**GOVERNANCE STRUCTURE:**

**CITIZEN SECURITY AND JUSTICE PROGRAMME III**

**Technical Working Group on Citizen Security**

**UNITE FOR CHANGE FRAMEWORK**

Chair: CTD MNS

GoJ Members: MOJ, MOE, MOYC (CDA, NYCD), MOH, MLSS (PATH), MLGCD (SDC) JCF, DCS, PIOJ, JSIF

(Operational Level)

Other Members: International Development Partners (incl. IDB, DFID, DFATD), Citizen Security programmes (e.g. CSJP, ICBS, COMET), Civil Society & Community Reps,

Secretariat: MNS

Function: Coordination and exchange of information about crime prevention programmes and related

Frequency: TBD.

**KEY**

Direct Reporting Working Relationship

**Service Delivery MDAs & NGOs & Civil Society Organizations**

**Management of Partnerships**

**Technical Advisory Team**

Members: Team Lead + Specialists

Function: Provide ongoing advice & guidance

**Programme Executing Unit**

***\*Implementation of all components, under oversight of MNS, in consultation with MoJ \****

Overall Programme Implementation, Administration, Monitoring, and Reporting

**CSJP Steering Committee**

Chair: PS MNS; Deputy Chair is PS MoJ

Members:

MNS (incl. JCF, DCS), MOJ, IDB, DFID, DFATD, MOF, MOE (incl. HEART), MOH, MLSS, MLGCD (incl. SDC), MOYC (CDA, NYCD), PIOJ, JSIF, 1 representative of NGOs; 1 representative of communities

Secretariat: PEU

Function: Operational and policy oversight of CSJP, provide guidance and decisions to address challenges and obstacles in implementation, provide channels for resolving disagreements, review of workplans and progress reports, facilitation of communication.

Frequency: Quarterly

**Permanent Secretary MNS**

**Steering Committee**

**UNITE FOR CHANGE FRAMEWORK**

Chair: PS MNS

GoJ Members: MOJ, MOF, MOE, MOYC (CDA, NYCD), MOH, MLSS (PATH), MLGCD (SDC), JSIF, PIOJ, JCF (Permanent Secs. and Chief Executive of Departments & Agencies represented)

Secretariat: MNS

Function: Provide strategic coordination and policy direction guidance. Review recommendations of the TWG, make strategic decisions (including on coordination of budgets and Corporate Plans). Refer higher-level decisions to the POC.

Frequency: Meets quarterly

**Minister**

**National Security**

**Public Order Committee of Cabinet**

Chair: Minister of National Security (MNS)

Members: MNS; MoJ; MoH; Min of Water, Land, Environment; Min Local Government; Min Youth; OPM

In Attendance: PS of National Security, Justice, Transport, Health, Education, Finance, JDF, JCF, etc.

**Cabinet of GoJ**

**TERMS OF REFERENCE FOR CSJP III GOVERNANCE ENTITIES**

*\*These ToRs are meant to give the general idea of the function and membership of the POC, UFC Steering Committee, and UFC Technical Working Group on Citize Security. These groups are outside of CSJP III and may have their own more specific TORs.*

*The TORS for the CSJP III PROGRAMME STEERING COMMITTEE set out here are official. They may be revised by the PSC itself.*

**1. The Public Order Committee of Cabinet**

**KEY**

Direct Reporting Working Relationship

1. The POCC provides the Government of Jamaica with guidance and policy direction on overall crime prevention and community safety matters.
2. The POCC is comprised of the following members:

* The Minister of National Security (Chair)
* The Minister of Water, Land, Environment and Climate Change
* The Minister of Health
* Minister of Education
* The Minister of Local Government and Community Development
* The Minister of Youth and Culture
* The Minister of Justice
* The Minister without Portfolio in the Ministry of Transport, Works and Housing
* The Minister without Portfolio in the Office of the Prime Minister

In Attendance:

* Attorney General
* Minister of State in the Office of the Prime Minister
* Minister of State in the Ministry of Transport, Works, and Housing
* Minister of State in the Ministry of Local Government and Community Development
* Permanent Secretary, Ministry of National Security
* Permanent Secretary, Ministry of Justice
* Permanent Secretary, Ministry of Transport, Works and Housing
* Permanent Secretary, Ministry of Health
* Permanent Secretary, Ministry of Education
* Deputy Financial Secretary, Ministry of Finance and Planning
* Chief of Staff, Jamaica Defence Force or representative
* Commissioner of Police or representative
* Chief Technical Director, Cabinet Support and Policy Division, Cabinet Office
* Principal Director, Policy Analysis and Review Unit, Cabinet Support and Policy Division, Cabinet Office
* Head of Police Traffic Division
* Executive Director, National Road Safety Council
* Chairman, Island Traffic Authority
* Director of Road Safety Unit, Ministry of Transport, Works and Housing

1. The Public Order Committee is established to:

i) Provide direction, coordination, integration and monitoring of policies in the areas of security, law enforcement and public order, in keeping with the National Security Policy;

ii) Influence the reinforcement of positive values and attitudes and civility in personal interactions as a basis for non-violent conflict resolution;

iii) Promote strategies, including a combination of public education and rigorous enforcement to restore order in public spaces;

iv) Approve a sustainable national programme and action plan for the promotion of road safety, in keeping with the Road Safety Policy.

**2. Steering Committee -- UNITE FOR CHANGE**

1. PURPOSE: (i) Ensure effective implementation of the National Strategy on Crime Prevention and Community Safety. (ii) Make strategic and budget decisions regarding crime prevention policies and programs.
2. SPECIFIC TASKS: Make strategic decisions stemming from issues raised in the Technical Working Group and/or any other political, social, economic or other factor affecting overall policy direction on crime prevention; Review and approve reports from the Technical Working Group (Unite for Change); Review options for national budget allocations related to crime prevention and make budget allocation recommendations where appropriate.
3. FORMALLY REPORTS TO: Public Order Committee of Cabinet.
4. HAS OVERSIGHT OVER: Technical Working Group on Citizen Security.
5. STRUCTURE:
   1. Level of Representation: Permanent Secretary / Chief Executive
   2. Chair: Permanent Secretary of the Ministry of National Security
   3. Members are only Government of Jamaica Ministries, Departments, and Agencies:
      1. Ministry of Justice
      2. Ministry of Finance
      3. Ministry of Education
      4. Ministry of Youth and Culture (includes Child Development Agency; National Youth CD)
      5. Ministry of Health
      6. Ministry of Labour and Social Security
      7. Ministry of Local Government and Community Development (includes the Social Development Commission)
      8. Planning Institute of Jamaica
      9. Jamaica Constabulary Force
      10. Jamaica Social Investment Fund
6. FREQUENCY OF MEETING: Quarterly. Produces reports after each meeting, which are shared with the members and with the TWGSC.

**3. Technical Working Group on Citizen Security (TWGSC)**

1. PURPOSE: (i) Provide coordination and exchange of information among all crime prevention and citizen security initiatives underway in Jamaica. (ii) Provide strategic direction and make resource allocation recommendations related to crime prevention efforts.
2. SPECIFIC TASKS: Implement and report on decisions taken by the Steering Committee; review key results and plans of major crime prevention programs; make recommendations for improved coordination of strategy, operations, and public communications; leverage available national and international resources (avoid duplication); discuss implications of major political, social, economic, or other changes on crime prevention efforts.
3. FORMALLY REPORTS TO: The Steering Committee for Unite for Change.
4. HAS OVERSIGHT OVER: n/a -- coordination relationship with member MDAs and programs.
5. STRUCTURE:
   1. Level of Representation: Chief Technical Director
   2. Chair: CTD of the Ministry of National Security
   3. Members:
      1. Ministry of Justice
      2. Ministry of Finance
      3. Ministry of Education
      4. Ministry of Youth and Culture (includes Child Development Agency; National Youth CD)
      5. Ministry of Health
      6. Ministry of Labour and Social Security
      7. Ministry of Local Government and Community Development (includes the Social Development Commission)
      8. Planning Institute of Jamaica
      9. Jamaica Constabulary Force
      10. Department of Corrections Services
      11. Jamaica Social Investment Fund
      12. International Cooperation Partners (e.g. IDB, DFID, DFATD, USAID, World Bank, European Union)
      13. Representative from major crime prevention programs (e.g. CSJP, COMET, ICBS)

f) FREQUENCY OF MEETINGS: TBD. Produces reports after each meeting, which are shared with members and the Steering Committee.

**4. The Programme Steering Committee**

The Programme Steering Committee will handles operations issues, as well as policy and programme strategy, overall implementation, coordination, etc. The PSC may revise the specifics of these TORs at any time, as long as a majority of members agree.

1. PURPOSE:
   1. To review all operational reports, plans, and decisions. To provide input and guidance on operations decisions, including resource distribution, staffing, M&E, etc.
   2. To provide guidance and oversight (policy and operational) to the CSJP III PEU and its overall implementation. To review key workplans, budgets, reports, and other CSJP materials. To ensure coordination and communication of all stakeholders.
2. SPECIFIC TASKS:

* Review updates/changes to policies and programs affectings CSJP III and recommend any required adjustments to CSJP III direction or activities.
* Review PEU staff and role restructuring for CSJP III and any contract decisions.
* Review status of funding disbursements.
* Review Annual Operating Plan, Annual Workplan per component, budgets, staffing plans, and any other major operations documents and decisions. Provide recommendations and suggestions. Ask questions and request clarifications.
* Review all plans, processes, documents, reports, and budgets related to M&E. Provide recommendations and suggestions. Ask questions and request clarifications.
* Facilitate input on CSJP's activities and impacts from a wide range of stakeholders and affected parties. Ensure that valid concerns are addressed appropriately.
* Provide strategic guidance to the development of the Transition Plan.
* Oversee the work and reports of the Technical Advisory Team.
* Facilitate discussions over any issue or conflict arising in the implementation of CSJP III that is referred to the PSC.
* Ensure dissemination of CSJP III results, lessons learned, etc.

1. FORMALLY REPORTS TO: Minister of National Security through the Permanent Secretary of the Ministry of National Security
2. HAS OVERSIGHT OVER: Programme Executing Unit (PEU)
3. STRUCTURE:
   1. Level of Representation: Permanent Secretary (may delegate)
   2. Chair: PS of the Ministry of National Security (Deputy Chair: PS MOJ)
   3. Members:

* + 1. Ministry of National Security (includes JCF, DCS, Jamaica Crime Observatory)
    2. MNS Research & Evaluation Unit
    3. Ministry of Justice
    4. IDB
    5. DFID
    6. DFATD
    7. Ministry of Finance
    8. Ministry of Education (includes HEART NTA and some remedial education)
    9. Ministry of Youth and Culture (includes Child Development Agency; National Youth CD)
    10. Ministry of Health (includes injury surveillance system)
    11. Ministry of Labour and Social Security
    12. Ministry of Local Government and Community Development
    13. Social Development Commission (part of MLGCD)
    14. Planning Institute of Jamaica
    15. Jamaica Social Investment Fund
    16. NGO representative
    17. Community representative

1. FREQUENCY:
   1. At least quarterly. The PEU provides materials and updates ahead of the meeting. This includes a meeting report after each meeting, for all PSC members and the PEU.

**5. Programme Executing Unit (PEU)**

1. PURPOSE: Implementation, daily operation and administrative (including planning, coordination, supervision, financial, HR, procurement, M&E), and monitoring and reporting for CSJP III.
2. SPECIFIC TASKS: See POD and Operations Manual. Some include:

* Management, supervision and monitoring of all Programme implementation and execution activities;
* Monitoring & Evaluation tasks as set out in M&E Plan;
* Procurement of all goods and services in accordance with the Bank’s policies and procedures;
* Disbursement of Programme resources;
* Interface with the Bank, DFID, DFATD and GOJ officials;
* Daily operational and financial administration, including planning and coordination;
* Preparation of financial and implementation reports of the Programme to the Bank and the Executing Agency;
* Establishment and maintenance of internal controls;
* Preparation of the Programme’s financial statements and facilitation of their timely audit;
* Liaison with stakeholders to disseminate and engage wide-based understanding of Programme goals and objectives and to resolve operational issues that may arise;
* Establishment and implementation of a sound financial reporting and accounting system related to activities carried out under the Programme;
* Financial and procurement data to allow effective control by the Programme Manager; and for monitoring the performance of service contracts executed with CJSP III funds;
* Timely preparation and submission of reports**.**

1. FORMALLY REPORTS TO: MNS PS, through the Programme Steering Committee. The PS MNS has decision-making power but all significant information should be shared with the PEU.
2. HAS OVERSIGHT OVER: Sub-contractors delivering services (e.g. some NGOs).
3. STRUCTURE:

* Coordination: Programme Manager
* Component substantive frontline workers (# and roles TBD)
* Monitoring & Evaluation (see M&E Plan)
* Human Resources (# and roles TBD)
* Accounting (# and roles TBD)
* Procurement (# and roles TBD)
* Administration (# and roles TBD)
* Office Maintenance (# and roles TBD)

1. FREQUENCY OF MEETINGS: n/a -- constant

**6. Service Delivery MDSs/NGOs/CBO**

1. The PEU will liaise with Ministries, Departments and Agencies (MDAs), Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs) that are involved in delivering community safety and crime prevention services (beyond those that are already represented in the Steering Committee). These organizations will be regularly consulted in the delivery of key services and will select one representative (rotational) to sit on the PSC.

**7. Technical Advisory Team**

1. The key objective of the Technical Advisory Team (TAT) is to provide technical advice, expertise and mentoring support on an on-going basis to the GOJ/PEU. The TAT will be comprised of technical experts in their chosen fields, able to draw on international best practice and tailor it to the local context in Jamaica. The TAT will report to the Permanent Secretary of MNS.
2. CSJP 3 is a more complex and challenging programme than CSJP 1 and 2. The need for this TAT is based on the recognition that the PEU has been an efficient and competent implementer of CSJP. However, in order to manage the complex transition from direct implementation to government service delivery additional technical assistance is required.
3. The technical assistance is designed to support the GOJ/PEU to deliver the programme effectively, meet stated programme objectives and deliver the target results. Given the gaps in delivering, tracking and reporting results at outcome and impact levels, this will be a key area to focus on. The TAT will provide key technical advice in core areas and complement this with additional expertise that will be available on a demand basis.
4. The TAT also serves to provide **a** feedback mechanism where lessons are learned during the course of the programme and adjustments to the programme are made based on what is and is not working. As the TAT develops an in-depth understanding of the programme and context, it will be able to identify areas that the GOJ/PEU can adjust directly, as well as areas for further technical advice and support (which may require the expertise of other specialists). The issues for further analysis and support will be agreed by the Programme Steering Committee.
5. The main recipient of technical assistance will be the PEU. However, the MNS, as the ministry responsible for oversight of the PEU, may also request technical assistance in areas relevant to the delivery of CSJP3. For example, monitoring and evaluation systems require strengthening in the PEU, and the MNS and MOJ recognise their own capacity constraints. Therefore, in this case it would be sensible to build the capacity of both the PEU and the MNS in this area, as well as MOJ. As other MDAs come on board, they may also require technical assistance. Reasonable requests will be accommodated within the work plan of the TAT where possible. The work plan will be signed off by the Programme Steering Committee.

*Scope*

1. The experts will provide advice that supports the programme to achieve its stated objectives and outcomes. The success of the TAT will depend on the team members’ in-depth understanding of the programme, their ability to apply their expertise and global best practice to the programme, and on-going assessment of the implementation of advice given. The scope of the work is four fold:

* *Strategic* – The TAT will help strengthen the strategic direction of the programme with the explicit use of the “public health approach to violence reduction” to guide programme decisions and choices. This approach marks a shift in emphasis of the programme, away from broad based interventions designed to target as many people as possible to targeted support to the most “at-risk” groups (perpetrators and victims of crime). This approach is flexible and responsive to patterns of crime and violence, and therefore requires a more flexible delivery model for CSJP, which has traditionally worked in a fixed list of 50 communities. While the number of communities will not be increased in CSJP3, the programme allows for certain interventions in non-CSJP communities as a “rapid response” to unexpected flare-ups of violence.
* *Technical* – The TAT will provide technical advice on the issues of citizen security and justice. Whilst the programme is addressing issues of crime and violence within vulnerable communities, the approach is multi-disciplinary with interventions crossing a range of technical issues. Specialised knowledge and expertise currently unavailable in the PEU and GOJ will be provided by the TAT.
* *Operational* – The programme implementation model has been a centralised one where the PEU has been responsible for the implementation of all interventions (in many cases through MOUs and contracts with NGOs and CBOs), staffing and budgetary issues. The plan is to move to a decentralised model with certain functions of the PEU phased out and passed to the most relevant MDAs (which may in turn sub-contract implementation to a specialized NGO or CBO). This will require a clearly defined transition plan, and support provided to the MDAs responsible for programme implementation. The adoption of the public health approach will also require interventions to be provided in a flexible manner, and focused on the individual in the first instance, and therefore may require a shift away from the fixed list of 50 communities. The TAT will provide ongoing advice and mentoring on these complex changes.
* *Learning lessons and real time feedback* – the TAT will track and monitor CSJP data and results to ensure that the programme is on track to meet its objectives. This on-going analysis will provide early warnings for interventions that are not working and also highlight interventions that are working and can be further supported. The GOJ is keen to retain flexibility in the programme, so that it can adapt to evolving needs and situations.

*Tasks*

1. This is an initial list of possible tasks to be undertaken by the team. Further tasks will be agreed in the team’s first visit to country, with regular reviews of their work plan. The TAT would be asked to prioritise the support in the following areas:

* TAT work plan
* Public health approach to violence prevention road map
* Analysis of selection criteria and systems used for particular interventions.
* Analysis of the prioritisation and sequencing of targeted interventions in selected communities.
* Support development of the Transition Plan

1. *Team composition and required skills*

There will be a core team of 3-4 people with the skills specification listed below:

* Team leader – The team leader will have technical expertise and experience of working on the public health approach to crime prevention, preferably in a developing country setting.
* Deputy team leader – This person is an expert on change management in a developing country setting.
* Monitoring and Evaluation expert – a dedicated expert is required due to the importance of M&E.
* Jamaica expert – If one of the above people do not have the requisite expertise on Jamaica, then another member of the team will be required to provide the Jamaican expertise.

The below list reflects identified core expertise that the programme will require. We require experts to demonstrate evidence of experience of working in the Latin America & Caribbean region:

* Gender-Based and/or Intimate Partner and Family Violence expert.
* Community Governance expert.
* Labour market expert.
* Community Justice expert
* Mass Communication expert

Supplementary expertise may be required in other fields that will be specified in the full ToR.