



Country: JAMAICA

Project Title **Enhancing Civil Society Participation in Local Governance for Community Safety**

UNDAF 2007-11 Outcome 5: By 2011, increased capacity of government and targeted communities to attain a more peaceful, secure and just society

Expected CPAP 2007-11 Outcome(s): (i) Improved governance and enhanced sectoral and inter-sectoral response to social injustice, instability and insecurity; iii) A sustained reduction of violence and social injustice in targeted communities.

Expected CPAP 2007-11 Output(s): 5.1.3 Improved capacity of government in programming, planning, implementation and monitoring and evaluation; 5.3.5 Strengthened capacity of community stakeholders to support community policing and protection

Implementing Partner: Department of Local Government, Office of the Prime Minister

Brief Description

Crime and violence, within homes, schools and communities are among the most pressing social issues currently facing Jamaica. Difficulties in achieving and sustaining good governance at the community level, and articulating local needs with national institutional responses have hampered efforts to achieve desired levels of community safety in Jamaica. This project takes a citizen security approach to developing sustainable long-term strategies that focus on improved partnerships between civil society, local authorities, and central state agencies to prevent and mitigate the effects of crime and violence level.

OBJECTIVE 1: Strengthened civil society participation in local governance

OBJECTIVE 2: Establishment of coordinated local civil society and state responses to crime and violence

OUTPUTS:

1. Development of local authorities' and civil society organizations' capacity to promote and secure participatory local governance in citizen security
2. Development of local authority level mechanism/s under the Community Renewal Programme and the Crime Prevention & Community Safety Strategy

Programme Period:	2007-2011
Key Result Area (Strategic Plan):	2.1/2.2
Atlas Award ID:	00061406
Start date:	1 April 2011
End Date:	31 December 2012
PAC Meeting Date	21 February 2011
Management Arrangements	NIM

2011 AWP budget:	100,500
Total resources required	255,000
Total allocated resources:	255,000
• Regular	5,000
• Other:	
o Donor	250,000
o Government	_____
Unfunded budget:	_____
In-kind Contributions	

Agreed by (Government interlocutor) Barbara Scott 30/3/11
Planning Institute of Jamaica

Agreed by (Implementing Partner): Lulu D'Silva 29/3/11
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I. RATIONALE

1.1 Citizen Security as a Development Challenge

Human development is not limited to the growth of per capita income but includes other values, such as freedom from want and fear, which are essential for human beings to lead better lives. Human development is thus the enlargement of opportunities, or of the “options” that allow people to be more fully human. Whatever the options, they can only be fully enjoyed on a permanent basis where the environment is safe and secure: “human security” is therefore a necessary condition for human development.

Crime and violence, within homes, schools and communities are among the most pressing social issues currently facing Jamaica. Among Caribbean nations, Jamaica ranks first in homicide rates, and has historically sustained high homicide rates for the last three decades. The high rates of crime and violence in the country have direct effects on human welfare in the short-run, as well as longer run effects on economic growth and social development.

Violent crime in Jamaica is highly concentrated in urban areas, especially underserved areas of the main cities and towns, and is higher in areas where trust in the police and the broader state is low. These communities exhibit all the indicators of vulnerability, having higher rates of poverty and unemployment, lower educational attainment, low social capital, poor housing stock, and low levels of investment in public spaces. The presence of these inequalities provides fertile ground for crime; and in turn, high levels of crime interfere with human, social and economic development.

The problematic security situation, as well as ineffective governance and social development arrangements undermine Jamaica’s ability to establish and maintain a viable economy that can produce acceptable levels of well-being for the majority of its citizens.¹

II. SITUATION ANALYSIS

1.2 National Responses to Citizen Security Challenges

1.2.1 Vision 2030: Jamaica National Plan

Vision 2030 Jamaica is the first long-term National Development Plan and aims to put Jamaica in a position to achieve developed country status by 2030. In it the Government of Jamaica (GoJ) recognizes that the way to achieve positive social, economic and cultural outcomes is to adopt a holistic approach with a special focus on the participation of non-state actors, civil society, private sector, communities, local action networks, and social entrepreneurs, in the national efforts.

Under Goal 2, the “*Jamaican Society is Secure, Cohesive and Just*”, some of the national strategies that have been identified to provide the roadmap for achievement and success are:

- National Strategy 5.1 Strengthen the capacity of communities to participate in creating a safe and secure society; to achieve security and safety outcome

¹ MacMillan, T.N. et. al. 2006 *Roadmap to a Safe and Secure Jamaica, Report of the Special Task Force on Crime Ministry of National Security, A New Era in Policing in Jamaica: Transforming the JCF*, Government of Jamaica

- National Strategy 6.1 Strengthen the process of citizen participation in governance; to achieve effective governance outcome.
- National Strategy 6.5: Strengthen public institutions to deliver efficient and effective public goods and services.

1.2.2 Community Renewal Programme

In May 2010, the nine-month dispute between the governments of Jamaica and the US over a request for extradition of a reported drug lord erupted into open conflict during a joint army-police operation to serve the extradition warrant. The supporters of Christopher “Dudus” Coke barricaded themselves into the community of Tivoli Gardens in West Kingston. The operation resulted in the deaths of more than seventy civilians, as well as one soldier and two policemen.

The Prime Minister, who was also parliamentary representative for West Kingston, announced a state of emergency for the entire capital, which was supplemented by curfews in volatile areas across the country and the short-term detention of more than a thousand people, mostly poor male youths.

The early and most high-profile policy response of the government of Jamaica to the events of May 2010 was a charge given by the Prime Minister to the Planning Institute of Jamaica (PIOJ) to design a programme to address the governance issues which had been manifested in West Kingston and other urban communities.

The response came in the form of the Community Renewal Programme (CRP). The CRP was presented as a new framework to harness the capacities of the state, civil society and the donor community to achieve transformation in the most vulnerable and volatile communities. The CRP is not itself a project, but presents a framework for all other projects and strategies to be implemented over its ten year life span.

The CRP states that involvement at the local level is critical, through an effective governance framework involving a broad range of stakeholders. In particular, it contemplates close partnership and collaboration between civil society and state agencies in achieving good governance at the national, local and community level.

1.2.3. National Crime Prevention and Community Safety Strategy

One of the programmes, which is to be implemented under the framework of the CRP is the National Crime Prevention and Community Safety Strategy (NCPCCS). The strategy, formulated by the Ministry of National Security, with support from UNDP, envisions a multi-sectoral, multi-departmental collaboration to prevent and mitigate the social issues of crime and violence.

One commitment of the Strategy is to secure a safer Jamaica by developing community safety actions that will make more efficient use of finite resources, which will deliver real, tangible benefits for people and communities. As a result it will be implemented in all parishes but with a special focus on the parishes with the highest levels of violence.

The NCPCCS recognises the difficulty inherent in past crime prevention approaches which were largely centralised. The Strategy posits that, *“Local governments can play a pivotal role in community safety, establishing local priorities through engagement of the community, local NGOs and service providers, fostering multi-sectoral partnerships, defining action plans and coordinating the delivery and evaluation of interventions.”*

1.3 Local Level Response to Citizen Security Issues

1.4.1. Local governance in Jamaica

The current system of local government in Jamaica consists of fourteen (14) local authorities comprising twelve (12) parish councils, one (1) municipal authority (Kingston and St. Andrew) and one (1) municipality (Portmore, in the parish of St. Catherine). Each parish council/ municipality is divided into a number of divisions, each represented by a single councillor. The Chairman of the Council, who holds the title Mayor of the Municipality or Parish Council is usually chosen from the political party that holds the majority of seats in that parish council or municipality².

Jamaica is currently reforming its local government system to create a more decentralised governance framework. At present, several functions that directly relate to the operations of local authorities are performed by the Department of Local Government (DLG) of the Office of the Prime Minister.

Under the Local Government Reform Programme, local authorities are being made ready to take over several of the functions being performed on their behalf by DLG. There will also be a reduction and eventually elimination of the many instances in which local authorities are required to obtain approval from the DLG before exercising powers granted to them by law.

A distinctly Jamaican innovation that emerged out of the local government reform process is the parish development committees (PDCs). The PDCs represent a unique contribution by Jamaica to the quest to find new forms for facilitating citizen participation in governance.

The PDC is an umbrella structure which brings together the network of community-based organizations, interest groups and agencies that exist and interact within a parish or municipality to determine the scope, character and direction of social, economic, cultural and political life within that jurisdiction, as well as its prospects for sustainable local development. The PDCs are primarily run by volunteers, who are not expected to be active in partisan politics.

The membership of PDCs is drawn from the communities in each parish or municipality and is usually comprised of persons already active in community based organisations, including Community Development Committees (CDCs) and Development Area Committees (DACs).

1.4.2. Safety and Local Governance

Difficulties in achieving and sustaining good governance at the community level, and articulating local needs with national institutional responses have hampered crime and violence prevention efforts at all levels. These difficulties include: limited sharing of information; territorial conflict and power struggles; lack of transparency in state organizations; difficulty in developing appropriate working relationships based on agreed vision and strategies; as well as strong divides within the structure of public institutions which creates delays in the implementation of community projects.

Strengthening local governance particularly in urban, socially marginalized communities and articulating it with higher levels of government, to ensure responsiveness and delivery at community, local, and national levels remains a critical challenge³.

² The Mayor of the Portmore Council is directly elected during local government elections.

³ Ministry of National Security, National Crime Prevention and Community Safety Strategy, July 2010.

The most structured response to this challenge, and the experience on which the NCPCSS and this project are building, was the Parish Crime Prevention Programme (PCPP), which was established in 2004 under the Ministry of National Security (MNS).

The Programme was created to seek the support of communities in the fight against crime and violence. The MNS undertook an intense campaign to foster better communication between the police and the citizenry through public consultations entitled "Crime Prevention and Community Safety Forums" after which Parish Crime Prevention/ Community Safety Committees were established.

The CSCs were intended to be involved in building trust among communities, consulting with residents to solve problems based on the recommendations of crime prevention meetings, formulating community safety and crime prevention initiatives with existing organizations and programmes, and developing action plans with timelines for the respective communities.

The Committees were to be comprised of representatives from the JCF and civil society organizations in the respective parishes and to act based on an agreed Terms of Reference developed by the Ministry and discussed with Committees.

The JCF, through its Community Safety and Security Branch was the main organizer, and at the height of their activity, Committees were established in thirteen (13) of the fourteen (14) local authorities, the only exception being St. Elizabeth. A committee was also established in the Police Division of St. Andrew South. However, the Programme was not sustained and by February 2011, according to the MNS, only the Committees in Clarendon, St. Catherine and St. James were still operational.

The challenges experienced by Committees included: inactive members; insufficient support from elected officials; slow or non-development of workable action plans; difficulty identifying office space to carry out their activities; insufficient support from state social service agencies to address the problems that are risk factors for crime and violence; and insufficient resources to implement their activities.

III. STRATEGY

This project seeks to:

- **improve capacity at the local and community level to engage in development planning and action** as an important aspect of addressing the development issues of crime and violence
- build the capacity of **local authorities and civil society at the parish level to collaborate in the planning and implementation of local development**, especially in the face of the major development challenges of crime and violence
- **assist with the formulation of tools and instruments as necessary for local level co-ordination** and action to prevent and mitigate the effects of crime

Partnership Strategy

The project will be implemented by the Department of Local Government, which under the current local government reform process is slated to become a unit of the Office of the Prime Minister,

focussing on technical capacity support to local authorities and monitoring and evaluation of the performance of local authorities.

For the project, the DLG will act in close partnership with other national and local institutions including the Crime Prevention and Community Safety Unit of the Ministry of National Security (MNS), the Community Safety & Security Branch of the Jamaica Constabulary Force (JCF), the Association of Local Government Authorities (ALGA), the National Association of Parish Development Committees (NAPDEC) and selected parish/ municipal councils. All these stakeholders will collaborate in the establishment of Parish Safety Committees (PSCs) in the targeted local authorities.

A key partner in the process is the Social Development Commission (SDC). In February 2010 the Government of Jamaica announced a re-organisation of the SDC from a regional to a parish structure. It is expected that the parish officers of the SDC will be integral to the process of establishment of the Parish Safety Committee, through fulfilling its mandate of community development by establishing and strengthening civil society organisations, including Community-based Organisations (CBOs), Community Development Committees (CDCs), Development Area Councils (DACs), and Parish Development Committees (PDCs).

The project will engage and seek continuous feedback from the Planning Institute of Jamaica (PIOJ) to ensure that it is aligned with the national priorities, especially as stated in Vision 2030. The project will also seek to ensure that the major decisions on selection of participating parish/ municipal councils, location of PSCs, and leadership of PSCs are arrived at in a participatory and consultative fashion. The PIOJ as the main interlocutor between international development agencies and the Government of Jamaica will convene and record the decisions of the MDAs.

The project will also recognise and seek synergies with the work of international development partners that have ongoing projects in the area of community safety. The coordination will be supported using the existing mechanism of thematic working groups and international development partner meetings.

Capacity Development Strategy

The project will help develop the capacity of local authorities to formulate, plan, monitor and implement participatory local development plans working together with civil society and other organizations. The project will seek to utilise the expertise available to UNDP in the Capacity Assessment Unit of the Regional Bureau for Latin America and the Caribbean (RBLAC), based in Panama.

The initial capacity assessment of the parish councils will provide baseline data needed to produce a capacity development plan. The project will also benefit from the recently conducted capacity assessment of the PDCs as well as the training they have received under the project **“Building Civil Society Capacity to Support Good Governance by Local Authorities”**, currently being implemented by the Centre for Leadership and Governance in partnership with NAPDEC, the SDC and the DLG. Strengthened PDCs will support more substantial and proactive participation in the Parish Safety Committees.

This project will draw on existing tools and technical expertise to develop the capacity of the local authorities and civil society. It will sponsor the participation of selected local authorities and civil society organizations in a new course being launched by the Faculty of the Built Environment of the University of Technology on women’s safety audits. This course was established through the project **“Strengthening Community Safety through Local Government Capacity Building”**, and will

introduce the participants, to the use and implementation of the women's safety audit tool. The safety audit, which has been adapted to the local context, is a tool to enhance civil society participation, with a special emphasis on women, and to sensitize local authorities in the importance of engaging community members in decision making about physical and environmental conditions that generate crime and fear of crime.

The project will also sponsor the participation of local authorities and civil society organizations in the e-learning course on *Urban Crime and Violence Prevention* developed by the World Bank Institute which provides communities and local and central government officials with basic tools and techniques to design and manage sustainable crime and violence interventions.

Resource Mobilization Strategy

Efforts will be made to enhance the project's resources by collaborating with international development partners that have ongoing activities in Jamaica in the area of local government development and community safety, including the Commonwealth Fund for Technical Co-operation (CFTC) which has already committed to provide to the Government of Jamaica technical expertise in capacity building for local authorities.

Gender Strategy

The project will be closely aligned to and support the Draft National Strategic Action Plan on Gender-Based Violence, which is being piloted by the GoJ Bureau for Women's Affairs. The project will also ensure that the gender-sensitive training and instruments related to citizen security, such as the Women's Safety Audit will be central aspects of the capacity-building.

Communications Strategy

Communications will be central to the success of the project. The different audiences and strategies include:

1. **Internal:** communications mechanisms will be developed for the immediate project actors i.e. MNS, CSSB, local authorities, NAPDEC, SDC, etc. The primary internal communications mechanism will be the Stakeholder Committee, which will meet at least every quarter and will keep project implementers aware of the 'big picture' emerging from their activities as well as assist in real time monitoring of progress in project implementation.
2. **Stakeholders who are to be mobilized to support parish safety committees and create parish safety action plans.** This mobilization will require direct approaches (flyers, community notice boards, community meetings etc). It will also require broad messaging at the parish/ municipality-wide level that creates awareness, piques interest and creates agreement with the objectives. This can be achieved through partnerships with local cable stations; outdoor event planners, corporate entities for sponsorship of bill boards etc.
3. **National audience:** The objectives and outputs of the project are applicable on a national scale. Building broad national understanding of the need for citizens' participation, in partnership with elected councils, in ensuring development, peace and security should be an aim of the project, using existing resources.

Sustainability Strategy

The project will use the existing institutional structures and agencies to ensure national ownership and thus, the sustainability of the project's impacts after it is completed.

- A. It will establish structured forums for civil society and government planning and action to address community safety, within existing infrastructure of either the Parish / Municipal Council, or the Parish Development Committee.

- B. Since the establishment of the PSC's is a key component of the NPCSS, the National Office for Community Safety will continue to provide national level oversight to the Parish Coordinators and the PSC's implementation of the Safety Action Plans. The template for Parish Safety Plans to be produced as part of the support to Parish Safety Committees will continue to be replicated in other parishes on the initiative of the National Office of the Crime Prevention and Community Safety Plan.
- C. The project will involve the SDC parish officers in the capacity-assessment and building process, and in turn these officers will support the sustainability of the project results at the parish/ municipal level.
- D. The strengthening of the Parish Councils' capacity will ensure that local development plans are put into action in a holistic and coordinated fashion and that the national government is kept in touch with communities' needs, progress made and challenges ahead. This will contribute to the strengthening of social capital and hence, social cohesion of the country.
- E. The standardized parish safety action plan template will be a development planning model that can be replicated in other parishes across Jamaica, not only in the area of citizen security, but in others such as health, environment, education, etc.
- F. The project recognises the importance of availability of resources for the local authorities to implement the local development plans and to deliver services. In this regard, the work being done by the above mentioned project "**Building Civil Society Capacity to Support Good Governance by Local Authorities**" will be crucial to ensure that, with the legislation relating to local government financial management being developed and improved accountability for public funds at the parish/ municipal level, there will be optimal use of resources for development purposes.

IV. METHODOLOGY

The project has three main components:

- 1) Capacity development of local authorities and civil society organizations
- 2) Establishment of Parish Safety Committees
- 3) Development of instruments to be used by Parish Safety Committees

Capacity development of local authorities and civil society organizations:

- A. The first step in the capacity development of any institution is an initial assessment of its current strengths and weaknesses. Under the project, a formal capacity assessment of the selected Parish Councils will indicate what aspects of the selected Parish Councils need strengthening and where to focus training efforts. The national stakeholders, especially the PIOJ, the MNS, the CSSB, NAPDEC and the SDC will determine whether the project will be implemented in the five "high crime" parishes identified under the Community Renewal Programme. Consideration will also be given to possibly including the two local authorities selected by the prior UNDP project "**Strengthening Community Safety through Local Government Capacity Building**".

The assessment at the parish/ municipal council level will include:

- Experience and knowledge on issues of crime and violence from a citizen security perspective
 - Existence and operation of crime prevention committees
 - Level and consultation and engagement with stakeholders
 - Level of activity of state agencies represented in the parish
 - Co-ordination and facilitation of partnerships
 - Data gathering, evaluation and monitoring
 - Development planning capacity
 - Availability of financial resources
- B. Based on the results of the assessment, the project partners will decide which parishes will be targeted for the establishment of PSCs. This selection will be the result of consultation among the key stakeholders.
- C. Once the assessment's results are analysed and disseminated, a comprehensive capacity development plan will be developed for the selected parish councils and aspects implemented through the project, where feasible and through the operational plans of the relevant MDAs, post-project.

Establishment of Parish Safety Committees:

- A. Once the capacity assessment is complete and the target parishes/ municipalities are selected by the stakeholders work will begin on establishment of the PSCs. This will be based on a decision of where in the local governance structure the PSC should be located.
- The Parish Council is considered a good candidate to host the PSC as its leadership has a mandate from the electorate to have direct management, advisory and advocacy roles in matters related to the social and economic development of the parish. These include issues related to public health, quality of service delivery, community amenities, physical planning, poor relief, disaster mitigation and public order matters. In addition to the electoral mandate, many of these roles are supported and given legitimacy by statute as well as by convention.
- The other candidate proposed to host the PSC is the Parish Development Committee. These organisations are strong candidates for locating the Committees because, in their original dispensation, PDCs were supposed to be quasi civil society bodies. Indeed they were intended to comprise at the executive level the Mayor, Secretary Manager, and all Members of Parliament within the parish. Within its membership were supposed to be all agencies of government with a development mandate as well as DACs and CDCs. Decisions taken at the PDC would then feed into the work plans and actions of the state agencies, be reflected in MPs representation to Parliament and in the Parish Councils, where the PDC would have representation on the committees.
- B. Recognizing that the success of the project relies on achieving the buy-in of the stakeholders in the selected parish councils, the project will organize sensitization sessions as well as several training workshops with the local authorities, civil society organizations and the JCF so that there is a better understanding of the project objectives and the critical roles each of them play to achieve good local governance.
- Sequential sensitization discussions will be held with the proposed core team of the PSC to be established including the Chairman of the Council (Mayor) PC Senior Management. JCF

Divisional Commander responsible for the parish/ municipality, PDC Executive and other key stakeholders (CSJP, SDC, PMI, Courts Office, MPs).

- C. The project team will work with project partners especially the CPCSU at the national and local level to develop the Terms of Reference and operational modalities of the PSC. At the local level the ToR will be shared and approved in a broad consultation between core team and other local stakeholders and supporting MDAs.

Standardization of instruments to be used by Parish Safety Committees

- A. Technical support will be provided to the CPCSU of MNS which is currently developing a standardized template for Parish Safety Action Plans and also for Community Safety Action Plans. Once the template is finalized and approved, training workshops will be conducted with the PSC members on use of the template.

- B. This work will be supported by a critical input to be developed by the Social Development Commission. Under the NCPCSS the SDC is to produce parish profiles. The profiles are vital for their assessment of the existence of the various risk factors which may affect levels of crime and violence in any particular parish. The project will support the production of these profiles, where they are incomplete, for the parishes selected for establishment of PSCs.

V. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>1. i) Improved governance and enhanced sectoral and inter-sectoral response to social injustice, instability and insecurity; iii) A sustained reduction of violence and social injustice in targeted communities</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>5.1.3 Improved national capacity in programming, planning, implementation and M&E.</p> <p>Applicable Key Result Area (from 2008-13 Strategic Plan): Key Result area 2.1. Fostering inclusive participation Outcome 1: Civic engagement, through civil society organizations, voluntary associations, trade unions, political parties and private sector organizations, enables all people to influence public policy processes and to hold governments to account. Key Result Area 2.2. Strengthening responsive governing institutions Outcome 4: National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services.</p> <p>Partnership Strategy: Planning Institute of Jamaica (PIOJ), Department of Local Government (DLG), Ministry of National Security (MNS), Association of Local Government Authorities (ALGA), Social Development Commission (SDC), National Association of Parish Development Committees (NAPDEC), Community Safety and Security Branch of the Jamaica Constabulary Force (CSSB -JCF)</p>				
<p>Project title and ID (ATLAS Award ID): “Enhancing Civil Society Participation in Local Governance for Community Safety” 00061406</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Development of local authorities’ and civil society organizations’ capacity to promote and secure participatory local governance in citizen security</p> <p>Baseline: Local governments are not fulfilling their potential pivotal role in community safety, establishing local priorities through engagement of civil society, fostering multi-sectoral partnerships, defining action plans</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Project Stakeholder Committee meets quarterly - Capacity assessment conducted of targeted parish councils - Capacity-building plan addressing gaps in targeted parish councils fully developed <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Support delivered to build capacity of parish councils and civil society to consult 	<ol style="list-style-type: none"> 1. Activity Result: Monitoring and work planning of project activities 2. Activity Result: Assessment of targeted parish councils and policy gaps 3. Activity Result: Development of capacity building plan addressing gaps in targeted parish councils 4. Activity Result: Implementation of capacity building plan: 5. Activity Result: Public communication programme on establishment of parish safety committees prepared and implemented by Parish Development Committees 	<p>DLG UNDP (Regional Centre Panama), MNS</p>	<p>Consultants Communication & Audio Visual Equipment Travel</p>

<p>and coordinating the delivery and evaluation of interventions. The coordination capacity of local authorities remains limited, and governance structures are weak. Civil society needs support in raising public awareness about safety and the relevance to local governance.</p> <p>Indicators (Year 1):</p> <ul style="list-style-type: none"> - Frequency of meetings held by Project Stakeholder Committee - # of parish/ municipal councils assessed - % of completion of capacity building plan <p>Indicators (Year 2):</p> <ul style="list-style-type: none"> - # of parish councils implementing capacity building plan - Number of parishes/ municipalities in which public messages about establishment of PSC are disseminated - % of parish councils and PDCs trained in monitoring and evaluation of local initiatives - % of Parish Safety Committee members enrolled in urban violence on-line course - % of Parish Safety Coordinators enrolled in Safety Audit training at UTECH 	<p>and collaborate in all selected local authorities</p> <ul style="list-style-type: none"> - Public messages about establishment of PSCs disseminated in all selected local authorities - 75% of targeted parish councils and PDCs trained in monitoring and evaluation of local initiatives - 75% of Parish Safety Committee members enrolled in urban violence on-line course - 75% of Parish Safety Committee members enrolled in Safety Audit training at UTECH 	

<p>Output 2 Development of local authority level mechanism under the Crime Prevention & Community Safety Strategy</p> <p>Baseline: Local forums are needed to effectively coordinate civil society and government planning and actions on citizen security at the local level. Additionally there is no widely accepted template for parish safety planning. Many of the plans currently being developed do not include rigorous risk factor analysis.</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - All existing forums for citizen security assessed - Rules for operation of parish safety committees developed - Elected officials and PDC executives from all targeted local authorities participating in sensitisation sessions on establishment of PSCs - Consultations completed for development of parish safety plan template in targeted local authorities - Standardized parish safety plan Template fully developed 	<p>1 Activity Result: Assessment of existing forums for citizen security</p> <p>2 Activity Result: Sensitization of elected local officials and PDCs to actively participate in the PSC</p> <p>3 Activity Result: Decision by MDAs on the local authorities to be assessed and to establish PSCs</p> <p>4 Activity Result: Decision by MDAs on the location of PSCs within local government structures</p> <p>5 Activity Result: Formulation of, and agreement on detailed TOR for PSCs</p> <p>6 Activity Result: Development of Parish Safety Plan template</p> <p>7 Activity Result: Formulation and implementation of action plan for provision of operational support to PSC</p> <p>8 Activity Result: Training of Parish Safety Committee members in use of parish safety plan template</p>	<p>MNS</p>	<p>Indicators (Year 1):</p> <ul style="list-style-type: none"> - % completion of assessment of citizen security forums - % completion of rules for operation of parish safety committees - # of targeted parishes/municipalities whose elected officials and PDCs participate in sensitisation sessions on establishment of PSCs - # of local authorities holding consultations for development of parish safety plans - % completion of parish safety plan template <p>Indicators (Year 2):</p> <ul style="list-style-type: none"> - # of parish councils with fully constituted and operational Parish Safety Committees - % attendance at PSCs meetings 	<p>Targets (year 2)</p> <ul style="list-style-type: none"> - Parish Safety Committees in targeted parishes fully constituted and operational - 75% of PSCs members attend meetings on a regular basis - Parish safety plans fully aligned with Vision 2030 - 75% of parish safety committee members trained in the use of the parish safety plan template 	<p>1 Activity Result: Assessment of existing forums for citizen security</p> <p>2 Activity Result: Sensitization of elected local officials and PDCs to actively participate in the PSC</p> <p>3 Activity Result: Decision by MDAs on the local authorities to be assessed and to establish PSCs</p> <p>4 Activity Result: Decision by MDAs on the location of PSCs within local government structures</p> <p>5 Activity Result: Formulation of, and agreement on detailed TOR for PSCs</p> <p>6 Activity Result: Development of Parish Safety Plan template</p> <p>7 Activity Result: Formulation and implementation of action plan for provision of operational support to PSC</p> <p>8 Activity Result: Training of Parish Safety Committee members in use of parish safety plan template</p>	<p>Consultants</p> <p>IT Equipment</p> <p>Communication & Audio Visual Equipment</p> <p>Equipment and Furniture</p> <p>Audio Visual & Print Production Materials</p> <p>Travel</p>
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- Level of alignment of the parish safety plans with Vision 2030
- # of parish safety committee members trained in the use of the parish safety plan template

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VI. ANNUAL WORK PLAN

Year 1: 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
Output 1 Development of local authorities' and civil society organizations' capacity to promote and secure participatory local governance in citizen security Baseline: Local governments are not fulfilling their potential pivotal role in community safety, by establishing local priorities through engagement of civil society, fostering multi-sectoral partnerships, defining action plans and coordinating the delivery and evaluation of interventions. The coordination capacity of local authorities remains limited, and governance structures are weak. Civil society needs support in	1. Activity Result: Monitoring and work planning of project activities - Development of TOR for Project Stakeholder Committee - Project Stakeholders Committee meeting held quarterly - Field site visits conducted 2. Activity Result: Assessment of targeted parish council - Desk review and Baseline Study conducted - Review of assessment of PDCs		X	X	X	DGTTF	Service Contract - Individual (Project Coordinator/Associate)	38,500
			X				Travel	1,000
			X	X	X	DGTTF	Audio Visual & Print Production Costs	1,000
							IT Equipment	3,000
				X	X	DGTTF	Comm. & Audio Visual Equipment (telephone)	2,000
							Supplies (stationery)	1,000
						DGTTF	International Consultants	11,000
			X				Travel	5,000

<p>raising public awareness about safety and the relevance to local governance.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Frequency of meetings held by Project Stakeholder Committee - # of parish councils assessed - % completion of capacity building plan <p>Targets:</p> <ul style="list-style-type: none"> - Project Stakeholder Committee meets quarterly - Capacity assessment conducted of targeted parish councils - Capacity-building plan addressing gaps in the targeted parish councils fully developed <p>Related CP outcome:</p> <p>Improved governance and enhanced sectoral and inter-sectoral response to social injustice, instability and insecurity;</p>	<p>3. Activity Result:</p> <ul style="list-style-type: none"> - Development of capacity building plan addressing gaps in targeted parish councils - Analysis of findings of baseline study 	<p>X</p>	<p>DGTF</p>	<p>International Consultants</p>	<p>5,000</p>
<p>Output 2: Development of local authority level mechanism under the Crime Prevention & Community Safety Branch</p> <p>Baseline:</p> <p>Local forums are needed to effectively coordinate civil society</p>	<p>1. Activity Result:</p> <ul style="list-style-type: none"> - Assessment of existing Crime Prevention Committees - Assessment conducted - Production of report 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>Output 2: Development of local authority level mechanism under the Crime Prevention & Community Safety Branch</p> <p>Baseline:</p> <p>Local forums are needed to effectively coordinate civil society</p>	<p>1. Activity Result:</p> <ul style="list-style-type: none"> - Assessment of existing Crime Prevention Committees - Assessment conducted - Production of report 	<p>X</p>	<p>X</p>	<p>X</p>	<p>1,000</p>
<p>Output 2: Development of local authority level mechanism under the Crime Prevention & Community Safety Branch</p> <p>Baseline:</p> <p>Local forums are needed to effectively coordinate civil society</p>	<p>1. Activity Result:</p> <ul style="list-style-type: none"> - Assessment of existing Crime Prevention Committees - Assessment conducted - Production of report 	<p>X</p>	<p>X</p>	<p>X</p>	<p>1,000</p>

<p>and government planning and actions on citizen security at the local level. Additionally there is no widely accepted template for parish safety planning. Many of the plans currently being developed do not include rigorous risk factor analysis.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - % completion of assessment of citizen security forums - % completion of rules for operation of PSCs - # of targeted parish/ municipal councils elected officials and PDCs participating in sensitization sessions on establishment of PSCs - # of local authorities holding consultations for development of parish safety plans - % of completion of parish safety plan template <p>Targets:</p> <ul style="list-style-type: none"> - All forums for citizen security assessed (3) - Rules for operation of parish safety committees developed - Elected officials and PDCs from all targeted local authorities participating in sensitization sessions on establishment of PSCs - Consultations completed for development of parish safety plan template in targeted local authorities - Standardized parish safety plan 	<p>2. Activity Result: Sensitization of elected local officials PDCs to actively participate in the PSC</p> <ul style="list-style-type: none"> - Sensitisation sessions for divisional commanders in selected parishes - Workshop for elected officials from selected local authorities - Sensitisation by NAPDEC of CBOs in selected local authorities 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>DGTTF</p>	<p>Travel</p> <p>Training, Workshops, Conferences</p> <p>Local Consultants</p> <p>Travel</p> <p>Audio Visual & Print Production Costs</p>	<p>1,000</p> <p>15,000</p> <p>5,000</p> <p>1,000</p> <p>2,000</p>
<p>3. Activity Result: Decision by MDAs on the local authorities to be assessed and to establish PSCs</p> <ul style="list-style-type: none"> - Convene the stakeholders MDAs to finalise decisions on the selection of parishes to be assessed and where parish safety committees will be established 	<p>X</p>	<p>X</p>	<p>DGTTF</p>	<p>Training, Workshops, Conferences</p>	<p>1,500</p>

<p>template fully developed</p> <p>Related CP outcome: Improved governance and enhanced sectoral and inter-sectoral response to social injustice, instability and insecurity;</p>	<p>4. Activity Result: Decision by MDAs on the location of PSCs within local governance structures</p> <ul style="list-style-type: none"> - Convene the stakeholder state MDAs to finalise decisions on the placement of Parish Safety Committees within the local government framework 	<p>X</p>	<p>X</p>		<p>DGTF</p>	<p>Training, Workshops, Conferences</p>	<p>1,500</p>
<p>5. Activity Result: Formulation and agreement on detailed TOR for PSCs</p> <ul style="list-style-type: none"> - Consultations held targeted local authorities and PDCs 			<p>X</p>		<p>DGTF</p>	<p>Training, Workshops, Conferences</p> <p>Travel</p>	<p>1,000</p> <p>500</p>
<p>6. Activity Result: Development of Parish Safety Plan template</p> <ul style="list-style-type: none"> - Conduct consultations with targeted local authorities and PDCs 			<p>X</p>		<p>DGTF</p>	<p>Training, Workshops, Conferences</p> <p>Audio Visual & Print Production Costs</p>	<p>3,000</p> <p>500</p>
<p>SUB-TOTAL YEAR 1</p>							
							<p>100,500</p>

Year 2: 2012 & January – March 2013

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	2012				2013	RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q4			Funding Source	Budget Description	Amount
<p>Output 1 Development of local authorities' capacity to promote and secure participatory local governance</p> <p>Baseline: Local governments are not fulfilling their potential pivotal role in community safety, establishing local priorities through engagement of civil society, fostering multi-sectoral partnerships, defining action plans and coordinating the delivery and evaluation of interventions. The coordination capacity of local authorities remains limited, and governance structures are weak. Civil society needs support in raising public awareness about safety and the relevance to local governance.</p>	<p>1. Activity Result: Monitoring and work planning of activities</p> <ul style="list-style-type: none"> - Stakeholders meeting held quarterly - Field site visits conducted - Project evaluation conducted - Project audit conducted - Submission of quarterly reports to Project Board - Preparation and submission of Annual Report - Preparation and submission of Final Review Report 	X	X	X	X		UNDP	Professional Fees	5,000	
		X	X	X	X			Travel	2,000	
		X	X	X	X			Local Consultants (Evaluation)	20,000	
		X	X	X	X			Service Contracts - Individual	82,500	
		X	X	X	X			Communication & Audio Visual Equipment	2,000	
							DGTTF	Supplies	1,000	

<p>Indicators:</p> <ul style="list-style-type: none"> - # of parish councils implementing capacity building plan - # of parishes/municipalities in which public messages about establishment of PSC are disseminated - # of parish councils and PDCs trained in local government administration as well as in monitoring and evaluation of local development initiatives - % of PSCs members enrolled in urban violence on-line course - % of PSC members enrolled in Safety Audit training at UTECH 	<p>2. Activity Result: Implementation of Capacity Development Plan</p> <ul style="list-style-type: none"> - Training of Local authorities and civil society organizations in local government administration as well as in monitoring and evaluation of local development initiatives - Training of Parish Safety Committee members in urban violence - Training of Parish Safety Committee Coordinators in Safety Audits 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>DGTTF</p>	<p>Training, Workshops, Conferences</p> <p>Local Consultants</p>	<p>8,000</p> <p>6,000</p>
<p>Targets:</p> <ul style="list-style-type: none"> - Support delivered to build capacity of parish councils and civil society to consult and collaborate in all selected local authorities - Public messages about establishment of PSCs disseminated in all targeted local authorities - 75% of local authorities and 	<p>3. Activity Result: Public communication programme on establishment of PSCs prepared and implemented by PDCs</p> <ul style="list-style-type: none"> - Consultations 				<p>DGTTF</p>	<p>Local Consultants</p> <p>Training, Workshops, Conferences</p> <p>Audio Visual & Print Production Costs</p>	<p>3,000</p> <p>1,500</p> <p>1,500</p>