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Country/Region/Global: Jamaica
Initiation Plan

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Project Title: Amplifying Youth Voice & Action to address Citizen Security & Safety

Expected UNDAF/CP Outcome(s): Outcome   2: Capacities of public-policy and rule-of-law institutions and civil society organizations strengthened

Expected CPD Output(s):   Output 2.1 Technical capacities of human rights institutions and civil society organizations strengthened

Initiation Plan Start/End Dates: September 2020 – September 2021

Implementing Partner: UNDP

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Brief Description

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The PIP will seek to test and support mechanisms to enable youth participation in decision-making related to their own safety and security as well as generate and lead their own innovative solutions in addressing the challenge of citizen insecurity. The interventions proposed in the PIP form part of the Jamaica Multi-Country Office's wider portfolio on Social Integration & Governance which includes components of citizen security and safety. The results of the PIP will be upscaled into a larger project with components focused on youth-centric interventions to address crime and violence.

Programme Period: 22 September 2020 – 21 September 2021	Total resources required 320,000.00
	Total allocated resources: 320,000.00
Atlas Project Number: 00129374	• Regular 320,000.00
	• Other:
Atlas Output ID: 00123081, 00123082	o Donor _____
	o Donor _____
Gender Marker: 2	o Government _____
	Unfunded budget: _____
	In-kind Contributions _____

Agreed by UNDP: _~signature~_

Denise Antonio

23-Sep-2020

I.   PURPOSE AND EXPECTED OUTPUT:

Development Challenge

"Jamaica, the place of choice to live, work, raise families, and do business" is the national vision of Vision 2030 Jamaica: National Development Plan (Vision 2030 Jamaica). Achieving this vision is premised on four goals aimed at unleashing the potential of Jamaicans; a society that is secure, cohesive and just; an economically prosperous country with a healthy natural environment. While all the goals are important, achieving Vision 2030 Jamaica and the Sustainable Development Goals (SDGs) hinges on a society that is secure, cohesive and just. This means that all Jamaican citizens must feel safe and secure to catalyse and sustain economic growth and social well-being.

Notwithstanding efforts by the Government of Jamaica (GOJ) to address crime and violence, Jamaica still grapples with citizen insecurity and safety, evidenced by the number of states of emergencies implemented since 2018 and the high annual homicide rates. For example, in 2019 over 1,300 persons were murdered. Jamaica is listed in the top ten countries in the world with the highest murder rates according to the UN Office on Drugs and Crime (UNODC) Global Study on Homicide 2019. The relatively high rates of crime and violence in the society are not only creating fear and insecurity in the population but is having a significant impact on the country's economic development. The World Bank in 2017 estimated that the economic cost of crime in Jamaica is approximately 5% of the country's Gross Domestic Product (GDP). This equates to approximately J$68 billion (~ US$475.3 million) per year. Citizen Security and Safety is a development issue and the high rates of crime in Jamaica have both direct effects on human welfare in the short-term and longer-term effects on economic growth and social development.

Youth continue to be one of the largest demographics impacted by crime and violence, both as victims and perpetrators. The manifestation of crime and violence is not homogenous across Jamaica's youth population and impacts segments of youth across gender, income, class and location, differently. Data shows that youth, particularly males, between the ages of 16-24 are disproportionally impacted by violent crimes. Male youth are arrested, jailed, and murdered at twice the rate of the general population. As it relates to women and girls, they are cited as the main victims of sexual violence. There are a plethora of interconnected determinants of crime and violence among the youth population spanning inter alia social, economic, political and cultural factors. Income inequality is one such push factor with the youth unemployment rate reported at 19% as compared to the national rate of 7.3% in January 2020[1]. When disaggregated by gender, female youth have consistently reflected higher rates of unemployment with a rate of 20.9% as compared 17.5% among young men (January 2020). Other sociocultural and psychological factors have also been documented as contributing to and enabling the prevalence of crime and violence among youth including, weakened family structures; problematic gender and social norms; limited social cohesion and inclusion within society; exposure to violence and the negative view of community and surrounding environs. Collectively, these factors among others have contributed to the current situation of citizen insecurity and safety in Jamaica.

There have been significant efforts made by the Government and non-governmental actors to address Citizen Security and Safety including social programmes and targeted policing efforts within high risk communities. Social programmes targeting youth as programme/project beneficiaries have seen some successes in addressing Citizen Security particularly those interventions related to education, livelihood, mentorship and violence interruption. Despite the results of these targeted crime reduction programmes, the issue remains pervasive in Jamaica. Research has indicated that while youth are disproportionately affected by crime and violence, interventions designed to address

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[1] Statistical Institute of Jamaica

the issues are rarely youth-led. Youth are in some instances engaged in programme design and seen as programme beneficiaries/target audience and not necessarily as change agents developing and leading interventions. Further, there is an opportunity for youth-led initiatives to be viewed not as stand-alone but as part of the larger programmatic and policy framework within which citizen safety and security are addressed.

Nationally, there are established mechanisms through which youth are routinely engaged in the policy and decision-making process, including several youth advisory councils; youth parliament and similar bodies across the island. In fact, Jamaica's National Youth Policy, under the vision *"Jamaican youth realising their full potential, through access to opportunities, to develop, participate and contribute as responsible citizens, to a peaceful, prosperous and caring society",* represents the Government's commitment to engage and develop young people. While, this vision remains a priority for the Government, the extent to which youth are participating and their voices reflected in an empowered and explicit manner in decision-making processes requires further examination and strengthening. Similarly, at the local level there are perceived and actual barriers for the meaningful engagement of Youth in decision-making with regards to Citizen Security & Safety. The existing governance mechanisms at the local level include community and municipal committees to advise and lead on matters related to community development. Youth representation is expected on these committees, however in many cases youth voices may be diminished and/or excluded from decision making.

Interventions to address Citizen Security and Safety must therefore at its core ensure meaningful engagement of youth in identifying the problems and designing solutions to the decades long issue of insecurity. Young people are an untapped force for positive change and are leaders in providing and implementing solutions to citizen insecurity. An enabling environment is required which fosters youth engagement and leadership while creating platforms for inter-generational exchange and collaboration. There are therefore opportunities to not only build youth capacity to advocate and lead change but to also identify and address systemic and institutional barriers at the national and local level to enable their contribution to policy and decision-making processes.

Strategy & Theory of Change

Youth are disproportionately impacted by crime and violence. The negative effects of this impact are exacerbated by low levels of employment and limited access to education and skills training among youth. Additionally, there is evidence of limited youth participation in policy making and governance processes and low investment in youth-led projects and programmes that address issues of crime and violence. In a bid to adequately tackle these challenges, the "*Amplifying Youth Voice & Action to address Citizen Security & Safety*" Project Initiation Plan will contribute to the empowerment of at-risk youth to actively participate in Jamaica's Citizen Security governance and policy making mechanisms. The PIP will further enable youth to design and implement demand-driven interventions in their communities that will improve citizen security and safety.

The project's theory of change is based on the fundamental logic that change is non-linear, time-bound, iterative and dynamic. Given this, the two primary change pathways identified are dependent on a combination of related and sometimes overlapping activities that act as the levers of change. The first pathway aims to strengthen the mechanisms which ensure youth participation in decision and policymaking through the development of an incubator for youth-led organisations. This incubator's success is hinged on partnerships and targeted capacity strengthening delivered through a coalition of diverse stakeholders from the Government, International Development community, Civil Society, Academia and the Private Sector. There has been extensive research conducted on incubators and their efficacy. Incubators are sound economic development tools which generate innovation and support strategic growth. In addition to building the human resource and organisational capacity of the participating youth organisations, the structure of incubators allows for higher levels of knowledge exchange among peer organisations and lends legitimacy to newly formed and emerging groups. The incubator will also seek to engage and connect the relevant Government entities with responsibility for Youth, Citizen Security and Community Developments with Youth Organisations. This connection will be initiated through the incubator and will create an

enabling environment for youth and Government to collaboratively identify gaps and opportunities for youth participation in established Citizen Security governance, policy and decision-making frameworks. The PIP will further support research on the extent to which youth centric and youth-led approaches have been adopted as part of Citizen Security Programmes. The experiences from the incubator coupled with findings from the research will contribute evidence-based decision and policy making related to youth and citizen security.

The second proposed pathway for change addresses the issues related to the limited investment in youth-led initiatives to address Citizen Security. The pathway proposes equipping youth to directly create and implement solutions to address citizen safety and security issues. Youth capacity would have been strengthened through pathway one across a series of trainings and through engagement with Government counterparts working in Citizen Security. By leveraging the same coalition of stakeholders, youth-led organisations will be given access to grants to implement their own ideas. The provision of grants ensures that youth organisations will have the flexibility and required resources to design their own projects and will be able to create customised and demand-driven solutions for their specific contexts. To ensure that the youth-led microprojects are aligned to local priorities, an established Civil Society Organisation will facilitate the on-granting process providing mentorship and monitoring and evaluation support through the incubator. Additionally, expertise from UNDP and other members of the coalition will be leveraged throughout the design, implementation and monitoring of the proposed microprojects.

To further foster inter-generational exchange and capacity strengthening, both pathways will also provide selected members of the Youth-organisations who completed the incubator programme or who have successfully used the on-granting mechanism with internship opportunities. Internships and mentorship have been identified as successful approaches to addressing youth violence and provide invaluable experience and opportunities for youth to be involved in decision-making processes. To ensure that, stakeholders can provide the necessary mentorship and support the selected interns, their own capacities will be assessed, and trainings developed to fill any existing gaps. Ultimately, these actions will enhance the active participation of youth in decision-making and governance related to citizen safety and security.

Expected Results & Outputs

The "*Amplifying Youth Voice & Action to address Citizen Security & Safety*" PIP will contribute to the empowerment of Youth to actively participate in Jamaica's Citizen Security governance and policy making mechanisms. The PIP will further enable youth to design and implement demand-driven interventions in their communities that will improve citizen security and safety. The two-pronged implementation strategy as outlined in the Theory of Change will be applied underpinned by an empowerment approach and the application of knowledge and skills to provide practical and sustainable solutions to issues related to insecurity. The PIP interventions are aligned to the UNDP Strategic Plan Output 3.2.2: "*National and local systems enabled, and communities empowered to ensure the restoration of justice institutions, redress mechanisms and community security*". The proposed interventions are also directly aligned to the country office's Country Programme Document and will contribute to the attainment of Outcome 2: "*Capacities of public-policy and rule-of-law institutions and civil society organizations strengthened*". The PIP's result will be achieved through two key outputs:

- Output 1: Mechanisms strengthened to enable youth participation in decision making and actions to address Citizen Security & Safety
- Output 2: Youth empowered to implement innovative & sustainable solutions for Citizen Safety & Security

Under Output 1, *"Mechanisms strengthened to enable youth participation in decision making and actions to address Citizen Security & Safety"*, will focus on the establishment of a youth incubator to build the capacity of youth-led organizations to address Citizen Security issues in their respective

communities. Research will also be conducted under Output 1 to contribute to the achievement of the expected programmatic results.

Incubator Approach:

Ten (10) youth-led organisations located in priority communities (to be identified by the Government) will be given the opportunity to enrol in a 12-month incubator programme. The incubator approach is integral to nurturing, enhancing capacity, maximizing opportunities, mitigating risks and unleashing potential of the youth-led organisations. The incubator will comprise a multi-stakeholder/multi-sector group from various disciplines who will participate in the programme as facilitators, trainers, mentors and investors where applicable – the coalition. This coalition will include the UN entities, Private Sector, Government, Civil Society (including Faith-based Organizations) and Academia. These stakeholders will help to design a comprehensive and flexible capacity building curriculum that can be later be tailored to meet the specific needs of each entity. Youth-led organisations will be selected through a competitive call for applicants. The selection criteria and types of interventions to be supported, will be determined by the Project's Youth Technical Working Group (TWG), a key governance mechanism for the PIP. At minimum, the selected participant organisations for the incubator must be:

· Youth- led and situated in priority communities (list of communities to be identified by the Government as most volatile in Jamaica);
· Have demonstrated experience implementing youth related citizen security and safety interventions within priority communities. Youth-led groups are not required to be formally registered as this might be a barrier to their participation in the incubator.
· Have an explicit focus on serving vulnerable groups including but not limited to women or persons with disabilities.

Once this selection process is complete, a capacity assessment will be conducted by the UNDP Jamaica Multi-Country Office to determine the critical organisational development and human resource needs for each entity. Thus, the capacity building trainings within the incubator will be delivered in a modular manner and specifically crafted to respond to the identified gaps within the selected Youth-led organisations. There are various thematic areas which may be considered for the incubator process, however only those responsive to the capacity gaps will be included. Areas under consideration include advocacy; grant writing & resource mobilisation; intervention design; gender mainstreaming; communication; conflict resolution; environmental design (to prevent crime and violence); monitoring and evaluation and other key areas. Additionally, affiliates of these youth organisations will be exposed to a range of Citizen Security & Safety internship opportunities identified and executed within the UNDP, UN and private sector entities. The nature of the internships will be determined by the coalition overseeing the incubator and the development need of the prospective interns. The internship will be offered through a competitive process open to youth who have completed the incubator. Another key output of this incubator process is to strengthen policy linkages between the youth at national and local level governance and decision-making bodies, thereby amplifying youth voice and participation. Through the incubator youth-led organisations will be connected to decision and policy making mechanisms at the National and local level. Establishing, fostering and strengthening these strategic partnerships will be a primary focus of the incubator and by extension the PIP as evidence shows that these partnerships are critical for lasting and transformational change.

Research:

Output 1 will also seek to undertake a landscape analysis of select governmental and non-governmental organisations and the extent to which their engagement with youth has resulted in the formulation and implementation of youth-centric approaches to Citizen Security. The sampling methodology and scale of the research will be determined by the Youth Technical Working Group and Government counterparts with priority placed in parishes with higher incidents of Citizen Insecurity. Consultants, facilitators, youth organisations and specialists will be engaged to support the capacity strengthening and research components of the PIP.

Output 2, "Youth empowered to implement innovative & sustainable solutions for Citizen Security & Safety", will aim to provide the ten youth-led organisations whose capacities would have been strengthened in Output 1, with small grants to implement demand driven microprojects to address

citizen security in the priority communities. The output will also include efforts to capture lessons learnt and monitor the results of the project.

Youth-led Microprojects:

Each youth-led organisation who would have completed the capacity building phase of the incubator will be awarded grants valued at $10,000.00 USD to implement and monitor their microprojects. The grants will be channelled through a local established NGO, with a mandate for Citizen Security in Jamaica through an on-granting mechanism. The NGO, over a six-month period, will provide mentorship, technical oversight and monitoring support towards the successful implementation of the youth-led microprojects. While effort will be made to have a mix of urban and rural communities, the microprojects will be situated within the Government's list of priority communities impacted by crime and violence. Ideally, the youth-led organisation and the NGO responsible for the on-granting process will have an established presence and relationship in the selected community to reduce potential implementation barriers.

The micro-projects to be supported will span a wide range of socio-economic interventions designed to address citizen security and safety among at risk youth. They will seek to respond to the specific community context giving due consideration for existing socioeconomic and cultural factors which may limit or enable the attainment of results. A key strategy to be employed is the engagement of community gate keepers and decision-makers to endorse and enable the implementation of the microprojects. Consultations with Government and Non-government actors within the selected communities will conducted to reduce the likelihood of duplication with efforts already underway. Based on the varied nature of the social and economic solutions which could be implemented in communities, there will be no prescribed list of project ideas. However, programmes with evidence of success and scalability will be strongly considered and may include but not limited to *alternative livelihood programmes*; *governance; accountability; social entrepreneurship; skills training programmes; environmental design; psychosocial support; sports for development; communication and advocacy initiatives*. These interventions were highlighted as successes in communities where they were implemented by the youth focused groups and Government partners. In addition to the role of the NGO, other members of the incubator with relevant expertise will provide support to the implementation of youth-led microprojects. The incubator system will further facilitate support for youth to develop sustainability strategies to maintain the project's results, including but not limited to co-financing and investment by members of the coalition. The CO is engaged in ongoing discussion with the private sector to promote public-private partnerships (PPPs) for the empowerment of at-risk youth.

Knowledge Management & Monitoring:

A key component of Output 2 and by extension the PIP, is the development and dissemination of best practices and lessons learnt related to Youth & Citizen Security & Safety. In addition to advancing the microprojects, output two seeks to develop and implement a Knowledge Management Strategy (KM) in collaboration with youth-led organisations and members of the Project's technical team. This KM strategy will ensure that the lessons learned through this initiative are shared and widely adopted. This is a key component to upscaling the successes of the PIP into a larger programme within the MCO's citizen security portfolio. Currently the MCO portfolio focuses on social cohesion and governance at the national and local level. This PIP provides an opportunity to employ a more youth focused approach to Citizen Security.

The KM activities will feature the use of innovative tools to capture results including Most Significant Change stories, Photovoice and blogs. An end of PIP incubator conference will also be financed as part of the KM approach, to ensure increased visibility and recognition of the achievements. The lessons learned document will also be produced with clear recommendations for upscaling results. In addition, the UNDP MCO will share results (knowledge, lessons learnt and best practices) with other countries in the Caribbean complemented by lessons and best practices from other territories. It should be noted that the KM strategy proposed will encompass the PIP and its constituent components. The youth-led microprojects will be expected to include the costs for monitoring and KM in their grant allocation.

As described in the Theory of Change, both outputs 1 and 2 will strengthen the at-risk youth's participation in decision and policy making processes. Through the incubator and the expected strengthened linkages between Youth and Government, the PIP's results will be used to inform and contribute to the improvement of relevant policies such as the National Youth Policy and the National Crime Prevention and Community Safety Strategy. The GOJ has also implemented a number of Zones of Special Operations (ZOSOs) in volatile communities to provide social interventions as a crime reduction/prevention strategy. The results of the PIP, for e.g. "the solutions implemented by youth through the microprojects and their engagement in governance mechanisms" could be used to inform the types of social interventions that can work for young people.

Gender Equality Mainstreaming & Human Rights Based Approach (HRBA)

The outputs and activities in the PIP are formulated based on consultations with and actual recommendations from a diversity of stakeholders including youth groups, government entities and NGOs (see Annex 1 for Stakeholder Consultation). The project has been designed to integrate gender equality mainstreaming and the human rights-based approach (HRBA) in the respective outputs. To enhance gender mainstreaming, the project will be implemented in a manner which ensures the meaningful of women and girls. The project's activities and results framework has been strengthened to ensure there are gender-responsive outputs and indicators to measure the anticipated project results. Additionally, the project is designed to enable participation and inclusion of all stakeholders, marginalized individuals and groups at the design, implementation and monitoring phases of the project. The meaningful engagement of the diverse segments of the youth population and the creation of an enabling environment for decision-making through the incubator model, builds on the HRBA principle of inclusion.

Partnerships & Resources

The success of the PIP will require a strong partnership across multiple stakeholders including the UN System, Youth organisations/movements/networks, Government, Private Sector, Academia, Civil Society (See Annex 3 Stakeholder Engagement Table). As elaborated in the TOC and results sections, the incubator will establish a coalition of partners to support the capacity strengthen process for the Youth organisations. A memorandum of understanding or similar agreement will be drafted and signed for the duration of the incubator. Partnership with CSOs leading Citizen Security initiatives will also be critical as well as engagement of the Private Sector Organisation of Jamaica to leverage additional technical and financial resources to sustain results beyond the PIP. Other UN agencies will also be engaged to support the incubator model either through provision of technical advisory services; capacity building sessions and/or co-investment. Partnerships are envisioned with the UNFPA, UN-Women, UNESCO and UNICEF based on the nature of the incubator and the target audience's needs and focus. The initial investment from the UNDP funding window of US$320,000.00 will be crucial to the testing the PIPs theory of change and the anticipated results to be achieved. Additionally, the in-kind contribution by experts and agencies within the coalition will support the successful roll-out of the PIP and the eventual development and implementation of a larger citizen security programme.

South- South & Triangular Cooperation (SSC/TrC)

The implementation of the PIP will leverage where possible opportunities for South-South and Triangular Cooperation between Jamaica and counties with similar development contexts. Interventions supported by the UN particularly in the Latin America and Caribbean Context, focused on youth engagement in decision making processes will be examined to determine the extent to which there are opportunities for learning and exchange.

Scaling of Results

The Project Initiation Plan will enable the testing of innovative approaches for youth participation and leadership in decision-making and in designing innovative solutions to address citizen insecurity. The interventions proposed in the PIP form part of the MCO's wider portfolio on Social Integration & Governance which includes components of citizen security and safety. Through

concrete and evidence-based results of this PIP, this initiative will be upscaled into a larger programme focused on youth-centric interventions to address crime and violence. The PIP is designed to be implemented in manner which assess the efficacy of the interventions providing room for flexibility, design thinking and adaptive management. The outputs and activities of the PIP will focus mainly on at-risk youth within the 16-29 age group as recommended by stakeholders, and will complement other UNDP MCO projects developed to strengthen community leadership and provide employment opportunities for youth through social enterprises, as well as interventions through the joint-UN Spotlight Initiative to reduce and prevent violence against women and girls.

This PIP will also strengthen the ongoing development of the UNDP-led project on reducing the proliferation of illicit firearms in Jamaica in collaboration with the Government, United Nations Office for Disarmament Affairs (UNODA), United Nations Regional Centre for Peace Disarmament and Development in Latin America and the Caribbean (UNILIREC) and the Resident Coordinator's Office. Additionally, the project will serve as a bridge to galvanize multi-partnerships towards establishing a strong and catalytic multi-sectoral/multi-stakeholder coalition that will contribute to the empowerment of at-risk youth who will actively contribute to transforming their communities through advocacy, innovative action and targeted interventions.

II.   MANAGEMENT ARRANGEMENTS

The Initiation Plan will be implemented following UNDP's Direct Implementation Modality (DIM), with close collaborating with key Government and Civil Society Partners to secure partnerships at the national, local and community levels. UNDP MCO, as implementing partner, is responsible and accountable for managing the PIP and undertaking Quality Assurance as required. As part of the PIP's focus on empowering youth to lead, a Youth UN Volunteer will be recruited to lead the day-to-day management and decision-making for the PIP work under the direct supervision of the Programme Specialist with oversight from the UNDP Resident Representative.

As aforementioned, the PIP contributes to the MCO's Citizens Security and Safety component of the Social Integration and Governance portfolio. At the highest level, the PIP will be governed by the Programme Steering Committee (PSC) which is being established to oversee the MCO's Social Integration portfolio. The PSC will responsible for making by consensus, management decisions for the programme, review and appraise the portfolio work plans, any related revisions, and monitor the progress of the portfolio's programmes through review of progress reports and conduct annual reviews. The PSC is expected to meet twice per year to review the Social Integration Portfolio.

A Youth Technical Working Group will be established to support more frequent technical and decision-making oversight for the PIP. This body will serve as the primary decision-making mechanism for the PIP and will be convened to lead quarterly and mid-term reviews. The TWG will comprise youth representatives from beneficiary and targeted groups; youth partners; CSOs and Government Ministries Departments and Agencies (MDAs) responsibility for youth and security related matters, along with select members of the incubator coalition. The group will monitor the implementation of the PIP while collaborating with the Youth UNV to formulate strategic synergies with other youth led programmes nationally.

III.   MONITORING

In accordance with UNDP's Programme and Operations Policies and Procedures, the Initiation Plan will be monitored following the corporate standards and requirements. An M&E framework will be developed to continuously monitor progress towards the achievement of PIP results.

The M&E framework will include the establishment of indicators for each PIP results, including the identification of baselines, milestones and targets. Local authorities (NGOs etc) and the coalition will support the monitoring of project results and collection of relevant M&E data. Each entity will submit monitoring reports detailing progress made over the reporting period to the UNDP. The UNDP MCO

will provide quality assurance functions and monitor the achievement of PIP results through the verification of achieved milestones and targets. Additionally, semi-annual, annual reports and an initiation phase report will be used to track progress against the results indicators in the results framework. This will also include the monitoring and management of risks which may threaten achievement of PIP results through a risk log. Knowledge management represents a key activity under the PIP, and as such, lessons learnt will be documented and integrated where applicable.

RESULTS FRAMEWORK

UNDAF outcome involving UNDP 2: Capacities of public-policy and rule-of-law institutions and civil society organizations strengthened									
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Capacities of public-policy and rule-of-law institutions and civil society organizations strengthened									
Applicable Output(s) from the UNDP Strategic Plan: Output 2.1 Technical capacities of human rights institutions and civil society organizations strengthened									

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	Output indicators	TIMEFRAME						DATA SOURCE	DATA COLLECTION METHODS AND RISKS
		Baseline	Q1	Q2	Q3	Q4	End of PIP Target		
Output 1: Mechanisms strengthened to enable youth participation in decision making and actions to address Citizen Security & Safety	1.1 Gender-balanced composition of coalition between 30% male female 70%[2]	0	30%male 70% female	30%male 70% female	30%male 70% female	30%male 70% female	30%male 70 female	Terms of Reference, Meeting notes/minutes	Data collection methods: Stakeholder consultation Risk: lack of participation by stakeholders, incomplete meeting minutes;
	1.2 Number of solutions (microproject proposals) developed to strengthen the capacity of youth led organizations to address citizen security and safety	0	10	10	10	10	10	Training Report, registers	Data collection methods: desk reviews Risks: Incomplete registers

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[2] Traditionally there are more women involved in TWG and similar governance mechanisms for projects. 50:50 ratio is not realistic hence the proposed composition.

Output	Indicator							Means of Verification	Assumptions and Risks
	1.3 Percentage increase in youth participant's knowledge of the incubator subject areas	0	60%	60%	60%	60%	60%	Pre-Post Tests Examination papers, training reports	Data collection methods:
	1.4 Number of internship solutions targeting vulnerable populations implemented	0	0	2	3	3	3	Project Annual Report, Progress Report, Site Visit	Data collection methods: desk review and stakeholder consultations Risk: incomplete project reports, lack of participation by stakeholders
	1.5 Percentage of youth organizations reporting increased capacity to address citizen security and safety	0%	75%	75%	75%	75%	75%	Survey Report	Data collection methods: Survey Risks: lack of participation
	1.6 Number of youth-led organisations reporting an increased involvement in governance and decision-making processes related to Citizen Security & Safety	TBC	0	0	3	7	7	Survey Report	Data collection methods: Survey Risks: lack of participation
Output 2: Youth empowered to implement innovative & sustainable solutions for Citizen Safety & Security	2.1 Number of Citizen Security related solutions/microprojects completed which integrate the SDGs, and mainstream human rights and gender	0	0	0	0	7	7	Project Annual Report, Progress Report, Site Visit	Data collection methods: Stakeholder consultation Risk: lack of participation by stakeholders, incomplete project report

| | 2.2 Number of citizen security and safety lessons learnt/knowledge products developed [3] | 0 | 0 | 0 | 3 | 3 | 3 | Lessons Learnt Report

Case Studies

Photovoice

Project Report | Data collection methods: desk review, stakeholder consultation

Risks: Availability of relevant documentation |

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[3] <mark>Results framework may be modified to include additional indicators measuring results of the Youth-led microprojects</mark>

IV. WORK PLAN

Period[4]: October 2020 – September 2021

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME						RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4	Q5	Q6		Funding Source	Budget Description	Amount	Budget Note
Output 1: Mechanisms strengthened to enable youth participation in decision making and actions to address Citizen Security & Safety	1.1. Establish coalition of diverse partners (Private Sector, Government, CSO, Academia, UN and other IDPs) to support youth development incubator	X						UNDP	UNDP	75700	500.00	1
	1.2. Identify ten youth led organizations to benefit from capacity strengthening through an incubator approach	X						UNDP	UNDP	72500	500.00	2
	1.3. Conduct capacity assessment for each youth-led entity to determine human resource and organisational development gaps. (UNDP Cap. Assessment tools to be utilized by CO Staff)	X						UNDP	UNDP	N/A	N/A	N/A
	1.4 Implement 12-month incubator to strengthen capacity of selected youth organizations (Costs disaggregated to include the engagement of facilitators, development/adaptation of curricula and workshop related expenses)	X	X	X	X			UNDP	UNDP	75700	10,000.00	3
										71600	2,500.00	4
										74200	5,000.00	5
										71300	37,500.00	6
	1.5 Three Internship opportunities identified and executed with the UNDP, UN and Private Sector involved in incubator system (focused on SDG 16)			X	X			UNDP	UNDP	71300	10,000.00	7
	1.6 Conduct research to assess the extent to which Government & Non-governmental entities have adopted youth-centric approaches in implementing Citizen Security Initiatives	X	X	X				UNDP	UNDP	71300	29,000.00	8
	1.6. Salary cost for Local Youth UNV	X	X	X	X			UNDP	UNDP	71500	20,000.00	9
Output 1: Subtotal											**115,000.00**	

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[4] Maximum 12 months

Output 2: Youth empowered to implement innovative & sustainable solutions for Citizen Safety & Security	Activity								Resp.	Fund	Code	Amount	Note
	2.1. Establish on-granting mechanism to support ten Youth-led organizations to implement and monitor demand-driven micro-projects in selected communities [5]		X	X	X				UNDP	UNDP	72600	130,000.00	10
	2.2. Mobilise coalition support including co-financing for Youth-led microproject			X	X	X			UNDP	UNDP	N/A	N/A	N/A
	2.3. Develop and implement Knowledge Management Strategy (e.g. Lesson Learnt, Case Studies, Most Significant Change Stories, Photovoice, etc.)	X	X		X	X			UNDP	UNDP	75700	30,000.00	11
									UNDP	UNDP	71600	2,500.00	12
									UNDP	UNDP	71300	27,500.00	13
									UNDP	UNDP	74200	5,000.00	14
	DPC	X	X	X	X				UNDP	UNDP	75100	10,000.00	15
Output 2 Subtotal												**205,000.00**	
TOTAL												**320,000.00**	

Budget Notes

Budget Note	Budget Code	Description
1	75700	Training and workshop related costs to establishing incubator coalition
2	74200	Costs related to promoting/advertising competitive call for incubator programme (Print adverts)
3	75700	Training and workshop costs related to capacity building under the incubator programme
4	71600	Travel costs related to participation in incubator programme
5	74200	Printing and A/V costs related to producing incubator learning material
6	71300	Facilitator fees for developing/adapting curricula and leading sessions in incubator programme
7	71300	Stipends for Five Youth Intern placements
8	71300	Local consultant to lead the assessment of youth involvement in Citizen Security Initiatives.
9	71500	Cost related to recruitment of Youth UNV for 12 months
10	72600	Grants to support Youth 10 youth led microprojects. Ten grants valued at $10,000.00 USD each totalling $100,000.00. $30,000.00 USD allocated to NGO for administrative costs to facilitate on-granting and undertake monitoring processes.
11	75700	Costs related to convening end of incubator Youth conference
12	71600	Travel costs related to undertaking KM activities
13	71300	Cost related to engagement of Social Media Content Manager at USD1,000 per month for 12 months totalling USD12,000;

[5]

		Cost related to engaging consultant to develop knowledge products including lessons learnt document, case studies etc USD10,000; Cost related to engaging a graphic artist to illustrate knowledge products and capacity building curriculum at USD5,500.
14	74200	A/V costs related to final conference
15	75100	UNDP Cost Recovery

Annex 1 – Stakeholder Consultation

List of Stakeholders Consulted

Date	Organization Type	Entities Represented
8 July	Non-Governmental Organisation	• Peace Management Initiative
15 July, 2020	Youth (ages 16-19)	• Mix of High School Students and Unattached Youth
15 July, 2020	Youth Advocates (ages 18-29)	• Youth Inspiring Positive Change • "Yutes for Change" • Ashora Management and Consulting • Ministry of National Security • Former Youth Parliamentarians
15 July, 2020	Non-Governmental Organisation	• Rise Life Management
16 July, 2020	Government	• Social Development Corporation • Jamaica Social Investment Fund

Annex 2– Theory of Change

Please see PDF Attachment.

Annex 3. Stakeholder Engagement[6]

Stakeholder Name	Stakeholder Category	Stakeholder Analysis (Degree of Influence)	Role in PIP Engagement (Importance for PIP Success)	Engagement Strategy
Ministry of Education, Youth and Information (MOEYI)	Government	4	5	MOEYI should be included in the Programme Steering Committee and kept informed and consulted on the IPs progress quarterly and annual appraisal
Youth-led organizations	Non-Governmental Organisation	4	5	Youth-led organizations engaged and included in all activities of the IP. Provide support, advice and guidance for implementation
Ministry of National Security (MNS)	Government	4	5	MNS should be included in the Programme Steering Committee and kept informed and consulted on the IPs progress quarterly and annual appraisal
Planning Institute of Jamaica (PIOJ)	Government	4	5	PIOJ should be included in the Programme Steering Committee and kept informed and consulted on the IPs progress quarterly and annual appraisal
Rise Life & Peace Management Initiative	Non-Government Organisation	5	5	Rise Life and Peace Management Initiative will be a part of the PSC and a technical working group that engages Youth
Private Sector Organisation of Jamaica	Private Sector	3	4	PSOJ should be included in the PSC and kept abreast on the PIP's progress quarterly
UWI, UTECH, NCU	Academia	3	3	These institutions will be consulted regarding specific program activities; participation in TWG also paramount; included in annual project appraisal and review of progress reports
UNICEF and other UN entities	International Organization	2	3	These institutions will be consulted regarding specific program activities; participation in TWG also paramount; included in

				annual project appraisal and review of progress reports

[4] **Importance for PIP Success:** 1= Little/No Importance, 2= Some importance, 3= Moderate Importance, 4= Very Important, 5= Critical player. **Degree of Influence:** 1= little influence, 2= Some influence, 3= Moderate influence, 4= Significant influence, 5 = Very influential.