

Government of Jamaica & UNDP Programme Document

**Jamaica Violence Prevention, Peace and
Sustainable Development Programme**

2008–2010

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Executive Summary

Title: Jamaica Violence Prevention, Peace and Sustainable Development Programme.

UNDAF outcome: Outcome 5: "Increased capacity of government and targeted communities to attain a more peaceful, secure and just society."

Brief description: Jamaica is at risk of becoming a crisis country unless urgent action is taken to address crime and violence. Insecurity and armed violence are major obstacles to sustainable development and the situation has worsened significantly in recent years. In 2005, Jamaica had the highest recorded per capita murder rate in the world¹. The death rate from violence in Jamaica is higher than in many high intensity violent conflicts. The standard international definition of a war or high intensity conflict is "violence characterized by fatality rates of over 1000/year"², and in Jamaica 1574 people were murdered in 2007³.

Although Jamaica is a functioning democracy, signs of state failure are visible. The government is committed but lacks the capacity to respond effectively to the increasing levels of violence. The state is not present in many inner-city communities where organised criminal leaders run an alternative system of local governance. Action is now needed to prevent this crisis deepening and Jamaica degenerating into a failed state.

Recent violent events in Jamaica have confirmed the fragility of the situation and the risks that the country faces. The May 24 assault of the the Jamaican security forces on the heavily-defended Tivoli Gardens 'garrison' controlled by Christopher 'Dudus' Coke followed several days of gang-related violence in Kingston. As a result of the confrontation, at least 73 civilians and three JCF/JDF officers have been killed, numerous persons wounded, fourteen police stations fire bombed, key infrastructure damaged. The crisis in Jamaica has been long in development but the recent conflict and large-scale loss of life has brought it to a dramatic head. This is being seen as a defining moment for the nation – either the scourge of organized crime is systematically addressed or the country risks becoming a failed state.

There are significant opportunities to prevent this impending crisis. Security, justice and governance have been identified by the government as priority issues in its national development plan and a comprehensive National Security Policy (NSP) was adopted by Cabinet in early 2007. A wide range of government-led crime prevention and management initiatives are underway in target communities. All stakeholders agree that if these interventions were better coordinated their impact would be increased. By targeting assistance now to help increase the coordination and effectiveness of programmes, UNDP has an important opportunity to help the Government of Jamaica (GoJ) address these urgent challenges.

¹ The homicide rate in Jamaica rose from 36 to 58 per 100,000 from 2003 to 2005. This is the highest reported figure in that year. Non-reporting countries may have experienced higher. P8, 'Crime, Violence and Development trends, costs, and policy options in the Caribbean', Report No.37820, UNODC/World Bank, March 2007.

² 'Conflict Vulnerability Analysis, Issues, Tools and Responses', USAID, 1999, p3.

³ Jamaica Constabulary Force Statistics Department.

The programme has **six outputs** listed below with a summary of key activities:

1. **Enhanced design of armed violence prevention policies and programmes.**
 - Annual crime victimisation survey.
 - Harmonisation and enhancement of armed violence data.
 - National policies developed on community safety, restorative justice and small arms control.
2. **Increased capacity of institutions to prevent armed violence and increase community safety.**
 - Ministry of National Security to develop policy and implement community safety and crime prevention programmes.
 - National Security Strategy Implementation Unit to coordinate the implementation of the National Security Policy.
 - Jamaica Constabulary Force and National Firearm Licensing Authority to control small arms.
 - Civil society organisations to conduct advocacy and deliver services in communities.
 - Parliamentary sub-committee to provide oversight of government actions.
 - Organised Crime Watch at University of West Indies to conduct research and inform policy.
3. **Increased effectiveness and coherence of international support to armed violence prevention policies and programmes.**
 - Security and justice online resource centre.
 - Community safety tools, methodologies and reports to assess impact and lessons learned.
 - Joint methodology developed for community transformation.
 - Feasibility study on development of a SWAp on security issues.
 - Increased capacity of Planning Institute of Jamaica to coordinate international assistance.
4. **Enhanced safety in target communities.**
 - Developing and implementing community safety plans.
 - Establishing community peace and justice centres.
 - Controlling the spread of small arms.
 - Providing alternative livelihoods for youth at risk.
 - Supporting safe schools programme
5. **Development of UN Country Team programme on armed violence prevention.**
 - Conducting joint UNCT needs assessments in target communities.
 - Facilitate inter-agency collaboration on armed violence prevention.
 - Facilitate design of joint UN inter-agency programme.
6. **Effective response to governance and security crisis**

- Increase capacity of Planning Institute of Jamaica to co-ordinate the crisis response.
- Support the Office of the Public Defender's investigation into conduct of security forces.
- Produce a report on the economic cost of the violence.
- Support a cash-for-work project to repair damaged infrastructure.
- Conduct preparatory work for a broad-based and inclusive national dialogue on underlying governance issues.
- Explore options for truth and reconciliation.

Jamaica Violence Prevention, Peace and Sustainable Development Programme

2008–2010

1. Background

1.1 Challenges

Jamaica is at risk of becoming a crisis country unless urgent action is taken to address crime and violence. Insecurity and armed violence are major obstacles to sustainable development and the situation has worsened significantly in recent years. In 2005, Jamaica had the highest recorded per capita murder rate in the world⁴. The death rate from violence in Jamaica is higher than in many high intensity violent conflicts. The standard international definition of a war or high intensity conflict is “violence characterized by fatality rates of over 1000/year”⁵, and in Jamaica 1574 people were murdered in 2007⁶.

Although Jamaica is a functioning democracy, signs of state failure are visible. The government is committed but lacks the capacity to respond effectively to the increasing levels of violence. The state is not present in many inner-city communities where organised criminal leaders run an alternative system of local governance. A recent opinion poll showed that 63% of Jamaicans feel that crime and violence is the country’s worst problem⁷. Action is now needed to prevent this crisis deepening and Jamaica degenerating into a failed state.

Violence is concentrated amongst the poorest in society especially among young males who tend to be the victims as well as the perpetrators of violent crimes⁸. In 2004, the most recent period for which data are available, 97 percent of those arrested for major crimes were men, and 72 percent of those were between 16 and 30 years old⁹.

Violence occurs predominantly in Kingston’s ‘garrison communities’ and is a complex problem. These communities are dominated by gangs led by ‘Dons’ that demand local support. The Government faces significant challenges to its law enforcement capacity and is unable to deliver basic social services in these communities. Historically there has been a political dimension to some of the violence as many of the gangs are aligned to rival political parties. In recent years the economic dimension of violence has increased significantly with much of the violence linked to the drug trade and control of turf. Organised crime flourishes in a context of high unemployment and widespread poverty. A concerning recent phenomenon is the growth of reprisal killings with family members and neighbours increasingly targeted. In October 2007, a record 143 people were

⁴ The homicide rate in Jamaica rose from 36 to 58 per 100,000 from 2003 to 2005. This is the highest reported figure in that year. Non-reporting countries may have experienced higher. P8, ‘Crime, Violence and Development trends, costs, and policy options in the Caribbean’, Report No.37820, UNODC/World Bank, March 2007.

⁵ ‘Conflict Vulnerability Analysis, Issues, Tools and Responses’, USAID, 1999, p3.

⁶ Jamaica Constabulary Force Statistics Department.

⁷ Ibid.

⁸ P32, Jamaica Medium Term Socio Economic Policy Framework 2004-2007, February 2005.

⁹ P102, Inner City Basic Services for the Poor Project Appraisal Document, World Bank, March 2006.

murdered, including a number of children, largely due to a wave of reprisal killings. Violence in schools is increasing and there is a significant problem of domestic violence which the police acknowledge is seriously under-reported. There is a widespread inability to resolve conflicts and differences peacefully.

Citizens lack confidence in the state to ensure their safety and provide justice. Trust in the police is low, partly as a result of the high number of citizens shot by the police. Over the last six years, over 1000 citizens have been shot dead by the police¹⁰ and only in one of these cases has a police officer been convicted of murder. As a result, many citizens perceive a lack of police accountability. Corruption is another reason for the lack of public confidence in the state. The latest Transparency International corruption perception index found that key analysts thought that corruption was increasing in Jamaica¹¹.

The World Bank estimates that the direct cost of crime in Jamaica is at least 3.7 percent of the country's GDP and the indirect cost is over 14 per cent¹². The escalation in homicides has had a major impact on the public health system. For example in 2002, the Government of Jamaica (GoJ) spent approximately J\$1billion (US\$15.38 million) on the treatment of injuries in public hospitals. This figure relates only to direct treatment and does not take into account the time and resources lost to society, the decreased productivity and the burden placed on social services due to disability and psychological trauma caused by violence. There is a significant impact on business, for example, a 2001 Business Victimization Survey found that approximately 65 percent of Jamaican firms had been victims of crime in the past year¹³. A new report by the World Bank and the UN Office on Drugs and Crime (UNODC) estimates that if Jamaica could reduce the level of homicides to a level comparable to Costa Rica, it would result in a per capita annual income growth of 5.4%¹⁴.

The rise in violence and insecurity is set against a backdrop of macro-economic uncertainty. Jamaica faces the challenge of continuing to diversify its economy away from sugar and bananas following the end of preferential trade tariffs from the EU. This challenge is compounded by a severe fiscal deficit with a current debt-to-GDP ratio of 135 percent¹⁵ whilst Jamaica's middle income status has led to a steady decline in official development assistance.

Gender is an important issue in Jamaica. The wide-spread gangs have bred a culture of aggressive masculinity and rates of gender-based violence against women, notably rape and domestic assault, are high. A Caribbean study found that 48% of adolescent girls' sexual initiation was "forced" or "somewhat forced"¹⁶. The high rate of boys dropping out of school in Jamaica means that seven out of 10 university graduates are now women and the deaths of young males and break-up of families means that over 60% of households in Kingston are female-headed¹⁷.

Ownership of guns is widespread in local communities and there is a significant inflow of small arms from Central America, Haiti and the United States¹⁸. These weapons fuel the increase in

¹⁰ This figure is not included in the annual murder rates.

¹¹ http://www.transparency.org/news_room/in_focus/2007/cpi2007/cpi_2007_table

¹² World Bank's Country Economic Memorandum, December 2003.

¹³ United Nations Common Country Assessment for Jamaica, January 2006.

¹⁴ Pivii, 'Crime, Violence and Development trends, costs, and policy options in the Caribbean', Report No.37820, UNODC/World Bank, March 2007.

¹⁵ 'Jamaica: Debt, Economic Performance and Labour Productivity', Council on Hemispheric Affairs, September 2006.

¹⁶ Piv, UNODC/World Bank, op cit.

¹⁷ Interview with Government of Jamaica official, October 2007.

¹⁸ Interviews with Ministry of National Security and international diplomats, February 2006.

violent crime and their ownership is closely linked with issues of insecurity, social status, gang membership, involvement in crime and drug trafficking, and the lack of alternative livelihoods.

1.2 Armed violence as a priority for the Government of Jamaica, UN system and donors

The GoJ is taking significant steps to address the security situation and increase public confidence in the state. The new administration that was elected in September 2007 has demonstrated their political will by taking action on a number of important issues as part of their 'First 100 days in office' initiative. Increased resources are to be provided for crime prevention and management, a new office has been established to investigate and prosecute extra-judicial killings and abuses by the police, the Commissioner of Police has been replaced, a national coroner's office is being established and whistle-blowing legislation is being developed. Security, justice and governance have been identified by the GoJ as priority issues in its Medium-Term Socio-Economic Policy Framework (MTSEPF). A comprehensive **National Security Policy (NSP)** was adopted by Cabinet in early 2007 and published as a White Paper. This policy has been reaffirmed by the new government and defines national security in a broad sense, highlighting the importance of socio-economic and environmental issues. It was developed through a participatory process involving all government departments and civil society stakeholders. There is a broad-based consensus between political parties, civil society organisations and academics on what needs to be done.

The NSP is seen as a ground-breaking approach to the security problems facing Jamaica and offers an unprecedented opportunity to address armed violence. It identifies the main security threats and sets out objectives to address them, with an action plan and coordinating mechanism to enable implementation. The fact that it is an overarching government policy means that it provides a much-needed framework for inter-departmental cooperation.

A wide range of government-led crime prevention and management initiatives are underway in target communities. The new Commissioner of Police has announced that transforming the police to provide a service to local communities and controlling the spread of small arms are top priorities. By targeting assistance now, UNDP has an important opportunity to help the GoJ address these urgent challenges and implement the National Security Policy.

Justice, peace and security have been identified as priority issues in the 2007-2011 **UNDAF** for Jamaica. National priority five is to "contribute to the creation of a safe and secure Jamaica through the efficient use of resources to effectively enforce law and order and maintain secure borders and justice reform." The UN Country Team's 2007-8 workplan commits agencies to working together on these issues.

Security and justice are also viewed as the priority areas for support by all of Jamaica's main **international development partners** (IDPs). DFID and USAID are supporting police reform programmes, CIDA is engaged with justice sector reform, the EC is planning budget support to the justice and security sectors and the World Bank and Inter-American Development Bank are supporting security and infrastructure development programmes. The private sector and civil society organisations are also increasingly focusing on security through a range of projects. However, this array of initiatives by different stakeholders lacks coordination. The publication of the new National Security Policy provides a vital opportunity to harmonise international support behind government objectives. This would significantly help to increase aid effectiveness in line

with the commitments of donors in the Paris Declaration.¹⁹ There is a demand from the GoJ and IDPs for UNDP to work in this area and use its role as a facilitator and convenor to help strengthen coordination. There is also increased willingness and recognition among a number of UN agencies for the need to collaborate on armed violence prevention programming.

1.3 Links to global initiatives

There is an opportunity to strategically link UNDP Jamaica's work on security and justice to the development and implementation of international initiatives to address armed violence. Jamaica is one of over 70 state signatories to the Geneva Declaration on Armed Violence and Development. By adopting the Geneva Declaration, states agree that "living free from the threat of armed violence is a basic human need" and "a precondition for human development, dignity and well-being." Jamaica and the other state endorsers have committed to a range of actions, including:

- Integrating armed violence and conflict prevention strategies into national, regional and multilateral development frameworks.
- Committing to financial, technical and human resources to addressing armed violence.
- Stemming the supply of, and the demand for, small arms and light weapons.

Other relevant international initiatives are the joint UNDP, UN Habitat, UNODC, UNICEF and the World Health Organisation (WHO) Armed Violence Prevention Programme (AVPP) and the development by the Organisation for Economic Co-operation and Development (OECD) of a forthcoming Guidance for donors on armed violence prevention. UNDP's Bureau for Crisis Prevention and Recovery (BCPR) in Geneva is co-chair of the OECD Task Team on Security and Development and is a member of the Core Group coordinating the implementation of the Geneva Declaration. Jamaica is one of only three countries that have been selected as **focus countries** for the implementation of the Geneva Declaration and the AVPP. UNDP Jamaica's programme will also act as a pilot for BCPR's work to design and implement gender-sensitive community security and armed violence prevention programmes. These linkages will help ensure that as well as having an impact nationally, the lessons learned will be shared internationally to inform the development of policy guidelines for governments and international organisations engaged in preventing and reducing armed violence and enhancing gender-sensitive community security.

1.4 UNDP Jamaica's comparative advantage in armed violence prevention

The UNDP Country Office has been engaged in addressing issues of insecurity and armed violence since December 2002. Its extensive experience and engagement in this sector has led to a number of achievements that make it well placed to deliver the proposed programme:

- **Strategic partnerships with Government departments** – UNDP Jamaica is now a trusted partner of the Cabinet Office, Planning Institute of Jamaica, Ministry of National Security, Ministry of Justice, Department of Corrections and the National Security Strategy Implementation Unit.
- **Policy development** – UNDP is currently supporting the Ministry of Justice to help develop a national policy on restorative justice.

¹⁹ Paris Declaration on Aid Effectiveness, March 2005.

- **Government capacity development** – UNDP has supported the establishment of a new cross-government unit to coordinate the implementation of the National Security Policy and the development of a communications strategy for the NSP. Over 200 government officials (including police, magistrates and departmental officials) have been trained in restorative justice. A partnership has been developed with the Ministry of National Security on small arms control and an initial two-week training course has been provided to 60 law enforcement officers.
- **Civil society capacity development** – UNDP Jamaica has strengthened civil society capacity to address armed violence at the community level. Institutional support has been provided to the Kingston and St Andrews Action Forum (KSAAF), People's Action for Community Transformation (PACT), the Young American Business Trust (YABT) and the Women's Resource and Outreach Centre (WROC). Training of trainers courses have been run for community activists and curricula developed for subsequent roll-out. In total 575 civil society representatives have been trained on conflict prevention, gender and peacebuilding issues.
- **Partnerships with other IDPs** – UNDP Jamaica has been asked by donor agencies in Jamaica to help increase their coordination on violence prevention issues. As a first step, the IDPs funded UNDP to develop a database that maps the different security and justice projects they are supporting. UNDP has organised a series of roundtable meetings that have helped to strengthen partnerships with and between IDPs.
- **Knowledge management and analytical work** – The Country Office has commissioned an innovative study of the social and economic cost of crime in Jamaica by the University of the West Indies that will shortly be published.
- **Highlighting important issues** - UNDP was the first international agency in Jamaica to openly explore the sensitive issue of the links between organised crime, corruption and the financing of political parties. A Crime and Politics Symposium was held in May 2007 in partnership with The Institute for Criminal Justice and Security at the University of West Indies. It was a high profile event that was opened by the Governor General and received significant media and political attention. This programme document implements some of the conclusions of the conference to help try and address the broader context in which violence and insecurity thrive. Greater political will to address these issues will provide a conducive environment for the implementation of this programme. The UN is also the first international organisation in recent times to tackle small arms control in Jamaica. Training courses for law enforcement officers and civil society organisation have provided an entry point for wider small arms control activities under this programme.
- **Coordination of UN agencies** – Justice, peace and security are key priorities in the 2007-11 UNDAF and UNDP co-chairs the UNDAF working group on justice and security with UNICEF. Partnerships have been developed with UNICEF, UNODC, WHO and the UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UN-LiRec) to implement different aspects of this programme.

2. Programme Strategy

2.1 Process of Programme Design

This programme was designed through a participatory process involving a wide range of government, IDP and civil society partners in Jamaica, and in close collaboration with the UNDP Regional Bureau for Latin America and the Caribbean (RBLAC), the Bureau for Crisis Prevention and Response (BCPR) and the SURF offices in Panama and Trinidad.

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

A Programme Formulation mission visited Jamaica 6-10 February 2006 to assess the country context and advise on the development of a new programme.²⁰ Following this mission, the Jamaica Country Office developed three Preparatory Assistance projects on different aspects of security and justice issues with government and civil society partners. A further mission in March 2007 sought to define and build on the achievements of the earlier projects and identify opportunities for creating synergies and coherence between these three interventions in an integrated, three-year programme. This mission and the recent Crime and Politics Symposium (see 1.4 above) helped define UNDP's long-term approach to justice and security issues, which is outlined in the Programme Strategy section below.

A draft ProDoc was developed and submitted to RBLAC and BCPR for discussion. A joint RBLAC/BCPR mission then visited Jamaica in October 2007 to review the programme objectives and activities, ensure they were appropriate to context, assess the level of support for the programme amongst partners, and assess the capacity of the Country Office to deliver it. The mission concluded that:

- "UNDP has developed an excellent relationship with the government on justice and security issues."
- "UNDP is well positioned with IDPs and there is a demand for co-ordination."
- "The three PAs have provided a solid basis for the programme."
- "UNDP has recognised expertise, trust and relationships with partners."
- "The basic proposition of the proposed programme is sound and relevant."

The ProDoc has since been revised to include the recommendations of the mission and the outcomes of final consultations with the GoJ and IDPs in November 2007. The programme is designed as a platform upon which other related projects can be subsequently added and developed. This provides the opportunity for the programme to grow dynamically and organically in areas where opportunities emerge for progress.

2.2 Key Conclusions of Consultative Programme Design Process

This programme is based on the lessons learned from UNDP Jamaica's previous projects on security and justice, the views of local stakeholders and in UNDP's global experience in crisis prevention programmes. The programme builds upon the progress made in the three PAs to

²⁰ The mission team included experts on security and justice sector reform, armed violence prevention and small arms control (from SURF Panama and an independent consultant sponsored by BCPR/SURF Panama), on democratic dialogue (from RBLAC Guatemala and an independent consultant sponsored by UNDP Jamaica), and on alternative livelihoods (from ILO regional office Trinidad and Tobago) and an adviser on political implications (from DPA New York).

ensure a comprehensive and integrated approach. The key findings of the consultative design process were that:

- There is an urgent need for coordination of security, justice and armed violence prevention initiatives in Jamaica.
- There is a demand from all stakeholders for UNDP to help to facilitate this coordination.
- There is a risk that government policies will not be fully implemented unless the capacity of government and civil society institutions is strengthened.
- Young men are the key target group for armed violence prevention but there are few initiatives designed to provide them with alternative livelihoods to crime.
- Women have a significant potential role in peacebuilding but are often marginalised in the development of community plans.
- Armed violence is fuelled by the widespread availability of small arms in communities. This is a serious challenge that is not being addressed by other IDPs.
- There is a need to increase the coherence of UNDP Jamaica's current approach to security, justice and armed violence issues.

This programme document builds upon these findings, whilst drawing on UNDP's comparative advantages, to create a new programme strategy which:

- Moves from a project to a programme approach.
- Strengthens coordination at all levels.
- Avoids duplication.
- Facilitates harmonised government and donor programmes.
- Works in partnership with other UN agencies.
- Strengthens the governance and capacity of all stakeholders to ensure sustainability.
- Focuses on the *practical implementation* of government policies.
- Focuses on developing social and economic opportunities for young men who are at risk of becoming involved in gangs and armed violence.
- Supports women's empowerment and builds their influence in shaping the development of communities.
- Focuses on tackling the spread of small arms that are fuelling armed violence in communities.

This programme strategy is in line with the recommendations of the recent UNODC/World Bank report on 'Crime, violence, and development trends, costs, and policy options in the Caribbean'²¹ that recommends an integrated 'citizen security approach' to address the problem. The specific programme activities that fit with the recommendations in this report are highlighted in the text below.

2.3 Programme Outcome and Outputs

The **outcome** of the programme will be UNDAF Outcome 5 - the increased capacity of government and targeted communities to attain a more peaceful, secure and just society.

The programme has six **outputs**:

1. **Enhanced design** of armed violence prevention **policies and programmes**.

²¹ Op cit.

2. **Increased capacity of institutions** to prevent armed violence and increase community safety.
3. **Increased effectiveness and coherence of international support** to armed violence prevention policies and programmes.
4. **Enhanced safety in target communities.**
5. **Development of UN Country Team programme** on armed violence prevention.
6. **Effective response to governance and security crisis**

Co-ordination, facilitation and capacity development are issues in which UNDP is recognised to have a comparative advantage. One of the strengths of UNDP is its convening power and this will be used to help bring together different stakeholders to support the implementation of armed violence prevention and community safety programmes.

2.4 Implementation Strategy

The programme will take a **phased approach** to implementation. Year One will focus on building trust and confidence among all stakeholders of UNDP's *added value*, primarily on delivering on outputs one, two and three. This initial focus on policy development, capacity development and coordination will provide a strong foundation for the rest of the programme. This will require human resources, technical expertise, facilitation, coordination and planning. Year one will also be used to develop detailed plans for output four, the community level part of the programme.

Years Two and Three will see a programmatic shift from facilitation and coordination into supporting community level implementation of the policies and strategies that have been developed in year one. This will require financial resources for work in target communities.

The programme strategy is flexible in nature because the activities supported in years two and three will be largely determined by the content of the policies, plans and frameworks developed in year one. For example, the priority areas for the implementation of the GoJ's community safety policy can only be identified once the policy has been agreed. Under output four, the programme will conduct a number of reviews and evaluations in year one (for example of the peace and justice centres, the safe schools programme and alternative livelihoods programmes and opportunities), as well as facilitating the development of local community safety plans. The outcomes of these reviews and plans will inform the targeting of the community level activities in years two and three. The results and resources framework therefore sets out indicative activities that will be reviewed, and if necessary adjusted, by the Project Assurance Team and Project Executive Group on an ongoing basis to ensure their relevance to the developing context. The progress made in donor harmonisation will also partly determine the focus of project activities as it is hoped that increased opportunities for joint programming with other IDPs will increase.

The **sustainability** of programme interventions is a key concern and so a significant part of the programme is focused on **capacity development**. As part of this strategy, National Technical Advisers will be provided to key partner government institutions, such as the Prime Minister's Office, Ministry of National Security, Ministry of Justice, the National Security Strategy Implementation Unit and the Planning Institute of Jamaica (see below) to help build their

capacity, transfer skills, mainstream gender issues and provide focal points for programme coordination. These advisers will all be trained on gender aspects of community security and armed violence prevention to enable them to help integrate gender issues within the planning and operations of their ministries.

UNDP Jamaica has strong partnerships with a range of non-governmental organisations and community-based organisations who will be capacitated to lead the **community development** work. UNDP Jamaica will work to ensure clear linkages between different aspects of the programme. Institutions will be capacitated to implement the policies developed at the national level in target communities. And a feedback loop will be created to ensure that the experiences gained through implementation at the community level are conveyed by UNDP and through civil society advocacy to national policy-makers. UNDP will work with the government to organise public consultations to ensure that the voices of citizens are heard in policy-making processes.

Knowledge management and capturing lessons learned are central aspects of the programme. UNDP will support the development of an online resource centre, to be run by the Government of Jamaica that will be a central repository of knowledge on security and justice in Jamaica. It will hold information on all security and justice projects as well as academic reports and programme evaluations. UNDP will also work with the GoJ and other IDPs to evaluate the impact of existing violence prevention and community transformation programmes and develop common methodologies, tools and reports. For example, a report will be produced on the gender dimensions of armed violence and community security. Another report commissioned by the CO will assess the economic costs of the conflict in Western Kingston. A series of lessons learned workshops on thematic issues will be organised to share experiences. The findings of these knowledge management processes will be used to inform the development of evidence-based responses in Jamaica as well as used internationally to inform the development of the UN's global Armed Violence Prevention Programme. The Country Office will seek to draw on experiences and lessons learned of armed violence prevention from other countries with comparable problems, such as UNDP programmes in El Salvador and Guatemala as well as initiatives in Brazil and South Africa.

The Country Office will draw upon expertise and support from other parts of **UNDP**. Democratic governance and security have been identified by UNDP as priorities for the Latin America and Caribbean region. UNDP globally through the Bureau for Crisis Prevention and Recovery (BCPR), and regionally through the SURF office in Panama, has significant experience in security and justice issues. The process of programme design has been done collaboratively with these offices and RBLAC and the programme will continue to work in partnership with them and draw on their expertise and technical inputs.

2.5 Programme Activities

2.5.1 *Enhanced design of armed violence prevention policies and programmes*

The recent UNODC/World Bank report on crime, violence and development in the Caribbean highlights the need for increased evidence-based policy-making. A number of studies and surveys have been undertaken in Jamaica but these are not widely shared or used in programme design. The programme will help ensure that information on security, crime and violence is systematically collected and publicised to inform government policy, community interventions and civil society advocacy.

The programme will support the GoJ and partners to carry out an annual national crime victimisation survey. The Inter-American Development Bank (IDB) has jointly funded one previous survey with the Ministry of National Security but the IDB will not be continuing this support as its programme is nearing completion. The survey will provide a means to help measure progress in the implementation of the NSP and the UNDP assistance programme. The data will be gender and age disaggregated and will include deaths and injuries inside the household as well as in the public sphere. The survey's findings will inform the development of appropriate gender-sensitive local strategies to prevent armed violence and increase the safety of target communities (see 2.5.4 below).

The programme will support the Violence Prevention Alliance (VPA) (a coalition initiated by the Jamaican Ministry of Health and including a broad selection of governmental and non-governmental entities) to collect and harmonise data on armed violence from official sources (e.g. police crime statistics and hospital surveillance systems), analyse it and make it available in user-friendly formats to policy-makers, law enforcement agencies and civil society organisations. The Jamaica programme will learn from the experiences of UNDP's armed violence prevention programmes in El Salvador and Guatemala. A workshop will be organised in order to share best practices and lessons learned and help define the scope of data gathering, analysis and advocacy. The VPA has a MoU with the police for the provision of crime data. They will produce GIS crime maps to help target crime prevention interventions and publish regular bulletins and reports on armed violence trends and issues. Workshops will be held to discuss the findings and their implications for policies and programmes. UNDP will also encourage the GoJ to participate in the UN Surveys on Crime Trends and the Operations of the Criminal Justice Systems.

The programme will support the GoJ to develop effective policies on armed violence. The NSP mandates the development of policies on restorative justice, community safety and small arms control. UNDP is currently supporting the development of a government policy on restorative justice through one of its PA projects (see section 1.3). A community safety policy has been developed by the GoJ but not yet published. Assistance will be provided to complete the policy development process, ensure the consideration of gender issues and help develop implementation plans. UNDP will also continue its engagement with the GoJ on small arms control to support the development of a national policy and the strengthening of the Firearms Act. A request for UNDP support in this area was made by the Jamaican Constabulary Force at the recent UNDP-UNLiRec law enforcement training course on small arms control. In all of these policy-making processes, UNDP will work to ensure that the needs of local communities are heard. UNDP will work with the Government to organise public consultations and help strengthen bridges between institutions and citizens. This will contribute to strengthening democratic governance.

UNDP's activities under this output will be enhanced by the complementary work of other UN agencies. For example, the WHO is working to strengthen data collection capacities within health facilities and to increase the knowledge base among relevant stakeholders regarding effective approaches to preventing armed violence

2.5.2 Increased capacity of institutions to prevent armed violence and increase community safety

The programme will support the establishment of a Crime Prevention and Community Safety Unit in the **Ministry of National Security** that will coordinate the range of different initiatives in this area that the ministry has. This unit will be a key partner in the work outlined below (see

2.5.3) to increase donor coordination and develop a joint methodology for community transformation, as well as to implement programmes in target communities (see 2.5.4). Support will be given to enable the Unit to address gender issues in policy development and help train and mobilise a cadre of Community Safety Officers that will help mobilise local support to develop and implement safety plans.

The programme will also support the establishment of a Restorative Justice Unit in the **Ministry of Justice** that will coordinate the implementation of the restorative justice policy. This unit will monitor implementation and carry out a study that analyses the barriers that prevent women accessing justice. Resources will be provided to address these issues to ensure the implementation of the policy.

A **National Security Strategy Implementation Unit**²² (NSSIU) has been established under the Cabinet Office and reports to the National Security Council. The UNDP programme will provide technical assistance to help build the capacity of the Implementation Unit, develop and implement a communications programme, and establish a monitoring and evaluation mechanism to track cross-governmental implementation of the NSP. Joint training will also be provided to the NSP contact persons in all relevant government departments to help develop a culture of joint working to achieve common objectives as well as engaging citizens in policy-making. This will cover process issues of inter-departmental working and public consultations as well as substantive issues such as gender integration.

Small arms control has been identified in discussion with the GoJ as an emerging priority for the implementation of the NSP. It is also a key recommendation of the recent UNODC/World Bank report. Small arms control is a complex and technical issue and will require significant capacity building. UNDP has established a partnership with UN-LiRec to assist the Government of Jamaica in this area. A small arms situation analysis has been conducted that will inform the design of programme activities. UNDP and UN-LiRec received a request from the GoJ to organise a series of training courses to strengthen the capacity of the **Ministry of National Security, Jamaica Constabulary Force (JCF) and Jamaica Defence Force (JDF)** to better control the legal firearms trade and to prevent illicit trafficking. Support will also be provided to the **National Firearms Licensing Authority** to increase their capacity to screen firearms licence applications.

Civil society organisations (CSOs) have a vital role to play in enhancing security and access to justice in Jamaica. UNDP's third PA project has helped to build the capacity of a number of key CSOs to deliver services in their communities and provided a regular forum in which these organisations can come together to share experiences. This forum has been welcomed by CSOs working at the community level on security, justice, gender and armed violence issues as their first opportunity to interact. They have requested UNDP's continued support to help establish a more organised CSO network that can share lessons learned in community transformation as well as play a role in advocacy to inform the development of gender-sensitive government and IDP policy on security and justice. They will be able to publicise the information gathered under 3.1. UNDP will conduct a capacity assessment of its civil society partners (drawing on the UNDP Bureau for Development Policy's tools) and develop a capacity development strategy to help address identified needs. UNDP will collaborate with the Social Development Commission (SDC)- the GoJ's principal community mobilisation and development agency, that facilitates

²² Although the National Security Strategy has since been endorsed by Cabinet and tabled in Cabinet as the National Security Policy, the unit established to coordinate its implementation has retained its original name as the National Security Strategy Implementation Unit.

development in local communities- to support the establishment of the CSO network. UN-LiREC will provide specific training to address small arms control issues.

The programme will also engage the **parliamentary sub-committee on security** to help develop its capacity and facilitate opportunities for MPs to provide oversight of government policy and action to prevent armed violence and increase community safety. UN-LiREC will provide technical assistance to UNDP in capacitating members of the sub-committee on issues relating to small arms control, including children's and gender perspectives and comparisons of Jamaica's small arms legislation to obligations established in regional and global instruments.

Organised crime and corruption are significant challenges facing Jamaica, yet there is little information publicly available on these issues. The programme will implement one of the recommendations of the recent conference on organised crime and politics by supporting the establishment of a new independent body – **Organised Crime Watch** – at the University of the West Indies. This will conduct monitoring and research in order to provide an evidential basis for policy-making and implementation. It will be linked to the Crime Observatory that is already established at the university and develop a cooperative relationship with the police and the soon-to-be-established National Independent Investigative Agency.

2.5.3 *Increased effectiveness and coherence of international support to armed violence prevention policies and programmes*

At the request of the GoJ and the IDPs, UNDP is currently developing an **online resource centre** that contains information on all security, justice and armed violence projects in Jamaica. Once this has been finalised, it will serve as a 'one stop shop' for all stakeholders seeking information in this area. It will be a tool for transparency and public education as well as providing a basis for increased donor coordination. The centre will provide gender-disaggregated data to show the varied impacts of armed violence on men, women, girls and boys and it will help map gender-sensitive responses.

Building on its established role as a **convener**, UNDP will work with the GoJ, other UN agencies and key donor and civil society stakeholders to help develop coordinated programmatic strategies to prevent armed violence and increase community safety. The GoJ (supported by IDPs) has embarked on a range of initiatives to increase the safety and security of local communities. These include the Community Security Initiative, Peace Management Initiative, Violence Prevention Alliance, the Citizen's Security and Justice Programme and the Inner City Basic Services for the Poor Project. These are all valuable initiatives but they are often led by different government departments, have different methodologies, are funded by different IDPs and are implemented in different communities. The lack of coordination has resulted in gaps, overlaps and reduced effectiveness. The launch of the NSP provides an excellent opportunity to agree collective approaches and a collective rationale for engagement in priority communities, thereby ensuring the increased impact of these initiatives.

In 2006, CIDA, DFID and USAID asked UNDP to facilitate a multi-donor group on justice and security to help increase **donor coordination**. UNDP will place a high priority on supporting the coordination of the IDPs, including working with other UN agencies to develop coherent support to armed violence initiatives in line with the collaboration of the AVPP (see 1.3 above). UNDP will use the resource centre that is currently being developed (see above) as a tool to help encourage the IDPs to harmonise their activities. The research for the resource centre will enable UNDP to

assess gaps and overlaps in existing programmes and facilitate the development of a more coordinated approach by different stakeholders to transforming violence-affected communities. A series of thematic workshops will be organised that bring together IDPs and key GoJ counterparts to share experiences, lessons learned and good practice in different aspects of security, violence prevention and community transformation. The objective will be to assess the impact of different interventions and to help develop a **joint methodology** that can be adapted to the needs of different communities with clear roles and responsibilities for different actors.

The programme will play an important role in enhancing **knowledge management** by developing tools and producing reports for community security based on the experiences and lessons learned of different stakeholder programmes in Jamaica. A report will be produced on the gender dimensions of armed violence and community security that will look at the lessons learned from addressing gender-differentiated needs in IDP-funded programmes. This will help ensure that gender issues are integrated into the joint methodology and plan for transforming violence-affected communities. The programme will draw on best practices from the Latin America and Caribbean region and other countries with comparable levels of armed violence, such as South Africa, to share experiences and lessons learned.

In year two of the programme, UNDP will explore with other UN agencies, IDPs and the GoJ the benefit and feasibility of developing a sector-wide approach (SWAp) to security, justice and armed violence issues. In many countries, SWAps are an effective means of harmonising IDP support and enabling the partner government to take a leadership role. If it is determined that the SWAp approach is relevant and appropriate in the Jamaica context, UNDP will work to support the efforts of the government and donors to help establish one.

2.5.4 Enhanced safety in target communities

The programme will work to ensure that the sectoral policies established under output one and the joint initiatives developed under output three are implemented at the community level. UNDP will help to facilitate discussions between the GoJ, IDPs and civil society partners to help jointly agree on **priority communities** and to encourage all stakeholders to target their work on violence prevention, community safety and basic service delivery in those communities to help multiply their impact. Significant progress has been made on this issue already through a series of IDP coordination meetings. A roundtable meeting with the GoJ and wider partners is scheduled for February to develop a new joint approach to ensure greater impact. It is envisaged that the communities will be selected from those targeted by the DFID-funded Community Security Initiative and the World Bank-funded Inner City Basic Services for the Poor Programme as these communities have been identified through a careful process of dialogue with government, based on both need and political balance. A cross section of communities with different levels of violence will be selected. The SDC has established an MOU with the Jamaica Constabulary Force (JCF) to roll out a Community Policing Programme in several communities across the island. This will support the JCF's Strategic Review which is currently being finalized. Further the new Commissioner of Police has listed Community Policing as one of the strategic priorities of the JCF that will improve community safety and citizen security and build on the SDC/JCF partnership with the CBOs and NGOs to enhance the community policing programmes within the communities. UNDP will offer its expertise on cross-cutting issues where we can bring added value (e.g. small arms control and peace and justice centres) to the existing vertical development programmes of other IDPs to ensure a matrix style of practical coordination.

UNDP will use its **convening role** to bring all stakeholders (including GoJ, IDPs, CSOs and other UN agencies) together to help develop and implement local **community safety plans**²³ in these target communities. UNDP has a proven track record of supporting community safety plans in its global crisis prevention and recovery work. Dialogue is facilitated between a broad range of community stakeholders to discuss what the main issues are undermining safety and security and the community then formulates an action plan to address them. Problems that are typically addressed include introducing street lighting, providing opportunities for youths, opening dialogue between police and local residents, addressing gender-based and domestic violence, preventing violence in schools and establishing gun free zones. These forums will provide an important opportunity to discuss a range of social and situational violence prevention measures. Partnerships will be established with other international and national agencies to ensure that issues identified through the community safety plans will be addressed (e.g. rubbish collection by the National Waste Management Agency).

From initial discussions with stakeholders, five areas of potential support at the community level have been identified – the establishment of peace and justice centres, small arms control, the provision of sustainable economic opportunities for young men at risk of becoming involved in gang violence, community mobilisation and supporting the GoJ's safe schools programme. As outlined in the implementation strategy (see 2.4 above) the diagnostic and analytical work carried out in year one will be used to plan the community level activities in years two and three. As well as focusing in the priority communities

Peace and justice centres have already been established in some communities by the Dispute Resolution Foundation in conjunction with the Ministry of Justice. They have been effective in providing a one-stop centre for citizens for legal advice and mediation and supporting the work of the police and courts in tackling crime and violence. There is the potential of expanding the number of centres and their capacity to deliver services as part of the implementation of the GoJ's restorative justice policy. The centres will play an important role in addressing gender issues at community level, including working with young men to address aggressive masculinity and providing access to services and justice for women. They will be used as platforms to help implement recommendations from the report on gender barriers to justice (see 2.5.2 above). The Department of Corrections is keen for these centres to take on a role in supervising community service orders. It could be stipulated that a condition of community service is for orderes to attend the centres which could act as work agencies. This would help reintegrate offenders back into communities as well as reduce recidivism. Orderes could be required to take part in restorative justice processes with victims, as well as providing first-hand accounts of their experiences and take on a counselling role for youth. There is the further potential of expanding their roles to provide the range of expertise – legal, medical, social services, employment training – necessary to foster community transformation. An evaluation of the centres will be conducted which will provide recommendations to the programme to support the GoJ to establish new centres in each of the three target communities.

The need to provide sustainable **economic opportunities for young males** who are on the fringes of gang membership and at risk of being drawn into violence has been consistently identified as a priority by all stakeholders and in the World Bank/UNODC report. Male youth are an important target group as they are the perpetrators and victims of most serious crimes. UNDP has

²³ The phrase 'community safety plans' is used here to mean an integrated response that combines a broad range of development and security interventions. The World Bank and UNODC in their recent report use the term 'integrated citizen security' approaches when recommending coordinated action in this area. 'Community safety' is used in the Jamaican context to specifically denote that plans are not just limited to security responses.

developed a partnership with the Organisation of American States' Young American Business Trust (YABT) to help encourage local enterprise development. They have developed an innovative approach that uses the Brazilian martial art *capoeira* to engage young men but this needs to be linked to more comprehensive national and local strategies. UNDP and partners will help facilitate the development of a joint strategy between government and the private sector to develop sustainable economic opportunities for this target group, within the context of broader development work. An important focus will be on encouraging businesses to invest in target communities to help generate jobs. Support will then be provided in the target communities for the implementation of context-specific initiatives such as micro credit, skills training and career consulting schemes. In addition to focusing on economic opportunities, these programmes will also include an element that looks at issues of male identity and gender-based violence to help develop more positive models of masculinity amongst this key target group.

It is recognised that sustainable economic opportunities for all citizens are extremely scant in many target communities. There is a risk, therefore, that a focus on young males might create resentment among other citizens and, worse, may create perverse incentives, attracting others to the fringes of gang membership. The programme will manage this risk by engaging communities in dialogues on security issues and creating an understanding that targeting of at-risk young males is a necessary and justified component of bringing safety and security to the wider community.

Small arms control is a key priority in violence-affected communities. UNDP is currently discussing with the government to organise a symbolic public destruction of small arms. Such a 'flame of peace' in Jamaica would signify the start of a new initiative to tackle the spread of guns. UNDP will support community discussions on controlling the spread of small arms. This is a very sensitive issue in many communities and so may first be addressed in broader discussions on community safety (see above) in order to do it in a non-threatening way. As confidence develops, public outreach campaigns (e.g. in schools, churches and through the media and entertainment industry) will be supported in the target communities and local surveys conducted to assess the penetration of guns and identify appropriate responses. The programme will share with communities experiences of gun control in countries with comparable problems of armed violence, for example, the Gun Free Zone programme in townships in South Africa and gender-focused campaigns from the *favelas* of Rio de Janeiro. Local gun control initiatives will then be supported in areas that the targeted communities in Jamaica identify. The successful development of a national gun control policy (see 2.5.1) should provide a supportive environment for small arms control efforts and identify priorities for action at the community level.

The issue of **community mobilisation** is critical for all interventions at the local level and the effectiveness of all of the interventions described here will require community awareness, understanding and support. UNDP will use its partnerships with the Social Development Commission (SDC) and a range of community-based organisations to help increase their capacity to engage in security issues. Training and institutional support will be provided to enable these organisations to support the implementation of community level activities on community safety, restorative justice, small arms control, alternative livelihoods and gender.

Support will also be provided to the **Safe Schools Programme** that is run jointly by the Ministry of National Security, Ministry of Education and Youth, Ministry of Health and the JCF. The level of violence in schools is alarming with a large number of students carrying knives or other weapons. The programme aims to create safe schools within the context of safe communities. The

programme targets those schools that are most at risk at the primary and secondary levels and activities focus on problem solving, mediation and behaviour modification. Initiatives are also taken to address truancy, prevent weapons being taken into schools, protect girls from gender-based violence, and ensure a safe passage to school for all students on public transport.

2.5.5 Development of UN Country Team programme on armed violence prevention

All of the UN agencies in Jamaica have agreed in the UNDAF to work together on crime and violence issues, and several are also partners of the global AVPP. The programme will seek to build on this commitment by facilitating the development of a joint UN Country Team programme on armed violence prevention (as well as strengthening collaboration between UN agencies in the implementation of the above programme activities). A consultant will be recruited to work under the Resident Coordinator to explore opportunities for a joint programme. He/she will map the current activities of UN agencies in this area, conduct needs assessments in potential target communities and support the inter-agency process of programme design. If this initial collaboration is successful and the UNCT decides to develop a joint programme, then there is the possibility of developing a joint proposal to submit to the UN Human Security Fund. This fund is supported by the Japanese Government and hosted in OCHA. It provides large grants for programmes that can demonstrate UN inter-agency collaboration.

2.5.5 Effective response to security and governance crisis

This new output has been added to enable the CO to help address some of the immediate results and root causes of the recent severe violence and loss of life in Kingston. On May 24 the Jamaican security forces launched an assault on the heavily-defended Tivoli Gardens 'garrison' controlled by Christopher 'Dudus' Coke, the alleged overlord of the 'Shower Posse' international crime syndicate who is facing extradition to the USA on drug and weapons trafficking charges. The security operation was in response to several days of gang-related violence in Kingston. Fourteen police stations were fire bombed, the municipal market was burned, law enforcement officers were killed, and roads to the airport were blocked, causing major airlines to cancel services to the capital. This orchestrated violence was widely interpreted by commentators as an attack by organized crime on the Jamaican state. While a complete figure for casualties sustained is not yet available, at least 73 civilians and three JCF/JDF officers are known to have been killed, and many more were wounded in Western Kingston alone. The crisis in Jamaica has been long in development but the recent conflict and large-scale loss of life has brought it to a dramatic head. This is being seen as a defining moment for the nation – either the scourge of organized crime is systematically addressed or the country risks becoming a failed state.

The new Output will enable the CO to address the following key issues:

- Increase the capacity of the Planning Institute of Jamaica to co-ordinate the government, donor and civil society response to the crisis.
- Support the Office of the Public Defender to engage independent forensic pathologists to observe autopsies of the civilian victims as part of his inquiry into the conduct of the security force.
- Produce a report on the economic cost of the violence.
- Support a cash-for-work project to repair the main market and other basic infrastructure damaged in the violence and employ up to 1,000 beneficiaries.
- Conduct preparatory work for a broad-based and inclusive national dialogue (involving political parties, civil society and the private sector) to ensure that recent GoJ

commitments on good governance (e.g. reforming political party financing, tightening controls on the award of state contracts, enshrining the political code of conduct in law) are implemented.

- Explore options for truth and reconciliation to help build trust and social cohesion.

2.6 Programme Partners

A key focus of this programme will be on building and consolidating partnerships. The programme will work in partnership with a range of government institutions, IDPs and civil society stakeholders.

Government departments – The programme will be implemented in partnership with the Planning Institute of Jamaica, the Ministry of National Security, the National Security Policy Implementation Unit, the Ministry of Justice and Social Development Commission. Different aspects of the programme will be carried out with these departments and agencies in line with their mandates and expertise. UNDP's partnerships with these ministries will be strengthened by the provision of National Technical Advisers (see 2.4 above).

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

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

Civil society organisations – The programme will work with a wide range of civil society organisations. UNDP already has established partnerships with NGOs through its PA project and new partnerships will be developed where expertise is needed in specific areas. Capacity assessments have already been conducted on the major partners and their capacity has been proven through the Preparatory Assistance projects. Capacity and needs assessments on new partners will be undertaken at the outset of the project and assistance targeted to meet the results. The Kingston and St Andrew's Action Forum (KSAAF), People's Action for Community

Transformation (PACT), Women's Resource and Outreach Centre (WROC) and the Young Americans' Business trust (YABT) each have expertise that could contribute to the project. KSAAF is a grassroots network of peace activists with presence in all of the inner city communities worst-affected by violence. PACT is a national network of NGOs working on conflict and development issues. WROC is a women's organisation that focuses on gender-based violence and community mobilisation. YABT is a subsidiary of the Organisation of American States and has a focus on employment generation and skills training for youth. A new partnership has been developed with the Violence Prevention Alliance, based at the Centre for Public Safety and Justice at the University of West Indies that is involved in data collection and community safety work. The Institute for Criminal Justice and Security at the University of West Indies (that UNDP helped fund the establishment of) will be a partner for taking forward the work on corruption and organised crime. The Dispute Resolution Foundation will be a partner for the work to establish community peace and justice centres. They are a highly effective NGO that is already running centres in three communities.

2.7 Gender Action Plan

The high rate of gender-based violence, the large number of female-headed households and the culture of aggressive masculinity means that there is a broad consensus among all stakeholders that gender issues are a key concern in the delivery of security and justice in Jamaica. The programme will take a gender-sensitive approach to the problems of armed violence and insecurity in line with UNDP's *Eight Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery*. Gender issues will be systematically integrated into all of the programme areas outlined above. A significant proportion of the programme activities now directly and indirectly address gender issues as highlighted in the Results and Resources Framework below. 24% of the overall budget \$1,059,120 – addresses gender issues.

For example, the programme will seek to **strengthen the security of women** and address the alarming rates of gender-based violence in Jamaica by incorporating gender issues into the joint methodology for transforming violence-affected communities, the local community safety plans and the Safe Schools programme. A study will be conducted into the gender dimensions of armed violence and community security to inform this work. The data in the crime victimisation survey data will be gender disaggregated and include domestic violence to inform the development of appropriate gender-sensitive local strategies.

The programme will **advance gender justice** as the community peace and justice centres will help increase women's access to justice at the local level. The programme will also produce a report that analyses the barriers that prevent women accessing justice. Resources will be provided to address the issues that this identifies (for example, training and sensitising of judges and the police).

A key component of the work with men and women at the community level will be to **develop capacities for social change**. Awareness raising work with young men will address issues of masculinity and promote positive male values. UNDP will also enhance its partnership with the Women's Resource and Outreach Centre (WROC) to help **expand women's citizenship, participation and leadership**. Training and capacity building will be provided for women to help develop their potential role as peace-builders in local communities and to increase their employment opportunities. This is particularly important given the large proportion of female-headed households.

Transforming government to deliver for women will also be an important focus. The National Technical Advisers will be used as a key means to mainstream gender issues into government institutions and policies. They will receive training at the outset of the project to help capacitate them to play this role. Gender and security experts from BCPR will be invited to help deliver this course and ensure it address the issues of the eight point action agenda. The development of the government policies on community safety, restorative justice and small arms control will be supported to ensure that they take into account gender issues. Training will be provided for staff from key government partner ministries on addressing gender issues in policy development and implementation. The development of the NGO advocacy network will help to increase the accountability of government institutions and the local community safety plans will be an opportunity for the delivery of targeted responses.

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: Increased capacity of government and targeted communities to attain a more peaceful, secure and just society.			
Outcome indicator: Lower crime rates, reduced rates of violent injuries and deaths, decreased gender-based violence in selected target communities. Increased perceptions of security and enhanced employment opportunities for young men in selected target communities. Improved access to and quality of data on armed violence issues and strengthened capacity of GoJ and partners to design and implement armed violence prevention programmes. Increased coordination and joint initiatives by GoJ, IDPs and other stakeholders to prevent armed violence and increase community safety.			
Strategic area of support (from SRF) and TTF service line: Crisis prevention and recovery – small arms control and conflict prevention.			
Partnership Strategy: NEX working with a range of GoJ institutions, particularly the Ministry of National Security, the Ministry of Justice, NSSIU, IDPs and civil society partners.			
Project title and number: Jamaica Violence Prevention, Peace and Sustainable Development Programme.			
Gender integration: Activities and inputs in which gender issues are integrated are highlighted with * and 20% of the budgetary cost is allocated to gender. Activities and inputs that directly address gender issues are highlighted with ** and 100% of the budgetary cost is allocated to gender.			
Intended Outputs	Output Targets for (years)	Indicative Activities	Inputs (Figures are US\$ overall budgetary costs for three year programme)
1. Enhanced design of armed violence prevention policies and programmes.	Surveys on victims of crime conducted. Policies are developed and approved.	<ul style="list-style-type: none"> ▪ Increased quality and availability of information on armed violence to inform programming and measure impact. ▪ Development of government policies in key areas to help prevent armed violence and increase community safety. 	50% of UNDP Programme Associate* SUBTOTAL \$38,028 Gender allocation: \$7,605

<p>Indicator: Survey findings disaggregated by gender, are published .</p> <p>Baseline: The previous crime victimisation survey supported by IDB will be used as a baseline.</p> <p>Target: The government and stakeholders have the information necessary to inform policy-making and implementation.</p>	<p>2008</p> <p>Survey conducted.</p>	<p>Public survey of victims of crime</p> <p>1.1.1 Commission survey from national researchers with data disaggregated by age and gender.</p>	<p>Sub-contract for two crime victimisation surveys and cost of promotion and distribution of results (\$200,000*).</p> <p>International consultants (\$30,000)</p> <p>DSA and travel (\$15,000)</p> <p>SUBTOTAL \$245,000</p> <p>Gender allocation: \$40,000</p>
	<p>2010</p> <p>Survey conducted.</p>	<p>1.1.2 Expert consultants provide technical advice on survey design.</p> <p>1.1.3 Promote findings of the survey with government, media and civil society stakeholders.</p>	

<p>Indicator: Armed violence data is published, analysed to address gender issues, and accessible to policy-makers, law enforcement officers and the public.</p> <p>Baseline: Data exists but is not readily accessible or harmonised and analysed to inform policy and programmes.</p> <p>Target: The government and stakeholders have the information necessary to inform policy-making and implementation.</p>	<p>2008</p> <p>Armed violence data analysed, published and disseminated.</p> <p>2009</p> <p>Armed violence data analysed, published and disseminated.</p> <p>2010</p> <p>Armed violence data analysed, published and disseminated.</p>	<p>Harmonisation and enhancement of armed violence data</p> <p>1.2.1 Collect and harmonise data on armed violence from official sources (eg. police crime statistics, hospital surveillance systems) and produce GIS crime maps.</p> <p>1.2.2 Workshop to share best practices and lessons learned in data gathering and analysis, including on gender issues, with UNDP CO's in El Salvador and Guatemala.</p> <p>1.2.3 Analyse data to inform policy, including gender aspects of armed violence.</p> <p>1.2.4 Publish quarterly bulletins on armed violence data.</p> <p>1.2.5 Publish quantitative and qualitative reports on crime and armed violence trends and issues, including gender issues.</p> <p>1.2.6 Workshops held to discuss research findings in key areas (e.g. gender impact of armed violence) and their implications for policy and programmes with GoJ, police and civil society stakeholders.</p>	<p>Support for the Violence Prevention Alliance's Crime Observatory to harmonise data, map hot spots and publish regular bulletins and reports on armed violence and organise workshops (including on gender impact of armed violence). (\$180,000*)</p> <p>International best practice and lesson learned workshop that addresses gender issues (\$30,000*)</p> <p>SUBTOTAL \$210,000</p> <p>Gender allocation: \$42,000</p>
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<p>Indicator: Government policies on restorative justice, community safety and small arms control are approved.</p> <p>Baseline: The NSP provides an overall framework but detailed sectoral policies do not exist in these areas.</p> <p>Target: The government has the policies required to help increase safety and access to justice in local communities.</p>	<p>2008</p> <p>Restorative justice and community safety policies are developed and approved.</p> <p>2009</p> <p>Small arms control policy developed and approved.</p>	<p>Policies</p> <p>1.3.1 Facilitate workshops to help develop policies on restorative justice, community safety and small arms control and integrate gender issues.</p> <p>1.3.2 Training for staff from key government ministries on addressing gender issues in policy development and implementation.</p> <p>1.3.3 Expert consultants help draft policy on small arms control.</p> <p>1.3.4 Help develop coherent and coordinated implementation plans for all three policies that address gender issues.</p>	<p>Five workshops with government ministries to help develop policies (\$25,000*)</p> <p>Three public consultation workshops to input into development of policies (\$30,000)</p> <p>Gender and policy development training workshop (\$15,000**)</p> <p>International consultants (\$30,000)</p> <p>DSA and travel (\$10,000)</p> <p>Three workshops with government ministries to help implementation plans (\$15,000*).</p> <p>SUBTOTAL \$125,000</p> <p>Gender allocation: \$23,000</p>
<p>Output 1 Total Cost</p>			<p>TOTAL \$618,028</p> <p>Gender allocation \$112,605 = 18%</p>

<p>2. Increased capacity of institutions to prevent armed violence and increase community safety.</p>	<p>MNS, MOJ, NSSIU, JCF and civil society capacity building underway.</p> <p>Organised crime watch established.</p> <p>Capacity building activities continued.</p>	<ul style="list-style-type: none"> ▪ Enhanced capacity of the Ministry of National Security to develop policy and implement community safety and crime prevention programmes. ▪ Enhanced capacity of the Ministry of Justice to develop and implement restorative justice programmes. ▪ Enhanced capacity of the National Security Policy Implementation Unit (NSPIU) to coordinate NSP implementation. ▪ Enhanced capacity of the JCF and National Firearms Licensing Authority for small arms control. ▪ Enhanced capacity of civil society organisations to develop and implement projects to enhance community safety and reduce violence in communities ▪ Enhanced capacity of the Parliamentary sub-committee to oversee implementation of NSP. ▪ Establishment of an Organised Crime Watch at the University of West Indies to conduct research. 	<p>50% of UNDP Programme Associate (\$38,028*)</p> <p>Training for National Technical Advisers on armed violence prevention and community security issues, including gender issues. (\$20,000*)</p> <p>SUBTOTAL \$58,028</p> <p>Gender allocation: \$11,605</p>
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<p>Indicator: MNS crime prevention unit coordinates government programmes on these issues.</p> <p>Baseline: There is little capacity in the MNS at the moment to coordinate community safety and crime prevention programmes.</p> <p>Target: The government has the capacity to coordinate the implementation of programmes and increase their effectiveness.</p>	<p>2008</p> <p>Community safety and crime prevention unit established.</p> <p>National Technical Adviser recruited.</p> <p>2009</p> <p>Capacity building activities continue</p> <p>2010</p> <p>Capacity building activities continue.</p>	<p>Ministry of National Security</p> <p>2.1.1 Support the establishment of the community safety and crime prevention unit.</p> <p>2.1.2 Training to build the capacity of the staff in the unit to coordinate government community safety and crime prevention programmes, including training on gender issues.</p> <p>2.1.3 Support the development of a monitoring and evaluation mechanism for the community safety plans.</p>	<p>Institutional support for the unit (\$75,000)</p> <p>Training including on gender issues (\$75,000*)</p> <p>National Technical Adviser provided to the unit to help increase capacity, transfer skills and mainstream gender issues. (\$112,500*)</p> <p>SUBTOTAL: \$262,500</p> <p>Gender allocation: \$37,500</p>
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<p>Indicator: Restorative Justice unit coordinates government programmes on these issues.</p> <p>Baseline: There is little capacity in the MOJ at the moment to coordinate restorative justice programmes.</p> <p>Target: The government has the capacity to coordinate the implementation of programmes and increase their effectiveness.</p>	<p>2008</p> <p>Restorative justice unit established.</p>	<p>Ministry of Justice</p> <p>2.2.1 Support the establishment of a restorative justice unit.</p>	<p>National Technical Adviser provided to the unit to help increase capacity, transfer skills and mainstream gender issues. (\$112,500*)</p>
	<p>2009</p> <p>Capacity building activities continue.</p>	<p>2.2.2 Report on barriers that prevent women accessing justice.</p>	<p>Consultant and production of report on barriers to prevent women accessing justice (\$20,000**)</p>
	<p>2010</p> <p>Capacity building activities continue.</p>	<p>2.2.3 Support the development of a monitoring and evaluation mechanism for the restorative justice policy that includes impact on gender issues.</p>	<p>Workshop to promote report findings on women's access to justice (\$10,000**)</p> <p>Research and workshop to develop monitoring and evaluation mechanism that includes impact on gender issues (\$15,000*)</p>
			<p>SUBTOTAL: \$157,500</p> <p>Gender allocation \$55,500</p>

<p>Indicator: NSPIU is effectively coordinating the implementation of the NSP.</p> <p>Baseline: The NSPIU is a new institution with little capacity.</p> <p>Target: The NSPIU oversees the implementation of a wide range of programmes by different stakeholders to prevent armed violence.</p>	<p>2008</p> <p>NSP implementation training completed and communications strategy developed.</p> <p>National Technical Adviser recruited.</p> <p>2009</p> <p>Communications strategy implemented and monitoring and evaluation mechanism established.</p>	<p>NSSIU</p> <p>2.3.1 Support training for NSSIU staff in how to coordinate the implementation of a National Security Policy.</p> <p>2.3.2 Support the implementation of the NSP communications programme.</p> <p>2.3.3 Support the development of a national monitoring and evaluation mechanism for the implementation of the NSP, including impact on gender issues.</p>	<p>National Technical Adviser provided to the unit to help increase capacity, transfer skills and mainstream gender issues. (\$112,500*)</p> <p>Workshops for NSSIU and departmental contact points with experts from other countries who have National Security Policies on issues including inter-departmental working and gender integration. (\$50,000*)</p> <p>Implement communications programme to raise awareness of the NSP and citizen's responsibilities for security – includes TV and radio programmes and adverts, parish meetings and billboard posters (\$70,000).</p> <p>Research into the development of indicators to monitor implementation of the NSP. Workshops for all government departments on monitoring NSP implementation and measuring impact, including on gender issues (\$20,000*)</p> <p>SUBTOTAL: \$252,500</p> <p>Gender allocation: \$36,500</p>
<p>Indicator: JCF and NFLA officers trained have increased awareness of small arms control.</p> <p>Baseline: Officers in the JCF and NFLA do not have special training on small arms control.</p> <p>Target: The JCF and NFLA have increased capacity to control small arms and screen licensed firearm applications.</p>	<p>2008</p> <p>Training conducted</p>	<p>JCF and National Firearms Licensing Authority</p> <p>2.4.1 Train law enforcement officers on range of small arms control issues identified by needs assessment.</p> <p>2.4.2 Support to build capacity of unit to manage firearms licence applications.</p>	<p>International consultants (\$15,000)</p> <p>Workshop and training costs (\$40,000)</p> <p>SUBTOTAL: \$55,000</p>

<p>Indicator: National policies on security, justice and armed violence are informed by experiences of CSOs.</p> <p>Baseline: Community level organisations have little experience of policy and advocacy work.</p> <p>Target: Civil society network established that provides a strong voice for community organisations in policy debates.</p>	<p>2008</p> <p>CSO network established and advocacy training held.</p> <p>2009</p> <p>Joint policy, advocacy and community-level work conducted.</p> <p>2010</p> <p>Joint policy, advocacy and community-level work conducted.</p>	<p>Civil society organisations</p> <p>2.5.1 Support establishment of CSO network and technical exchange between organisations to share experiences and lessons learned including workshop to discuss gender and security issues.</p> <p>2.5.2 Conduct advocacy training workshop for CSOs.</p> <p>2.5.3 Conduct gender training workshop for CSOs</p>	<p>Institutional support for network secretariat and ongoing network activities including workshop to discuss gender and security issues (\$60,000*)</p> <p>Advocacy trainingworkshop (\$15,000)</p> <p>Gender training workshop (\$15,000**)</p> <p>SUBTOTAL: \$90,000</p> <p>Gender allocation: \$27,000</p>
<p>Indicator: Parliamentary sub-committee conducts inquiries into crime and violence issues.</p> <p>Baseline: The parliamentary sub-committee has little capacity to play an oversight role.</p> <p>Target: Parliamentary sub-committee develops oversight role and holds GoJ accountable on crime and violence issues.</p>	<p>2009</p> <p>Awareness raising for MPs.</p>	<p>Parliamentary sub-committee</p> <p>2.6.1 Help develop the capacity and facilitate opportunities for parliament to provide oversight of crime and violence issues.</p> <p>2.6.2 Hold training workshops for MPs, including on gender and security issues.</p>	<p>Training workshops for MPs on security issues, including gender(\$30,000*)</p> <p>SUBTOTAL: \$30,000</p> <p>Gender allocation: \$6,000</p>

<p>Indicator: Research is produced to inform policy and actions to tackle organised crime and corruption.</p> <p>Baseline: There is little available public information on organised crime and corruption.</p> <p>Target: Increased initiatives are developed to tackle organised crime and corruption based on evidence produced by research.</p>	<p>2008</p> <p>Organised crime watch established.</p> <p>2009</p> <p>Organised crime watch research conducted.</p> <p>2010</p> <p>Organised crime watch conducted.</p>	<p>Organised Crime Watch</p> <p>2.7.1 Establish resources to track and monitor Organised Crime within the Crime Observatory at University of West Indies.</p> <p>2.7.2 Monitor reports on organised crime and corruption and conduct primary research.</p> <p>2.7.3 Share information with police and National Independent Investigative Authority and publicise with civil society organisations.</p>	<p>Institutional support for UWI to monitor Organised Crime (\$60,000)</p> <p>Research to highlight key organised crime and corruption issues (\$50,000)</p> <p>SUBTOTAL: \$110,000</p>
<p>Output 2 Total Cost</p>			<p>TOTAL: \$1,015,528</p> <p>Gender allocation: \$174,105 = 17%</p>

<p>3. Increased effectiveness and coherence of international support to armed violence policies and programmes.</p>	<p>Lessons learned workshops held.</p> <p>Joint methodology developed.</p> <p>SWAp feasibility study conducted and recommendations implemented.</p>	<ul style="list-style-type: none"> ▪ Online security and justice resource centre established. ▪ Evaluation workshops to assess impact and lessons learned from armed violence prevention programmes . ▪ Knowledge management products - joint methodology, tools and reports - for community safety developed. ▪ SWAp feasibility study conducted and recommendations implemented. ▪ Strengthen the capacity of the Planning Institute of Jamaica to coordinate donor programmes. 	<p>50% of UNDP Programme Associate (\$38,028*)</p> <p>SUBTOTAL: \$38,028</p> <p>Gender allocation: \$7,605</p>
<p>Indicator: Resource centre is established online with accessible information.</p> <p>Baseline: Information about crime and violence projects is not shared and easily available.</p> <p>Target: Stakeholders have the information necessary to identify gaps and overlaps in projects and increase coordination.</p>	<p>2008</p> <p>Online resource centre established.</p>	<p>Security and justice online resource centre</p> <p>3.1.1 Analyse project documents of all stakeholders and develop resource centre framework that addresses gender issues.</p> <p>3.1.2 Develop an online resource centre for use by GoJ and IDPs to coordinate assistance and increase harmonisation.</p> <p>3.1.3 Work with GoJ partners to ensure maintenance of website after initial phase.</p>	<p>Consultant (\$14,000*)</p> <p>Sub-contract for IT firm (\$30,000*)</p> <p>Website training (\$5,000*)</p> <p>Part-time webmaster to regularly update online resource centre (\$45,000*).</p> <p>SUBTOTAL \$94,000</p> <p>Gender allocation: \$18,800</p>

<p>Indicator: Lessons learned are shared and coordinated plans are developed by different stakeholders to address armed violence in target communities.</p> <p>Baseline: There is little coordination of armed violence initiatives at present.</p> <p>Target: Initiatives are developed and implemented in a coordinated and mutually reinforcing manner in target communities.</p>	<p>2008</p> <p>Conference and workshops held.</p>	<p>Knowledge management and lessons learned on community safety</p> <p>3.2.1 Organise a series of workshops to assess impact of current programmes and lessons learned, including on gender issues.</p> <p>3.2.2 Organise a Jamaica Security, Justice and Armed Violence conference for stakeholders to raise public profile, discuss impact of insecurity on gender issues, share international experiences and get high-level political support.</p> <p>3.2.3 Report on gender dimensions of armed violence and community security and lessons from international programmes.</p> <p>3.2.4 Lesson learned reports on other aspects of community security.</p> <p>3.2.5 South-South exchange of practice with other countries with similar levels of armed violence to share experiences and develop a knowledge base .</p> <p>3.2.6 Facilitate development of a joint methodology and implementation plan for transforming violence-affected communities that brings together the different initiatives in a coordinated framework and integrates gender issues.</p>	<p>Workshops to assess impact and lessons learned (\$10,000*)</p> <p>National conference (\$60,000*)</p> <p>Workshops to develop joint methodology and implementation plan that integrate gender issues (\$20,000*)</p> <p>Gender and community security report (\$25,000**)</p> <p>Lessons learned reports (\$25,000)</p> <p>Exchange visits with other LAC countries and African countries (\$30,000)</p> <p>SUBTOTAL \$170,000</p> <p>Gender allocation: \$43,000</p>
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<p>Indicator: IDPs develop a framework to better harmonise their programmes in support of GoJ objectives.</p> <p>Baseline: There are gaps and overlaps in current IDP support to security, justice and armed violence prevention.</p> <p>Target: IDP programmes are harmonised in support of GoJ objectives.</p>	<p>2008</p> <p>Feasibility study is conducted.</p> <p>2009</p> <p>Feasibility study recommendations implemented.</p>	<p>SWAp feasibility study</p> <p>3.3.1 Conduct a study into how to increase the harmonisation of IDP programmes in support of security, justice and armed violence prevention. This will consider the benefit and feasibility of establishing a SWAp or multi-donor trust fund.</p>	<p>International consultants – 60 days (\$39,000)</p> <p>DSA and travel (\$18,000)</p> <p>SUBTOTAL: \$57,000</p>
<p>Indicator: PIOJ takes leading role in coordinating donor assistance and national planning processes.</p> <p>Baseline: PIOJ lacks capacity to effectively coordinate donor support.</p> <p>Target: PIOJ has capacity to coordinate donor support.</p>		<p>Strengthen capacity of Planning Institute of Jamaica</p> <p>3.4.1 Support provided to PIOJ to enhance their capacity to coordinate donor support and develop development plans that integrate gender issues.</p>	<p>National Technical Adviser provided to the institute to help increase capacity, transfer skills and mainstream gender issues. (\$112,500)</p> <p>SUBTOTAL: \$112,500</p> <p>Gender allocation: \$22,500</p>
<p>Output 3 Total Cost</p>			<p>TOTAL: \$471,528</p> <p>Gender allocation: \$91,905 = 19%</p>

<p>4. Enhanced safety in target communities.</p>	<p>Priority communities identified.</p> <p>Community safety plans developed and implemented in target communities</p> <p>Peace and justice centres and safe schools programme implemented.</p>	<ul style="list-style-type: none"> ▪ Implementation of GoJ's restorative justice, community safety and small arms policies. ▪ Development of multi-stakeholder community safety plans. ▪ Establishment of peace and justice centres. ▪ Small arms control. ▪ Implementation of safe schools programme. ▪ Mobilising communities to take action on armed violence and community safety issues. ▪ Development of alternative livelihoods for young men. 	<p>50% of UNDP Programme Associate (\$38,028*)</p> <p>SUBTOTAL: \$38,028</p> <p>Gender allocation: \$7,605</p>
<p>Indicator: Participatory community safety plans are developed in target communities.</p> <p>Baseline: There are currently no local community safety plans in the target communities and high levels of insecurity in local communities.</p> <p>Target: Increased levels of safety in priority communities.</p>	<p>2008</p> <p>Development of community safety plans in target communities begins.</p> <p>2009</p> <p>Implementation of community safety plans in target communities.</p>	<p>Development of community safety plans.</p> <p>4.1.1 Facilitate development of multi-stakeholder community safety plans in target communities, including gender issues.</p>	<p>Workshops to develop community safety plans that integrate gender issues in three target communities (\$30,000*)</p> <p>SUBTOTAL: \$30,000</p> <p>Gender allocation: \$6,000</p>

<p>Indicator: New peace and justice centres established and public perceptions of access to justice increase in target communities.</p> <p>Baseline: There is currently no national policy on restorative justice and little access to justice for citizens in local communities.</p> <p>Target: Increased levels of access to justice in priority communities.</p>	<p>2008</p> <p>Evaluation of current peace and justice centres completed and plans developed for the establishment of new ones.</p> <p>2009</p> <p>Establishment and capacity building of new peace and justice centres in target communities begins.</p> <p>2010</p> <p>Peace and justice centres established in target communities.</p>	<p>Implementation of GoJ's restorative justice policy</p> <p>4.2.1 Evaluate impact of peace and justice centres, including in increasing access to justice of women, and make recommendations for their development and sustainable operation.</p> <p>4.2.2 Support the establishment and enhance the capacity of peace and justice centres in target communities that help increase women's access to justice.</p> <p>4.2.3 Provision of services from centres that help increase access to justice, resolve conflicts and implement recommendations of the barriers to gender justice report.</p>	<p>Consultant - 30 days (\$19,500*)</p> <p>Fund to establish peace and justice centres in three communities (\$300,000*)</p> <p>Training workshops, mediation and service provision from centres (\$120,000*)</p> <p>SUBTOTAL: \$439,500</p> <p>Gender allocation: \$87,900</p>
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<p>Indicator: Small arms control assessments completed and public education campaigns launched in target communities.</p> <p>Baseline: There are no currently no small arms control activities in target communities.</p> <p>Target: Increased capacity of stakeholders in target communities to control small arms.</p>	<p>2008</p> <p>Community discussions and training on small arms control</p>	<p>Small arms control</p> <p>4.3.1 Support community discussions on small arms control in three communities to inform the development of local control strategies (e.g. gun free zones) that integrate gender issues as part of the implementation of the community plans.</p>	<p>Workshops and training to develop local control strategies that integrate gender issues (\$50,000*).</p>
	<p>2009</p> <p>Surveys on extent of small arms problem.</p>	<p>4.3.2 Developing the capacity of civil society organisations in target communities to take action on small arms control.</p>	<p>Local surveys and assessments with gender disaggregated data (\$40,000*).</p>
	<p>Begin public education campaign</p>	<p>4.3.3 Conduct local surveys with gender disaggregated data to assess the penetration of small arms in communities and appropriate responses.</p>	<p>Public outreach campaigns (\$50,000*)</p>
	<p>2010</p> <p>Public education campaign completed</p>	<p>4.3.4 Public outreach campaigns on small arms control that integrate gender issues (e.g. in schools).</p>	<p>Implementation of small arms control initiatives that integrate gender issues (\$100,000*)</p>
		<p>4.3.5 Implementation of local small arms control initiatives (e.g. establishing gun free zones and gender focused campaigns).</p>	<p>SUBTOTAL: \$240,000</p> <p>Gender allocation: 48,000</p>

<p>Indicator: Increased perceptions of security for children in targeted schools.</p> <p>Baseline: A sample survey will be done at the start of the programme.</p> <p>Target: Safe schools programme is developed to meet stakeholders' needs and increase safety in target schools.</p>	<p>2008</p> <p>Review and implementation of safe schools programme.</p> <p>2009</p> <p>Implementation of safe schools programme.</p> <p>2010</p> <p>Implementation of safe schools programme.</p>	<p>Safe schools programme</p> <p>4.5.1 Review of the impact, objectives and design of safe schools programme, including how it addresses gender issues.</p> <p>4.5.2 Design and implementation of safe schools programme with integrated gender components (e.g. training for students in problem solving and conflict resolution, action to prevent gender-based violence and safe buses programme)</p>	<p>Consultants to conduct evaluation of safe schools programme (\$30,000*)</p> <p>Travel and DSA (\$10,000*)</p> <p>Implementation of safe schools programme (\$180,000*)</p> <p>SUBTOTAL: \$220,000</p> <p>Gender allocation: \$44,000</p>
<p>Indicator: Increased proportion of young men in target communities say they have social and economic opportunities.</p> <p>Baseline: There are currently few social or economic opportunities for young men in deprived communities.</p> <p>Target: Increased economic and social opportunities for youth at risk of becoming involved in gang violence.</p>	<p>2008</p> <p>Joint strategy for alternative livelihoods for youth at risk developed.</p> <p>2009-2010</p> <p>Strategy implemented in target communities.</p>	<p>Development of alternative livelihoods for youth at risk.</p> <p>4.6.1 Facilitate development of a joint strategy for the provision of social and economic opportunities for young men in target communities.</p> <p>4.6.2 Provide support for implementation of economic components of the community safety plans, especially high impact projects targeting youth eg. micro-enterprise development, skills training and career consulting for young men.</p>	<p>Workshops to share experiences and lessons learned of alternative livelihood development and develop joint strategy for alternative livelihoods for young men (\$15,000**)</p> <p>Support for implementation of local alternative livelihood strategies for young men in three target communities (\$240,000**)</p> <p>Consultants to support the development and implementation of alternative livelihood strategies (\$40,000**)</p> <p>SUBTOTAL: \$295,000</p> <p>Gender allocation: \$295,000</p>

Output 4 Total Cost			TOTAL \$1,532,528 Gender allocation: \$542,505 = 35%
<p>5. Development of UN Country Team programme on armed violence prevention.</p> <p>Indicator: ProDoc submitted for funding.</p> <p>Baseline: There are currently no joint UNCT community assessments or programmes on armed violence.</p> <p>Target: Agreement by UNCT on a joint armed violence prevention programme.</p>	<p>Joint UNCT needs assessment conducted in target communities.</p> <p>Inter-agency programme designed.</p>	<p>UN Country Team cooperation on armed violence prevention</p> <p>5.1.1 Map activities of UN agencies and conduct joint UN country team needs assessments in target communities including of gender issues.</p> <p>5.1.2 Facilitate the design of a joint UN inter-agency programme on armed violence prevention that integrates gender issues.</p>	<p>Consultant under the RC to explore opportunities for joint programming and design ProDoc. (\$30,000*)</p> <p>SUBTOTAL: (\$30,000)</p> <p>Gender allocation: \$6,000</p>
Output 5 Total Cost			TOTAL \$30,000 Gender allocation \$6,000 = 20%
<p>6. Effective response to governance and security crisis</p> <p>Indicator: Coordination efficiently done and resulted in RM among donors</p> <p>Target: Coordination efficiently done and resulted in RM among donors</p>		<p>Increase capacity of the Planning Institute of Jamaica to co-ordinate the response to the crisis.</p> <p>6.1.1 Contract consultants</p> <p>6.1.2 Co-ordinate preparation for donor conference in July.</p>	<p>Consultants provided to PIOJ to provide assistance in co-ordinating the crisis response (\$20,000)</p> <p>SUBTOTAL: \$20,000</p>

<p>Indicator: Neutral and transparent investigation completed.</p> <p>Target: Neutral and transparent investigation completed</p>		<p>Support the Office of the Public Defender’s investigation into conduct of security forces</p> <p>6.1.1 Contract forensic pathologists.</p> <p>6.1.2 Observe autopsies as part of human rights investigation.</p>	<p>Consultants provided to OPD to observe the autopsies and build public confidence in the investigation (\$30,000)</p> <p>SUBTOTAL: \$30,000</p>
<p>Indicator: # of report</p> <p>Target: one</p>		<p>Produce a report on the economic cost of the violence</p> <p>3.1.1 Contract consultants</p> <p>3.1.2 Produce report</p>	<p>Consultants recruited to produce report on economic costs of the violence (\$10,000)</p> <p>SUBTOTAL: \$10,000</p>
<p>Indicator: # of beneficiaries</p> <p>Target: 1,000</p>		<p>Support a cash-for-work project to repair damaged infrastructure</p> <p>4.1.1 Engage casual labour from affected communities</p> <p>4.1.2 Conduct clean-up and repair of Coronation Market, Maypen Cemetery and affected Western Kingston communities</p>	<p>Grant to Parish Council for cash-for-work project to repair infrastructure damaged in violence and provide livelihoods. (\$40,000)</p> <p>SUBTOTAL: \$40,000</p>
<p>Indicator: Agreed course of actions by civil society/private sector/government</p> <p>Target: Agreed course of actions by civil society/private sector/government</p>		<p>Preparatory work for a broad-based and inclusive national dialogue on underlying governance issues</p> <p>5.1.1 Identify national partner</p> <p>5.1.2 Workshops to build consensus on key</p>	<p>Workshops to develop an inclusive national dialogue on underlying governance issues (\$30,000)</p> <p>SUBTOTAL: \$30,000</p>

<p>Indicator: Options paper developed for advancing truth and reconciliation</p> <p>Target: Options paper developed for advancing truth and reconciliation</p>		<p>Explore options for truth and reconciliation 6.1.1 Mission to provide technical assistance to CO and stakeholders on truth and reconciliation processes.</p>	<p>Exploratory mission to provide technical assistance on truth and reconciliation processes and options for taking forward (\$20,000)</p> <p>SUBTOTAL: \$20,000</p>
<p>OUTPUT 6 TOTAL COST</p>			<p>TOTAL \$150,000</p>
<p>Overall programme management and delivery</p>			<p>Full-time International Chief Technical Adviser to provide expertise in justice, security and armed violence issues. (\$420,000*)</p> <p>Full-time national project manager. (\$180,000*)</p> <p>Technical support to project implementation from BCPR – travel and DSA (\$60,000*)</p> <p>SUBTOTAL: \$660,000</p> <p>Gender allocation: \$132,000 = 20%</p>
<p>TOTAL \$4,477,612</p> <p>Gender allocation: \$1,059,120 – 24%</p>			

4. Management and Implementation Arrangements

4.1 Management and Implementation Structure

The programme will be nationally executed (NEX). The Planning Institute of Jamaica, UNDP's main interlocutor, will be the lead partner from the GoJ. Other implementing partners include the Ministry of National Security, Ministry of Justice, the Cabinet Office and its National Security Strategy Implementation Unit and civil society organisations. Where beneficial to programme implementation, UNDP can provide support services to the government including procurement of goods and services, technical services and support to programme management. The Government of Jamaica will provide \$100,000 per year of in-kind support to the programme.

The following management and implementation arrangements will be developed:

- Programme Executive Group: The UNDP Jamaica Resident Representative will Chair this group, with the Assistant Resident Representative acting as Senior Supplier. The Executive Director of the National Security Strategy Implementation Unit, the Chief Technical Adviser in the Ministry of National Security, the Permanent Secretary of the Ministry of Justice and the Director of External Relations in the Planning Institute of Jamaica will be the Senior Beneficiaries.
- Programme Technical Group: The Programme Manager will chair this group which comprises the Senior and National Technical Advisers and middle managers in the implementing partners. It will meet each month to address programmatic issues and ensure coordination between partners.
- Programme Assurance Team: The Focal Point for Jamaica in BCPR and the Armed Violence Senior Adviser in BCPR will perform an ongoing project assurance role and support the Project Executive Group by carrying out independent monitoring of project management milestones. The involvement of the BCPR Armed Violence Adviser will help to ensure that lessons learned inform the ongoing development of the UNDP/WHO Armed Violence Prevention Programme, the implementation of the Geneva Declaration and the development of the OECD Guidelines on Armed Violence. Staff of the UNDP CO will work closely with the Programme Manager and the Senior Technical Adviser to provide oversight and quality control and solve problems in implementation. Regular monitoring meetings will be held.
- Programme Team: A Programme Management Unit will be established and located within the GoJ (see Fig. 1). This will increase national ownership and ensure that the programme is at the heart of government action. The Programme Manager will have overall responsibility for programme delivery and will oversee programme implementation. A Senior Adviser with experience in security sector reform, armed violence prevention, small arms control and community safety will be recruited. The Senior Adviser will provide technical advice to the UNDP Country Office and partners and will coordinate the National Technical Advisers who will be provided to government implementing partners to build their capacity (Job descriptions are attached). Two Programme Associates will support specific programme outputs and provide administrative support. Independent experts will be recruited both nationally and internationally as needed. The programme builds upon UNDP Jamaica's achievements to date. To build trust and confidence among all stakeholders that UNDP is a credible and reliable partner, the office will continue to develop its own capacity by increasing its expertise on security and violence prevention issues and building its capacity to implement, monitor and report on this programme.

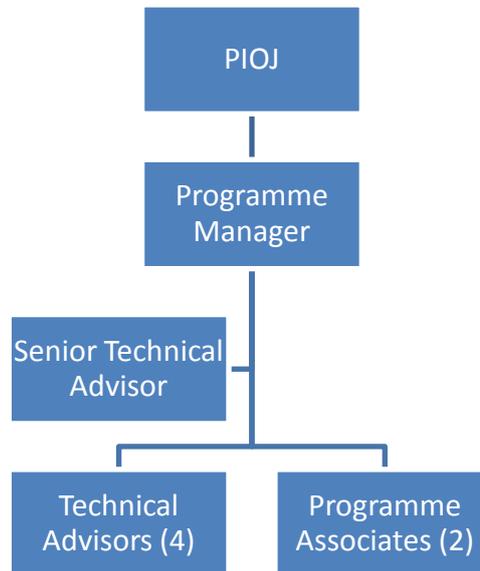


Figure 1 Structure of the Project Management Unit

4.2 Monitoring, Review and Evaluation

The programme will be subject to standard UNDP procedures and policies for monitoring and evaluation. The monitoring and evaluation process will use the quantitative and qualitative performance indicators detailed against each of the project objectives. The Programme Manager, Project Assurance and Project Executive Group are responsible for project monitoring and for devising corrective action if required.

Within the annual cycle, the following monitoring tools shall be used:

- *Quarterly monitoring progress reports* shall be submitted by the Project Manager to the Project Assurance and the Project Executive Group.
- *An Issue Log* shall be updated regularly to facilitate tracking and resolution of potential problems or requests for changes;
- *The Risk Log* (see below) shall be regularly updated by reviewing the external environment that may affect the project implementation.
- *A Lessons Learned Log* shall be activated and regularly updated to ensure on-going learning and adaptation within the programme. The lessons will be shared nationally to also inform the implementation of other justice and security initiatives, and internationally to inform the UNDP/WHO Armed Violence Prevention Programme and the Geneva Declaration.
- *A Quality Log* shall record progress towards the completion of activities.

The data above will be entered into the relevant ATLAS M&E modules. To complement this, an annual project review will be conducted by the Project Assurance Team for the Executive Group during the fourth quarter of the year as a basis for assessing the performance of the project. This review will involve all key project stakeholders and will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The review will be structured by a set of common standards, and will be subject to spot external quality assurance assessments. This review should update output targets and results achieved in Atlas.

5. Risk Log

	Description	Category	Author	Date Identified	Date Last Updated	Impact (1-10)	Probability (0-100)	Score (IxP)	Counter Measure
R1	Political support for the NSP could decline.	Environment	AM	12/6/07	Initial	7	40	2.8	Seek to build broad support for its implementation among all stakeholders, and directly enhance the capacity of the GoJ to implement it effectively.
R2	Serious deterioration in the security situation stops community-level activities	Environment	AM	12/6/07	Initial	8	40	3.2	Carefully select the target communities and closely monitor the security situation with the GoJ and local partners. The focus of the programme on addressing the root causes of violence and the high level of engagement in this issue of other IDPs and the GoJ will help mitigate against the risk of disruption.
R3	Lack of capacity of programme partners and the UNDP country office hampers implementation	Environment and resources	AM	12/6/07	Initial	7	30	2.1	The programme has a strong focus on building the capacity of a range of government and civil society programme partners. Specific needs will be identified and addressed. The UNDP CO will recruit two international staff with security sector and armed violence prevention expertise to complement existing staff members. Consultants will be brought in to provide specific technical expertise (e.g. on alternative livelihoods) where needed.
R4	Lack of funding prevents implementation of all project activities	Resources	AM	12/6/07	Initial	7	40	2.8	The initial programme activities are designed to demonstrate the impact of UNDP playing a coordinating role. This will increase the chances of mobilising resources for years two and three. If full funding is not received then the work on policy development, coordination and capacity building will still have an impact and partnerships will be developed with other stakeholders to assist with community implementation.

6. Resource mobilisation strategy

\$600,000 has already been raised to support the programme from UNDP Jamaica's own funds and through small grants from the Resident Coordinator's budget CIDA, DFID and UNLi-REC. See the table below for a breakdown of funding sources for year one. Since there is little possibility of large-scale funding from any of these sources in year one, UNDP Jamaica is requesting BCPR to provide the bulk of the funding as seed funds for the first year - \$1,064,204 - to enable the successful launch of the programme. As UNDP demonstrates its added value in terms of coordination through the first year's activities, increased funds will be leveraged from donors for years two and three. Significant progress has been made already towards increasing donor coordination through the IDP working group on security and justice. The UNDP Resident Representative has already begun to engage CIDA more substantively on furthering their support to specific outputs of the programme. The discussions are progressing successfully and it is envisaged that this will result with increased funds from CIDA and other members of the IDP group such as DFID, and USAID. This will help ensure the sustainability of activities under Output 3 to increase the effectiveness and coherence of international support to armed violence policies and programmes.

Jamaica Sustainable Peace and Development Donor Budget Table 2007								
2007	Output 1	Output 2	Output 3	Output 4	Output 5	Personnel	Total \$	%
Cash								
UN-LIREC				50,000			50,000	8%
CIDA			60,000				60,000	10%
DFID			17,000			8,000	25,000	4%
DGTF		90,000					90,000	15%
Sub Total	0	90,000	77,000	50,000	0	8,000	225,000	
TRAC							375,000	63%
Grand Total							600,000	100%

Jamaica Sustainable Peace and Development Donor Budget Table - Year 1								
Year 1	Output 1	Output 2	Output 3	Output 4	Output 5	Personnel	Total \$	%
Cash								
BCPR	285,176	302,676	34,176	242,176		200,000	1,074,204	72%
RC					30,000		30,000	2%
TRAC	20,000	20,000	20,000	20,000		20,000	100,000	7%
CIDA			60,000				60,000	4%
DFID			25,000				25,000	2%
Private sector				100,000			100,000	7%
Sub Total	305,176	322,676	139,176	362,176	30,000	220,000	1,389,204	
Gov't Jamaica In-kind Support							100,000	7%
Grand Total							1,489,204	100%

The Country Office has commissioned a consultant to develop a resource mobilisation strategy for the programme over the three years of its lifespan. The strategy envisages a significant reduction in BCPR support in years 2 and 3 with an equivalent rise in funds from the private sector and non UN sources to sustain the programme. The tables below show a projection of likely funding sources for the activities under different outputs in years 2 and 3. The strategy will be completed by the first quarter of 2008.

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

Jamaica Sustainable Peace and Development Donor Budget Table - Year 3								
Year 3	Output 1	Output 2	Output 3	Output 4	Output 5	Personnel	Total \$	%
Cash								
UNFHS ²⁴		197,352		190,325			387,676	26%
BCPR	77,500					45,540	123,040	8%
TRAC						65,685	65,685	4%
UNDEF				195,000			195,000	13%
DGTF	17,676			50,000			67,676	4%
CIDA			29,226	50,000		44,000	123,226	8%
USAID			29,225			44,000	73,225	5%
UK Global pool		90,324		22,000			112,324	7%
DFID Jamaica	100,000		29,225			20,775	150,000	10%
Private sector				115,352			115,352	8%
Sub Total	195,176	287,676	87,675	622,677	0	220,000	1,413,204	
Gov't Jamaica In-kind s							100,000	7%
Grand Total							1,513,204	100%

²⁴ The CO and the RC will build on output 4 to mobilize resources from United Nations Fund for Human Security. A request from UNDEF was made in 2008. This will be projected over 2 years into year 3

A two year funding proposal has been submitted to the UN Democracy Fund to support some of the community-level activities under Output 4. The UNDP Democratic Governance Thematic Trust Fund also presents a good opportunity for funding for years 2 and 3. The development of a UN Country Team programme on armed violence reduction (under Output 5) will also be an important opportunity for resource mobilisation. The UN Human Security Fund which is supported by the Japanese Government and hosted in OCHA could be a suitable source to fund UNCT activities in this area.

Outside of UN sources, there is the possibility to secure funds from the Caribbean allocation of the UK Global Conflict Prevention Pool. Discussions have been held with the managers of both strategies and the DFID small arms control adviser has requested a meeting with the Country Office when she comes to Jamaica on an assessment mission in February.

The private sector has also been identified as a potential partner and source of funding. The CO and Microsoft have a partnership to support skills training for disadvantaged youth and discussions are underway to expand this and link it to the JSPD Programme. Potential partnerships with the private sector will be pursued during the first year of the programme. Meetings have already been held with a several private sector companies and foundations and UNDP will present the programme to a meeting of the Association of Jamaican Foundations and Corporate Donors in January 2008. Many major businesses in Jamaica have charitable foundations and UNDP will organise a local launch of the Global Compact initiative as a means of engaging the private sector. The forthcoming 'Economic Cost of Crime' survey recently commissioned from the University of West Indies will be used as a tool to engage businesses. Jamaica foundations and corporate donors could become involved in the programme in different ways:

- **Financial support** for aspects of the programme. The private sector is particularly interested in funding activities under output 4 that will have a tangible impact on the ground in communities and give them some visibility. For example, companies or foundations could sponsor the community peace and justice centres that will be established, or support a national campaign on gun control.
- **Practical support** in implementing aspects of the programme. For example, job placements could be provided for youths who complete vocational training programmes.
- **Promotional support** to help reinforce key messages of the programme. For example, focusing on crime and violence in company promotions, using common messages (eg. as in a recent joint HIV campaign) in advertisements.
- **Coordination support** to coordinate existing activities with the programme. Many foundations and corporate donors are already supporting related community initiatives. These could be coordinated to help increase impact.

Annual Work Plan 2008

Expected Outputs	Activities	Timeframe				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Fund	Donor	Descr.	Amount
1. Enhanced design of armed violence prevention policies and programmes	1.1 Public Survey									
	1.1.1 a Design and or modify a crime victimization survey instrument		√			MNS/PIOJ		BCPR	Consultant/technical assistance	58,000.00
	1.1.1 b Pretest survey instrument		√	√		MNS/PIOJ		BCPR	Consulting services	35,000.00
	1.1.2 Data analysis and report			√		MNS		BCPR	Consulting services	35,000.00
	1.1.3 Three regional workshops to discuss research findings and implications for policies				√	PIOJ/MNS		BCPR	Sensitization workshops, facilitators, travel	14,500.00
	1.2 Harmonisation of AVPP data		√			VPA/PIOJ		BCPR	Grant	20,000.00
	1.2.1 Collect and review data from official sources and harmonise data on armed violence prevention			√		VPA/PIOJ		BCPR	Grant	20,000.00
	1.2.1 GIS maps on crime hotspots produced				√	VPA/PIOJ		BCPR	Grant	20,000.00
	1.2.1 Produce first quarterly report on harmonised AVPP data									
	1.2.2 International best practice, lessons learned workshop				√	UNDP/PMU		BCPR	Reports/publication/travel	30,000.00
	1.3 Policies		√			MoJ		UNDPTRAC	consulting services Travel workshops report	10,000.00
	1.3.1 Restorative Justice Policy finalized and approved		√	√		MNS		BCPR	Consulting services, travel workshop, report	20,000.00
1.3.1 Community safety policy finalized and approved										
1.3.1 Small arms Control Policy drafted		√	√	√	MNS/UNDP		UNDPTRAC	Consulting services, travel, workshop, report	20,000.00	

	1.3.2 Train 15 key Government ministry officers in gender security, policy development and implementation			√	PIOJ/PMU		BCPR	Workshop, facilitator, venue	10,000.00
	Personnel		√	√	PMU		BCPR	Contract Programme Staff	12,676.00
	Output 1 Sub total								305,176.00
2. Increased capacity of institutions to prevent armed violence and increase community safety	2.1 Ministry of National Security 2.1.1 Capacity development support to Ministry of National Security			√	MNS		BCPR	Training procurement of equipment, and office supplies, consulting services, National Technical advisor	40,000.00
	2.2 Ministry of Justice 2.2.1 capacity development support to Ministry of Justice/Restorative Justice Unit established		√	√	MoJ		BCPR	Workshops National Technical Advisor Training, procurement of equipment and office	107,500.00
	2.3 NSSIU 2.3.1 National Security Strategy Implementation Unit		√	√	NSSIU		BCPR	Coordinating workshops for Ministries points of contact	30,000.00
	2.3.2 National Security Policy public education programme developed and implemented		√	√	NSSIU		BCPR	Communication training	35,000.00
	2.4 JCF National Fire Licensing 2.4.1 Capacity development support to Jamaica Constabulary Force and National Firearms Licensing Authority with small arms issues identified and enhanced firearms management		√	√	JCF/NFLA		BCPR	Workshops and training costs	27,500.00
	2.5 Civil Society Organisations 2.5.1 Capacity development support to 5 civil society organizations with			√	WROC, PACT,PMI,YABT,KSA-AF			Grant for training, advocacy, gender workshops	25,000.00

	NGO network established								
	2.7 Organised Crime Watch 2.7.1 Capacity development support for establishing Organised Crime watch		√	√	√	University of the West Indies	BCPR	research	55,000.00
	Personnel								12,676.00
	Output 2 Sub total								332,676.00
3. Increased effectiveness and coherence of international support to armed violence policies and programmes	3.1 S&J On line Resource Centre 3.1.1 On line security and justice resource centre established			√	√	NSSIU	CIDA	Subcontract technical services, IT training	49,000.00
	3.2 Knowledge Management 3.2.1 Knowledge management and practice forum established with improved coordination in violence affected communities Impact of current donor driven AVPP programmes assessed		√	√	√	PIOJ/UNDP	DFID,BCPR,CIDA	Consulting services, Travel workshops/facilitators, reports	55,000.00
	3.4 Strengthen Capacity of Planning Institute of Jamaica 3.4.1 Donor coordination enhanced through support to PIOJ		√	√	√	PIOJ	BCPR	National technical Advisor	22,500.00
	Personnel	√	√	√	√				12,676.00
	Output 3 Sub total								139,176.00
4. Enhanced safety in target communities	4.1 Community Safety Plans 4.1.1 Target communities identified and 3 community safety plans developed			√	√	MNS/PMU	BCPR	Consulting services, travel	40,000.00
	4.2 Restorative Justice Policy 4.2.1 Peace and Justice Centre strengthened	√	√	√	√	MoJ/DRF	Private sector	Consulting services, evaluation, workshops, reports	100,000.00

	4.3 Small Arms Control 4.3.1 Small arms dialogue held across Target communities		√	√	√	UNDP,MNS,JCF		UNDEF (TBC)	Dialogue workshops, consulting services, trainers of trainers venue, surveys, travel	40,000.00
	4.4 Community Mobilisation 4.4.1 Enhanced capacity of 5 CSOs to mobilize community on AVPP activities		√	√	√	WROC,VPA,YABT,PACT,KSA-AF		BCPR,UNDP TRAC	Workshops ,travel	120,000.00
	4.5 Safe schools 4.5.1 Review of safe schools programme completed		√	√				BCPR		29,500.00
	4.6 Alternative livelihoods 4.6.1 Assessment on Enhancing livelihood support to youth at risk households at community level			√	√			BCPR	Consulting services, workshops	20,000.00
	Personnel		√	√	√					12,676.00
	Output 4 Sub total									362,176.00
5.Development of a UN Country programme on Armed Violence Prevention	5.1 UN Country Team Coordination on AVPP 5.1.1 Joint UNCT needs assessment completed in 3 target communities			√	√	UNDP,RC		BCPR	Consulting services, report	15,000.00
	5.1.2 Draft interagency programme developed				√	UNDP		BCPR	Consulting services	15,000.00
	Output 5 Sub total									30,000.00
	5.3 Establishment of a Programme Management Unit	√	√	√	√	UNDP,PIOJ		BCPR	National Programme Manager, Int Senior Advisor Part time webmaster contracted	220,000.00
	Total Year one									1,389,204.00

JAMAICA VIOLENCE PREVENTION, SUSTAINABLE PEACE AND DEVELOPMENT (JSPD) PROGRAMME BUDGET

OUTPUTS		ACTIVITIES	INPUTS				
			Descr.	2008	2009	2010	TOTAL
1.	Enhanced design of armed violence prevention and programmes	1.1 Public Survey	Research	100,000	–	100,000	200,000
		1.2 Harmonisation and enhancement of armed violence data	Int. Consultants	30,000	15,000	15,000	60,000
			Cont. Services	60,000	60,000	60,000	180,000
			Workshops	90,000	25,000	–	115,000
		1.3 Policies	Travel	12,500	5,000	7,500	25,000
			Personnel	12,676	12,676	12,676	38,028
			Subtotal 1	305,176	117,676	195,176	618,028
2.	Increased capacity of institutions to prevent armed violence and increase community safety.	2.1. Capacity development support to the Ministry of National Security	Int. Consultants	7,500	7,500	–	15,000
		2.2. Capacity development support to the Ministry of Justice	Workshops	95,000	95,000	55,000	245,000
		2.3. Capacity development support to the NSSIU	Research	40,000	35,000	10,000	85,000
		2.4. Capacity development support to the JCF and National Firearms Licensing Authority	Personnel	12,676	12,676	12,676	38,028
			Communications Programme	35,000	35,000	–	70,000
		2.5. Capacity development support to Civil Society Organisations	Grants (for Institutional Support)	75,000	75,000	75,000	225,000
		2.6. Capacity development support to Parliamentary sub-committee	NTA	67,500	135,000	135,000	337,500
2.7. Establishment of Organised Crime Watch	Subtotal 2	332,676	395,176	287,676	1,015,528		
3.	Increased effectiveness and coherence of international support to armed violence policies and programmes	3.1 Security and Justice Online Resource Centre	Contrac. Services - Individual	15,000	15,000	15,000	45,000
			Contrac. Services - Companies	30,000	–	–	30,000
		3.2 Knowledge management, and lessons learned on community safety	NTA	22,500	45,000	45,000	112,500
			Personnel	12,676	12,676	12,676	38,028

		National Conference	–	60,000	–	60,000	
	3.3 SWAp feasibility study	Workshops	15,000	20,000	–	35,000	
		Publications	15,000	20,000	15,000	50,000	
		Int. Consultants	–	39,000		39,000	
		Travel	15,000	33,000		48,000	
	3.4 Strengthen capacity of Planning Institute of Jamaica	Local Consultant	14,000	–	–	14,000	
		Subtotal 3	139,176	244,676	87,676	471,528	
4.	Enhanced safety in target communities	4.1 Development of Community Safety Plans	Personnel	12,676	12,676	12,676	38,028
		4.2 Implementation of GoJ's Restorative Justice Policy	Consultants	49,500	20,000	20,000	89,500
		4.3 Small arms control	Workshops	70,000	85,000	60,000	215,000
		4.4 Community mobilisation and civil society capacity development	Public Campaign	–	30,000	30,000	60,000
			Travel	10,000	–	–	10,000
		4.5 Safe Schools Programme	Survey	20,000	40,000	–	60,000
		4.6 Development of alternative livelihoods	Grants	200,000	360,000	500,000	1,060,000
	Subtotal 4	362,176	547,676	622,676	1,532,528		
5.	Development of UN Country Team programme on armed violence prevention	5.1 UN Country Team cooperation on armed violence prevention	Consultants	30,000	–	–	30,000
		Subtotal 5	30,000	0	0	30,000	
6.	Overall programme management and delivery	Nat. Project Manager	60,000	60,000	60,000	180,000	
		Senior Advisor	140,000	140,000	140,000	60,000	
		BCPR Travel/DSA	20,000	20,000	20,000	60,000	
		Subtotal 6	220,000	220,000	220,000	660,000	
TOTAL			1,389,204	1,525,204	1,413,204	4,327,612	

* The budgetary inputs described on page one and two reflect cash contributions and not the in kind contribution of the Government of Jamaica

PROGRAMME MANAGER, Jamaica Sustainable Peace and Development Programme (JSPD)

Location :	Jamaica
Additional Category	Management
Type of Contract :	National Programme Manager ALD 4
Languages Required :	English
Duration of Initial Contract :	One year
Expected Duration of Assignment:	Renewable upon performance and availability of funds

Background

Jamaica is at risk of becoming a crisis country unless urgent action is taken to address crime and violence. Insecurity and armed violence are major obstacles to sustainable development and the situation has worsened significantly in recent years. The death rate from violence in Jamaica is higher than in many high intensity violent conflicts. The standard international definition of a war or high intensity conflict is "violence characterized by fatality rates of over 1000/year". In Jamaica over 1400 people have been murdered in the first 11 months of 2007. Although Jamaica is a functioning democracy, signs of state failure are visible. The government is committed but lacks the capacity to respond effectively to the increasing levels of violence. The state is not present in many inner-city communities where organised criminal leaders run an alternative system of local governance. Action is now needed to prevent this crisis deepening and Jamaica degenerating into a failed state. There are significant opportunities to prevent this impending crisis. The GoJ is taking significant steps to address the security situation and increase public confidence in the state.

Security, justice and governance have been identified by the government as priority issues in its national development plan and a comprehensive National Security Policy (NSP) was adopted by Cabinet in early 2007. A wide range of government-led crime prevention and management initiatives are underway in target communities that are beginning to have an impact - for example, the murder rate fell by 20 percent from 2005 to 2006. All stakeholders agree that if these interventions were better coordinated their impact would be increased. Increased resources are to be provided for crime prevention and management, a new office has been established to investigate and prosecute extra-judicial killings and abuses by the police, the Commissioner of Police has been replaced, a national coroner's office is being established and whistle-blowing legislation is being developed. There is a broad-based consensus between political parties, civil society organisations and academics on what needs to be done to address escalating levels of violence. By targeting assistance to help build a coordinated and effective response UNDP has an important opportunity to help the Government of Jamaica address the situation of crime and violence.

The JSPD programme has five outputs listed below with a summary of key activities:

1. Enhanced design of armed violence prevention policies and programmes.
 - Annual crime victimisation survey.
 - Harmonisation and enhancement of armed violence data.
 - National policies developed on community safety, restorative justice and small arms control.
2. Increased capacity of institutions to prevent armed violence and increase community safety.
 - Ministry of National Security to develop policy and implement community safety and crime prevention programmes.
 - National Security Strategy Implementation Unit to coordinate the implementation of the National Security Policy.
 - Jamaica Constabulary Force and National Firearm Licensing Authority to control small arms.
 - Civil society organisations to conduct advocacy and deliver services in communities.
 - Parliamentary sub-committee to provide oversight of government actions.
 - Organised Crime Watch at University of West Indies to conduct research and inform policy.
3. Increased effectiveness and coherence of international support to armed violence prevention policies

and programmes.

- Security and justice online resource centre.
 - Community safety tools, methodologies and reports to assess impact and lessons learned.
 - Joint methodology developed for community transformation.
 - Feasibility study on development of a SWAp on security issues.
 - Increased capacity of Planning Institute of Jamaica to coordinate international assistance.
4. Enhanced safety in target communities.
- Developing and implementing community safety plans.
 - Establishing community peace and justice centres.
 - Controlling the spread of small arms.
 - Providing alternative livelihoods for youth at risk.
 - Supporting safe schools programme
5. Development of UN Country Team programme on armed violence prevention.
- Conducting joint UNCT needs assessments in target communities.
 - Facilitate inter-agency collaboration on armed violence prevention.
 - Facilitate design of joint UN inter-agency programme.

Duties and Responsibilities

Under the supervision of the Director General of The Planning Institute of Jamaica or his/her designate and general guidance of the UNDP Resident Representative, or his/her delegate the Programme Manager is responsible for providing managerial leadership to the JSPD programme, manage and support the day-to-day activities and resources of the programme, with special emphasis on coordination & networking, management, and mobilization of resources.

The manager of the JSPD programme will undertake his/her duties in close consultation with the Planning Institute of Jamaica, Permanent Secretaries for the Ministry of Justice, Ministry of National Security, National Security Strategy Implementation Unit, United Nations Country Team, International Development Partners, and selected Non Governmental Organisations.

The Programme Manager will work in close collaboration with the operations team and will be responsible for drafting TORs & Job descriptions for employing staff of the program, participating in short listing and interviewing candidates, liaising with HR and Finance units, preparing narrative and financial reports, analyzing security, political, social and economic trends in the programme area, generating innovative ideas to modify or amend the concept of the JSPD programme & facilitating the implementation of specific programme activities.

Specific duties and responsibilities

The Programme Manager will manage the UNDP's JSPD programme and be responsible for ensuring the delivery of programme outputs within the timeframe and budget of the programme as well as be responsible for resource mobilization.; Specific responsibilities will include:

- Managing and chairing the Programme Technical Group provide policy/programme direction and feedback on the project
- Managing the delivery of programme outputs
- Managing the JSPD financial resources
- Fundraising and donor relations
- Managing the outputs of the Senior Advisor
- Supervising all project staff;
- Providing planning direction and input to the Programme Technical Group and Programme Team;
- Collecting information, producing and disseminating reports and documents as required;
- Maintaining daily communications and working relationships with Government of Jamaica partners, civil society stakeholders international partners
- Communicating successes and new developments in the security and justice field to Government stakeholders, key donor partners and actively brief them on opportunities for cooperation
- Managing the coordination of initiatives of international partners (IDPs) on security and justice to

- increase donor harmonisation and effectiveness within the JSPD programme
- Monitoring the UNDP's international Armed Violence Prevention Programme and facilitating UNDP CO knowledge management process at both strategic and operational levels
- Liaising with the Senior Advisor for policy advice and technical guidance on programme activities
- Designing on going training programmes for staff, identifying providers of training
- Managing the mainstreaming of gender in project implementation
- Managing external partnerships that are directly related to implementation of activities

Key results expected year 1;

- Ensure all programme staff are hired.
- Mobilise National Technical Expertise for strategic placement with key stakeholders
- Ensure all reporting requirements are met
- Ensure a 90% delivery rate on programme activities as outlined in the year AWP
 - Ensure development of Public surveys of crime victimisation, harmonised data and national policies
 - Ensure the establishment of the on-line resource centre
 - Organize workshops to enhance the implementation of JSPD policies and programmes
 - Manage the review of essential programmes for implementation of the JSPD such as safe schools small arms control, peace and justice centres, alternative livelihoods for youth at risk, harmonized IDP programming
 - Identify priority communities for the implementation of the JSPD community safety programme
 - Ensure development of community safety plans in these communities
 - Manage the UNCT programme for JSPD by ensuring that the needs assessment is completed and a joint interagency programme developed
- Develop and strengthen relations for effective CSO networks, donor coordination and Government partnerships
- Manage the mainstreaming of gender security training amongst national stakeholders
- Monitor trends and new developments with respect to resource allocations and new windows of financing of JSPD programme for 2008-2010 and prepare proposals for accessing such financing

Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP and the unit;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office;
- In-depth knowledge on programmatic and operational functions of UNDP;
- Ability to advocate and provide policy advice related to preventing conflicts, building peace security, bringing socio-economic recovery for local communities at grassroots level;
- Actively work towards continuing personal learning and development, acts on learning plan and applies newly acquired skills;

Development and Operational Effectiveness

- Ability to support the facilitation of strategic program planning, results-based management and reporting;
- Ability to assist/lead implementation, monitoring and evaluation of program activities mobilize resources, create networks, etc.

- Strong IT skills;
- Ability to introduce new systems (business plans), and affect staff and community behavioral change

Management and Leadership

- Focuses on impact and result for clients and responds positively to feedback;
- Provide technical leadership to program staff, effectively show conflict resolution program planning and development skills;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrate strong oral and written communication skills;
- Builds strong relationships with clients and external actors;
- Remain calm, in control and good humoured even under pressure;
- Demonstrates openness to change and ability to manage complexities

Required Skills and Experience

Education:

- Masters degree in a relevant areas such as international development, management, conflict analysis and management, security and justice, sociology or law;
- Demonstrated strong understanding of diplomatic practices; planning and consensus building, strong analytical skills combined with good judgment;
- Discretion and sound reasoning in dealing with sensitive matters; ability to independently solve complex and challenging problems;
- Strong planning and organizational skills; ability to handle planning and budgeting of multiple concurrent projects/activities;
- Proficient computer skills and use of relevant software and other applications;
- Excellent communication skills (spoken, written);
- Excellent interpersonal skills; ability to establish and maintain effective working relations with sensitivity and respect for diversity in a multi-cultural, multi-ethnic environment.
- Excellent communication and writing skills in English
- Ability to work under pressure and meet deadlines.

Experience:

- At least seven years demonstratable experience working on program development in conflict/development settings with emphasis on arms control, conflict management
- Demonstrated experience in the planning, management and/or evaluation of community security, conflict reduction and/or small arms and light weapons programs and processes –
- Extensive experience with UN project management systems;
- Sound understanding of developmental strategies – particularly focusing on community empowerment and participation;
- Knowledge of literature on arms control, small arms, conflict management
- Language Requirements:
- Fluency in English.

Senior Advisor, Jamaica Sustainable Peace and Development Programme (JSPD)

Location :	Jamaica
Additional Category	Technical
Type of Contract :	Senior Advisor International ALD 4
Languages Required :	English
Duration of Initial Contract :	One year
Expected Duration of Assignment:	Renewable upon performance and availability of funds

Background

Jamaica is at risk of becoming a crisis country unless urgent action is taken to address crime and violence. Insecurity and armed violence are major obstacles to sustainable development and the situation has worsened significantly in recent years. The death rate from violence in Jamaica is higher than in many high intensity violent conflicts. The standard international definition of a war or high intensity conflict is "violence characterized by fatality rates of over 1000/year". In Jamaica over 1400 people have been murdered in the first 11 months of 2007. Although Jamaica is a functioning democracy, signs of state failure are visible. The government is committed but lacks the capacity to respond effectively to the increasing levels of violence. The state is not present in many inner-city communities where organised criminal leaders run an alternative system of local governance. Action is now needed to prevent this crisis deepening and Jamaica degenerating into a failed state. There are significant opportunities to prevent this impending crisis. The GoJ is taking significant steps to address the security situation and increase public confidence in the state.

Security, justice and governance have been identified by the government as priority issues in its national development plan and a comprehensive National Security Policy (NSP) was adopted by Cabinet in early 2007. A wide range of government-led crime prevention and management initiatives are underway in target communities that are beginning to have an impact - for example, the murder rate fell by 20 percent from 2005 to 2006. All stakeholders agree that if these interventions were better coordinated their impact would be increased. Increased resources are to be provided for crime prevention and management, a new office has been established to investigate and prosecute extra-judicial killings and abuses by the police, the Commissioner of Police has been replaced, a national coroner's office is being established and whistle-blowing legislation is being developed. There is a broad-based consensus between political parties, civil society organisations and academics on what needs to be done to address escalating levels of violence. By targeting assistance to help build a coordinated and effective response UNDP has an important opportunity to help the Government of Jamaica address the situation of crime and violence.

The JSPD programme has five outputs listed below with a summary of key activities:

1. Enhanced design of armed violence prevention policies and programmes.
 - Annual crime victimisation survey.
 - Harmonisation and enhancement of armed violence data.
 - National policies developed on community safety, restorative justice and small arms control.
2. Increased capacity of institutions to prevent armed violence and increase community safety.
 - Ministry of National Security to develop policy and implement community safety and crime prevention programmes.
 - National Security Strategy Implementation Unit to coordinate the implementation of the National Security Policy.
 - Jamaica Constabulary Force and National Firearm Licensing Authority to control small arms.
 - Civil society organisations to conduct advocacy and deliver services in communities.
 - Parliamentary sub-committee to provide oversight of government actions.
 - Organised Crime Watch at University of West Indies to conduct research and inform policy.
3. Increased effectiveness and coherence of international support to armed violence prevention policies

and programmes.

- Security and justice online resource centre.
 - Community safety tools, methodologies and reports to assess impact and lessons learned.
 - Joint methodology developed for community transformation.
 - Feasibility study on development of a SWAp on security issues.
 - Increased capacity of Planning Institute of Jamaica to coordinate international assistance.
4. Enhanced safety in target communities.
- Developing and implementing community safety plans.
 - Establishing community peace and justice centres.
 - Controlling the spread of small arms.
 - Providing alternative livelihoods for youth at risk.
 - Supporting safe schools programme
5. Development of UN Country Team programme on armed violence prevention.
- Conducting joint UNCT needs assessments in target communities.
 - Facilitate inter-agency collaboration on armed violence prevention.
 - Facilitate design of joint UN inter-agency programme.

Duties and Responsibilities

Under the supervision of the Director General of The Planning Institute of Jamaica or his/her designate and general guidance of the UNDP Resident Representative, or his/her delegate the Senior Advisor will be responsible for advising and building capacity, of Government and civil society to meet the JSPD programme outcomes.

Tasks:

In close collaboration with the Government of Jamaica, the UNDP Country Office in Jamaica, BCPR, and other Country Offices in the region, and other appropriate stakeholders, the Senior Advisor will:

- Be responsible for the delivery of selected programme outputs
- Provide technical advice, guidance and assistance on the implementation of the JSPD programme and in accordance with best international practices, facilitate its integration with appropriate stakeholders across the security and justice sector,
- Coordinate the National Technical Assistance team and ensure that they provide to the Government departments to which they are attached coherent policy, programming and technical advice
- Provide technical advice on specialised thematic areas such as corruption and small arms control including firearms legislation,
- Provide technical advice on efforts to build national capacity of partner government institutions.
- Provide technical advice on the development of tools and methodology that will contribute to knowledge management framework of the JSPD programme,
- Analyse data, trends, documents and prepare technical reports related to the security and justice sector and provide technical advice to the Programme Manager, GoJ, and stakeholders for effective implementation,
- Initiate contact and maintain South-South dialogue to support exchanges and information sharing on justice security issues from other countries that may be relevant,
- Perform any other duties as might be required for a successful and well co-ordinated stakeholder response to address the problems of illicit small arms proliferation in Jamaica.

Key Outputs in year 1:

- Submit a workplan for Year 1 activities to the Programme Manager for approval by the programme Executive Group
- Support the efforts of the GoJ, and UNDP, to mainstream the key outputs of the JSPD programme into all relevant national and sectoral plans, programmes and budgets as outlined in the Annual Work Plan
- Provide technical advice to build national capacity for the development, review, formulation and outreach of key national policies such as small arms control, community safety, restorative justice,

- Provide advice and develop an action plan for the NSSIU to mainstream and communicate the National Security Policy within government departments and agencies and civil society,
- Provide technical advice on the strengthening of an UNDP led Security and Justice multi donor coordination framework to support the UNDAF 2007-2011 outcome #5 which addresses the increased capacity of government and targeted communities to attain a more peaceful, secure and just society.

Required Skills and Experience

The Senior Advisor must have:

- Master's degree or better in a relevant discipline such as public administration, law, political science, security studies or related field.
- At least 7 years experience as a technical adviser with practical experience of arms control, disarmament, corruption, security and justice reform, peace building, community policing or post conflict recovery programmes
- Extensive experience in working with the UN, governments, multilateral and bilateral development agencies and civil society organisations..
- Operational experience with disarmament, small arms control, security and justice sector reform programmes
- Extensive experience in working with governments, multilateral and bilateral development agencies and civil society organisations.
- Proven skills in communication, negotiation and management.
- Fluency in English, including excellent writing skills.

The following experience is also desirable:

- Familiarity with UNDP programmes and projects would be an asset.
- A sound knowledge of security and socio-economic issues in Jamaica

*** Note the remaining terms of reference for positions in the Programme Management Unit will be developed by the Programme Manager once he/she has been contracted.**