranking of CRP communities on the Community Renewal Scale/Community Development Index <sup>22</sup>	To be determined (TBD)	TBD	TBD	TBD	TBD	TBD	CRP Secretariat, PIOJ
<b>OUTCOMES</b>								
<b>Component 1: Governance</b>								
<b>Intermediate Result 1.1:</b> Communities are capacitated and participating in democratic processes	2. Percentage of population who in the last 12 months had participated in citizens' engagements <sup>23</sup>	TBD	TBD	SDC Annual Report; Community Members	Document Review; Survey	Annually	CRP Secretariat, PIOJ	
<b>Immediate Result 1.1.1:</b> 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 <sup>24</sup> 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	TBD	TBD	As Above	Document Review	Annually	CRP Secretariat, PIOJ	

<sup>22</sup> This index is currently being developed by the CRP Secretariat. See Annex for progress to date.

<sup>23</sup> 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.

<sup>24</sup> Recognised by SDC.

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
	attended by PDC representatives per parish						
<b>Immediate Result 1.1.2:</b> 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
<b>Immediate Result 1.1.3:</b> 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
<b>Component 2: Social Transformation</b>							
<b>Intermediate Result 2.1:</b> 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
<b>Immediate Result 2.1.1:</b> 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
<b>Immediate Result 2.1.2</b> 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		
<b>Immediate Result 2.1.3</b> Improved quality of service by MDAs to target population	See indicator 7 in Governance section						
<b>Intermediate Result 2.2:</b> 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
<b>Immediate Result 2.2.1:</b> 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
<b>Immediate Result 2.2.2:</b> 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 <sup>25</sup> 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
	22. Number of parents exposed to	TBD	TBD	Reports from	Document	Annually	CRP Secretariat,

<sup>25</sup> 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
	training in disciplinary techniques who strongly reject the use of corporal punishment as a method of discipline			NPC	Review		PIOJ
<b>Immediate Result 2.2.3:</b> 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
<b>Component 3: Safety and Justice</b>							
<b>Intermediate Result 3.1:</b> 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
<b>Immediate Result 3.1.1</b> 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 <sup>26</sup> by type reporting improved access to communities	TBD	TBD	JCF, Fire Brigade	Survey	Annually	CRP Secretariat, PIOJ
<b>Immediate Result 3.1.2:</b> 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
<b>Immediate Result 3.1.3:</b> Increased school safety	29. Number of reported cases/incidences of disruptive behaviour in school <sup>27</sup>	TBD	TBD	MOE, JCF, Secondary level institutions in CRP	Document Review	Bi-Annually	CRP Secretariat, PIOJ

<sup>26</sup> Particularly emergency service providers.

<sup>27</sup> Data are currently collected at the secondary school level.

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
				communities			
	30. Number/percentage of students reporting victimization/abuse <sup>28</sup>	TBD	TBD	Students in CRP Communities	Survey	Bi-Annually	CRP Secretariat, PIOJ
<b>Immediate Result 3.1.4:</b> 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
<b>Component 4: Physical Transformation</b>							
<b>Intermediate Result 4.1:</b> 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
<b>Immediate Result 4.1.1:</b> Improved access to quality housing in targeted CRP communities	33. Proportion of residents participating in the housing contribution schemes <sup>29</sup>	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
<b>Immediate Result 4.1.2:</b> 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
<b>Immediate Result 4.1.3:</b> 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
<b>Immediate Result 4.1.4:</b> 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
<b>Immediate Result 4.1.5:</b>	39. Number of areas covered by	TBD	TBD	Reports from	Document	Annually	CRP Secretariat,

<sup>28</sup> Interventions are currently implemented at selected secondary schools.

<sup>29</sup> 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 <sup>30</sup>			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
<b>Immediate Result 4.1.6:</b> 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
<b>Component 5: Socio-Economic Development</b>							
<b>Intermediate Result 5.1:</b> Economic self-sufficiency among community members	43. Unemployment rate (disaggregated by age, sex, vulnerable and special need groups)	TBD	TBD	MLSS, STATIN, PIOJ	Document Review	Bi-Annually	CRP Secretariat, PIOJ
	44. Percentage of CRP households transitioning from PATH or other social protection programmes	TBD	TBD	MLSS, STATIN, PIOJ	Document Review	Annually	CRP Secretariat, PIOJ
<b>Immediate Result 5.1.1:</b> Improved employability	45. Percentage of individuals completing secondary level education or higher	TBD	TBD	MOE, STATIN	Document Review	Annually	CRP Secretariat, PIOJ
	46. Percentage of working age population in CRP	TBD	TBD	MLSS (LMIS), STATIN, HEART	Document	Annually	CRP Secretariat,

<sup>30</sup> 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
	communities certified (disaggregated by age, sex)			Trust/NTA, Partner Reports	Review		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
<b>Immediate Result 5.1.2:</b> 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
<b>Immediate Result 5.1.3:</b> 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
<b>Component 6: Children and Youth Development</b>							
<b>Intermediate Result 6.1:</b> 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

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
	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
<b>Immediate Result 6.1.1:</b> 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
<b>Immediate Result 6.1.2:</b> 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
<b>Immediate Result 6.1.3:</b> Increased support for vulnerable children and youth	See indicators for 2.2.1 & 2.2.2						
<b>Immediate Result 6.1.4:</b> 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
<b>Immediate Result 6.1.5:</b> Increased employability and access to employment opportunities for youth in CRP communities	See indicators in 5.1.1 - 5.1.3						
<b>OUTPUTS</b>							
<b>Outputs 1.1.1a - 1.1.3a:</b> 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 persons benefiting,	TBD	TBD	Partners' Reports	Document Review	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
	disaggregated by type of programme, age, sex, vulnerable group						
<b>Outputs 2.1.1a -2.1.3a; 2.2.2a - 2.2.3a:</b> 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
<b>Outputs 3.1.1a - 3.1.4a:</b> 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
<b>Outputs 4.1.1a - 4.1.6a:</b> 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
<b>Outputs 5.1.1a - 5.1.3a:</b> Projects/programmes (by type) implemented to support the achievement of CRP Socio-Economic Development Component 5	68. Number of programmes implemented, disaggregated by type	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
	69. Number/Percentage of persons benefiting, disaggregated by type of programme, age, sex,	TBD	TBD	Partners' Reports	Document Review	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
	vulnerable group						
<b>Outputs 6.1.1a - 6.1.5a:</b> 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

CRP Operational Results Framework (Level 2)

NARRATIVE SUMMARY	INDICATORS	DATA SOURCES
<b>GOAL</b> 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	<b>See CRP Indicators above for Ultimate Outcome: Renewed Communities</b>	
<b>PURPOSE</b> 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	<ol style="list-style-type: none"> <li>1. Functional<sup>31</sup> oversight mechanism with capacitated secretariat support for advancing evidenced-based community transformation in Jamaica</li> <li>2. Functional coordinating MIS database for data collection on CRP progress in place</li> <li>3. Percentage of stakeholders in CRP communities that are operating within the CRP coordinating framework</li> <li>4. Percentage of residents giving a positive assessment of impact/effect of partner activities in their area/community</li> <li>5. Percentage of planned initiatives in the Strategic Implementation Plan implemented on time</li> </ol>	CRP Progress/M&E Reports CRP Database Reports
<b>RESULTS</b>		
<b>Strategic Objective 1:</b>	6. Number of new partnerships developed by type	

<sup>31</sup> Established bodies (especially National Steering Committee) meeting, working and reporting as per terms of reference

NARRATIVE SUMMARY	INDICATORS	DATA SOURCES
Strengthened partnerships among state and non-state entities in support of the renewal process	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
<b>Strategic Objective 2:</b> 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
<b>Strategic Objective 3:</b> 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
<b>Strategic Objective 4:</b> 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
<b>Strategic Objective 5:</b> 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
<b>Strategic Objective 6:</b> 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	

