



Empowered lives.
Resilient nations.

PROJECT DOCUMENT
[Regional Project]

Project Title: Strengthening Evidence Based Decision Making for Citizen Security in the Caribbean – CARISECURE

Project Number: 00097340

Implementing Partner: UNDP

Start Date: 25th July 2016 **End Date:** 30 October 2020 **PAC Meeting date:** 25th July 2016

Brief Description

The goal of the Strengthening Evidenced Based Decision Making for Citizen Security in the Caribbean - CARISECURE project is to improved youth crime and violence policy-making and programming in the Southern and Eastern Caribbean through the use of quality, comparable, and reliable national citizen security information.

It is expected that by 2020, target countries will be using evidence-based decision making to develop and approve policies and programmes supported with national budgetary allocations, which effectively target youth crime and violence risk factors, thereby contributing to the reduction of youth involvement in crime and violence.



UNDP’s theory of change is that CARISECURE will improve the decision-making process in Caribbean public institutions by providing quantitative and qualitative tools for analysis and decision-making and supporting their incorporation into national citizen security actions. The Project rationale is based on the premise that by transforming quantitative data into qualitative information, decisions taken by public servants in state institutions are informed, tested and reliable and result in better policies and programmes. The Project intervention logic is based public health approach to violence prevention, comprised of four essential steps: 1. Identifying the problem; 2. Identifying Risk and Protective factors; 3. Developing and Testing Prevention Strategies; and 4. Ensuring widespread adoption of these strategies.

In line with this intervention logic, the Project will focus on three outputs, which contribute to the overall goal: Standardized and disaggregated crime data sources established to facilitate identification and measurement of youth risk and resilience factors; Evidence-based analysis of crime and violence data carried out to inform policy making and programming; and Improved decision-making on youth crime and violence based on available evidence at the national, sub-regional and regional levels.

CARISECURE will be implemented in 10 Eastern and Southern Caribbean countries, with specific emphasis on the USAID priority countries of Guyana, St. Kitts and Nevis and St. Lucia.

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNDP Regional Programme 2014-2017 Outcome 4 (SP Outcome 3) Indicative Output(s): UNDP Regional Programme 2014-2017, Outputs 3.5	Total resources required:	14,000,000.00	
	Total resources allocated:		
		UNDP TRAC:	
		USAID:	14,000,000.00
		Government:	
		In-Kind:	
	Unfunded		

Agreed by (signatures): _____

UNDP Regional Bureau For Latin America and the Caribbean (RBLAC)	UNDP Barbados & OECS Subregional Office
 Print Name: Susan McDade Assistant Administrator & Deputy Director, Regional Bureau for Latin America and the Caribbean	 Print Name: Stephen O'Malley Resident Representative
Date: 24/1/2017	Date: 28 th July 2016



03941

**GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO
MAJOR GENERAL (RET'D) THE HONOURABLE EDMUND DILLON
MINISTER OF NATIONAL SECURITY**

NS/INTAFF: 77/9/6 Vol. III

March 13, 2017

Mr. Stephen O'Malley
UNDP Resident Representative
UNDP Barbados and the OECS
UN House
Marine Gardens
Hastings, Christ Church
Barbados

Dear Mr. O'Malley,

**RE: Endorsement for UNDP Project - Strengthening Evidenced Based Decision
Making for Citizen Security in the Caribbean – CARISECURE**

I am to inform you that the Government of Trinidad and Tobago has granted approval for the implementation of the subject Project and welcomes the opportunity to partner once again with the United Nations Development Programme (UNDP) on this important initiative.

We anticipate that the successful completion of this project will contribute to the reduction of the levels of youth crime and violence in Trinidad and Tobago, by improving the quality, comparability, reliability and use of national information management systems to inform citizen security policy and programming.

In this regard, the Ministry of National Security wishes to endorse the objectives and activities of the CARISECURE Project and declares its commitment to facilitating the required processes to ensure that the aims of this initiative are achieved.

We also await submission of the draft formal agreement to ensure sustainability and ownership upon finalisation of project activities.

Sincerely,


Edmund Dillon
Major General (Ret'd)
Minister

File
X-Ref
MAR 28 2017



*Ministry of Economic Planning, Sustainable Development,
Industry, Information and Labour*

P.O. Box 608, Kingstown, St. Vincent and the Grenadines
Tel. (784) 457-1746, Fax (784) 456-2430, Email: cenplan@svgcpd.com

24th February, 2017

Ms Chisa Mikami
UNDP Resident Representative
UNDP Barbados and the OECS
UN House
Marine Gardens
Christ Church
BARBADOS


Dear Ms Mikami,

Subject: Endorsement for UNDP Project - Strengthening Evidenced Based Decision Making for Citizen Security in the Caribbean – CARISECURE

In my capacity as UNDP Focal Point for St. Vincent and the Grenadines, I confirm that the above Project is: (a) in accordance with my Government's national priorities and our commitment to advancing citizen security; and (b) was discussed with relevant stakeholders including Ministries with responsibility for National Security, Social Transformation and Youth Development.

Accordingly, I am pleased to endorse the objectives and strategies of the above Project and express our commitment to participate in this Project.

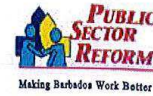
Yours sincerely,


.....
Laura Anthony-Browne
Director of Planning
Ministry of Economic Planning, Sustainable Development, etc

cc. Ministry of National Security



Permanent Secretary
Office of the Attorney General



03611

Our Ref: 7247/6/3/2/11 Vol. I

*In replying, the above number and date of this letter should be quoted.
Reply to be addressed to the Permanent Secretary and not to any Officer by name*

Tel No. (246) 621-0110
Fax No. (246) 228-5433
Email: attygen@caribsurf.com



Jones Building
Webster's Business Park
Willey
St. Michael
Barbados, W.I.

October 13th 2016

Ms. Janine Chase
Youth and Citizen Security Project Coordinator
UNDP Barbados and the OECS Sub-regional Office
UN House
Marine Gardens
CHRIST CHURCH

Dear Ms. Chase,

I am directed to inform you that the Cabinet of Barbados has approved the recommendation that Barbados should participate in the UNDP project entitled, **“Strengthening Evidence Based Decision Making for Citizen Security in the Caribbean – CARISECURE”**.

The Office of the Attorney General now wishes to be advised of the next course of action and looks forward to the mobilisation of project activities.

Yours faithfully,


D.E. ROWE (Ms.)
for Permanent Secretary

c.c. Permanent Secretary
Economic Affairs Division

Ref. No.
In replying the above
Number and date of this
letter should be quoted.



MINISTRY OF FINANCE
AND ENERGY
FINANCIAL COMPLEX,
THE CARENAGE,
ST. GEORGE'S,
GRENADA, W.I.

August 23, 2016

Ms. Chisa Mikami
Deputy Resident Representative
UNDP Barbados & the OECS Sub-regional Office
UN House
Marine Gardens
Christ Church
BARBADOS

Dear Ms. Mikami

RE: **Strengthening Evidenced Based Decision Making for
Citizen Security in the Caribbean – CARISECURE**

With reference to your letter dated July 28, 2016 on the captioned subject, I wish to endorse the Project in my capacity as UNDP Focal Point - Grenada.

The Project is (a) in accordance with Government's national priorities and our commitment to advancing citizen security; and (b) was discussed with relevant ministries/divisions with responsibility for National Security, Planning, Social Development, Statistics and Youth Development.

We are pleased to participate in this initiative and look forward to the effective implementation of this Project.

Yours faithfully,

.....
Mike Sylvester (Mr.)
PERMANENT SECRETARY

cc: Ms. Yolande Newton – Project Officer, Economic and Technical Cooperation

Tel. (473) 440-2731-(4)

Facsimile: (473) 440-4115



Ministry of Public Security

OFFICE OF THE VICE-PRESIDENT & MINISTER OF PUBLIC SECURITY

Tel. No: 225-7270

Fax Nos: 227-4806/227-0213

E-mail: homemin@guyana.net.gy

*6 Brickdam,
Georgetown, Guyana.*

e-mail: stephen.omalley@one.un.org

September 1, 2016

Mr Stephen O'Malley
UNDP Resident Representative
UNDP Barbados and the OECS
UN House
Marine Gardens
Hastings, Christ Church
Barbados

Dear Mr O'Malley

Re: Endorsement for UNDP Project – Strengthening Evidenced Based Decision Making for Citizen Security in the Caribbean - CARISECURE

In my capacity as UNDP Focal Point for Guyana, I confirm that the above Project is: (a) in accordance with my Government's national priorities and our commitment to advancing citizen security; and (b) was discussed with relevant stakeholders including Ministries with responsibility for National Security, Social Transformation and Youth Development.

Accordingly, I am pleased to endorse the objectives and strategies of the above Project and express our commitment to participate in this Project.

Yours sincerely,

Khemraj Ramjattan
Vice-President and Minister of Public Security



ST. CHRISTOPHER AND NEVIS

MINISTRY OF FINANCE
FINANCE BUILDING
GOLDEN ROCK
P. O. Box 186,
St. Kitts W.I.

August 16, 2016

Mr. Stephen O'Malley
UN Resident Representative
UNDP for Barbados and the OECS
UN House
Marine Gardens
Hastings, Christ Church
Barbados

Dear Mr. O'Malley,

**Subject: Endorsement for UNDP Project - Strengthening Evidenced Based Decision
Making for Citizen Security in the Caribbean – CARISECURE**

In my capacity as UNDP Focal Point for St. Kitts and Nevis I confirm that the above Project is: (a) in accordance with my Government's national priorities and our commitment to advancing citizen security; and (b) was discussed with relevant stakeholders including Ministries with responsibility for National Security, Social Transformation and Youth Development.

Accordingly, I am pleased to endorse the objectives and strategies of the above Project and express our commitment to participate in this Project.

Sincerely,


Hilary Hazel
Financial Secretary

cc. Mr. Osmond Petty, Permanent Secretary, Ministry of National Security

Telephone (869) 465-2521 ★ Fax: (869) 465-1532



GOVERNMENT OF SAINT LUCIA

**DEPARTMENT OF ECONOMIC DEVELOPMENT, TRANSPORT
AND CIVIL AVIATION**

*Communication on this subject
should be addressed to:
Castries, Saint Lucia
The Permanent Secretary*

*7th Level, Conway Business Center
Waterfront*

*Tel: (758) 468-2180
Fax (758) 451-9706*

August 11, 2016

Mr. Stephen O'Malley
Resident Representative
UNDP Barbados and the OECS Sub-regional Office
UN House
Marine Gardens
Christ Church
Barbados

Dear Mr. O'Malley,

**Endorsement for UNDP Project - Strengthening Evidenced Based Decision Making for
Citizen Security in the Caribbean (CARISECURE)**

In my capacity as UNDP Focal Point for Saint Lucia, I confirm that the above Project is: (a) in accordance with my Government's national priorities and our commitment to advancing citizen security; and (b) was discussed with relevant stakeholders including Ministries with responsibility for National Security, Social Transformation and Youth Development.

Accordingly, I am pleased to endorse the objectives and strategies of the above Project and express our commitment to participate in this Project.

Yours sincerely,

.....
TRACY POLIUS (MS.)
PERMANENT SECRETARY

cc: Permanent Secretary, Department of Home Affairs and National Security
Permanent Secretary, Department of Youth Development and Sports
Permanent Secretary, Department of Equity, Social Justice and Empowerment

List of abbreviations and acronyms

APNU/AFC	A Partnership for National Unity /Alliance For Change
ATLAS	Enterprise Resource Planning (ERP) system used by UNDP and other UN agencies
AWP	Annual Work Plan
CAPA	Crime and Problem Analysis Unit
CARICOM	Caribbean Community
COHSOD	CARICOM Council of Human and Social Development
CDC	Centers for Disease Control and Prevention
CHDR	Caribbean Human Development Report
CSO	Civil Society Organisation
CSP	IDB Citizen Security Programme in Trinidad and Tobago
ECLAC	Economic Commission for Latin America and the Caribbean
GBV	Gender Based Violence
GDP	Gross Domestic Product
GIS	Geographic Information System
GPS	Global Position System
ICVS	International Crime and Victimization Survey
IDB	Inter-American Development Bank
IICC	Inter Institutional Coordination Committee
IMPACS	Implementation Agency for Crime and Security
IPSAS	International Public Sector Accounting Standards
LACSI	Latin American and the Caribbean Crime Victimization Initiative
LAPOP	Latin American Public Opinion Project
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer
M&E	Monitoring and Evaluation
NCVIS	National Crime and Victimization Survey
OAG	Office of the Attorney General
OAS	Organization of the American States
OECS	Organisation of Eastern Caribbean States
PAHO	Pan-American Health Organisation
PAPEP	Political Analysis and Prospective Scenarios Project
POPP	Programme and Operation Policies and Procedures
PPP	People’s Progressive Party
RCU	Regional Coordination Unit
RDCS	Regional Development Cooperation Strategy
RH LAC	Regional Hub for Latin America and the Caribbean
RSS	Regional Security System
SDG	Sustainable Development Goals
SIGOB	Strengthening Management Capacities for Governance
SPSS	Statistical Package for the Social Sciences
SOP	Standard Operating Procedures
TTPF	Trinidad and Tobago Police Force
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
UNV	United Nations Volunteers
UWI	University of West Indies
UWP	United Workers Party
WB	World Bank
WHO	World Health Organisation
YES	Youth Empowerment Services

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Caribbean countries, defined here as countries in the Eastern and Southern Caribbean, have made significant development progress post-independence, in attaining high and middle income levels and high values on the Human Development Index (HDI). In Barbados and the Eastern Caribbean this has been achieved largely through economic activity in the areas of agriculture, with a subsequent diversification to light manufacturing and ever increasing investment in tourism, all within the context of protected market access offered by preferential trade agreements with the United Kingdom and Europe. Despite some successes, this transition has been accompanied by weak growth. Gross domestic product (GDP) averaged 2.3 percent for the period 2001-09 and contracted by 1.1 percent annually over the period 2008-2012¹. The countries continue to face debt burdens with high debt-to-GDP ratios with Barbados, Antigua and Barbuda, and Grenada have ratios in excess of 90 percent while the other four OECS sovereign states have ratios exceeding 75 percent². Guyana, a lower-middle-income is one of the poorest countries in the English speaking Caribbean. After a period of slow to no growth, the last decade has seen an annual average growth rate of about 5 per cent. This growth has been fueled agriculture and mining as the drivers of main economic activity in Guyana, with sugar, bauxite, rice, and gold accounting for 70–75 percent of export earnings. However, the rice sector experienced a decline in 2000. Despite this growth, per capita income remains low, with debt levels still elevated despite debt cancellation. In Suriname, growth has been fueled by high commodity prices for gold, lumber, oil, and bauxite, as well as higher remittances. With respect to Trinidad and Tobago, the country's economic base is driven by oil and gas exploration and production as well as petrochemical manufacturing. In 2014, T&T's GDP grew by 0.8%³ as compared to 2% in 2013 due to a contraction of the energy sector. With the drop of oil prices from an average of US\$76.0 in 2010-15 to \$28.00 per barrel (a 9-year low) in January 2016, the economy of T&T is estimated to contract a further 1.5%.⁴ The recent downturn in commodity prices has created fiscal and monetary pressures.

Increasing level of unemployment particularly amongst youth combined with negative and marginal recovery with no growth, high levels of debt high levels of external debt-to-GDP ratios from 73% to 116% of Gross Domestic Product (GDP) and contracting, weak domestic financial sectors, characterising the economic conditions in the Eastern and Southern Caribbean, it has provided fertile grounds for the drug trade, illicit arms trafficking, and violent crimes. With high levels of youth unemployment, young men and women are at higher risk of engaging in high risk behaviours such as gang affiliation, criminal activities, which includes robberies and drug trafficking and other violent activities. While crime is typically male-on-male and youth-on-youth, young girls face the added burden of forced or early sexual initiation. With respect to gender based violence (GBV), direct experiences, the fear or threat of GBV further propels insecurities at the community and national levels.

The 2013 UNODC homicide rate and recent analysis notes that there has been resurgence in crime rates in the Caribbean region. The research indicates that homicide rates are largely attributed to intimate partner violence, gang related youth violence, and the availability of illegal firearms. In the Caribbean and in the programming countries⁵ under the scope of this project, homicides rates, a key indicator of the state of citizen security in a country, continue to be high. English and Spanish speaking Caribbean countries are noted as having some of the highest murder rates in the world and

¹ Third Trade Policy Review 2014, Opening Statement on behalf of OECS/WTO.

² IDB, Caribbean Region Quarterly Bulletin, Volume 5, Issue 1, March 2016

³ Central Bank of T&T Annual Economic Survey 2014.

⁴ RBC T&T Economic Outlook 2016

⁵ Antigua and Barbuda, Barbados, Commonwealth of Dominica, Grenada, Guyana, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago.

have a regional average of 30 homicides per 100,000 inhabitants per year. The UNODC Global Study on Homicide for 2014 reveals that five Caribbean countries were among the top 20 countries with the highest rates of homicides per/capita - Bahamas, Dominican Republic, Jamaica, St. Kitts and Nevis, and Trinidad and Tobago (the latter two will be covered by this project). While homicide rates are notably high in some jurisdictions, they are not the only form of crime affecting the Caribbean. Other crimes such as sexual violence, robberies, burglaries, and break-ins induce high levels of fear among Caribbean residents.

Table 1. Trends on homicides rates per 100,000 inhabitants in the Project beneficiary countries 2008-2012 (latest year available)

	2008	2009	2010	2011	2012
Antigua and Barbuda	18.7	18.5	6.9	-	11.2
Barbados	9.0	6.8	11.1	9.6	7.4
Dominica	9.9	18.3	21.1	-	-
Grenada	15.4	6.7	9.6	3.8	13.3
Guyana	20.4	15.0	17.8	16.4	17.0
St. Kitts and Nevis	45.0	52.2	40.1	64.2	33.6
St. Lucia	22.6	22.3	24.8	-	21.6
St. Vincent and the Grenadines	14.7	18.3	22.9	19.6	25.6
Suriname	-	-	-	-	6.1
Trinidad & Tobago	41.6	38.3	35.6	26.4	28.3

Source: UNODC, (2014). *Global Study on Homicide 2014: Trends, Contexts, Data*. Vienna, Austria

Across literature, youth are consistently identified as being both the primary victims and the primary perpetrators of crime across the Caribbean often viewing violence as a useful tool for survival and social mobility and demonstrating little faith in the efficacy of justice, law and order. However, there is no reliable data to sustain this statement. There are several risks and underlying factors that are often identified as contributing to high levels of youth crime are youth unemployment, especially among males; growing poverty and inequality; poor performance in secondary school as well as high dropout rates; high migration rates and family disintegration are primary risk factors associated with youth involvement in gangs, violence and crime. A PAHO/WHO nine (9)-country study, identified physical and sexual abuse, rage and skipping school as other risk factors for youth involvement in violence. The CARICOM Crime and Security Strategy of 2013 points to an increasing threat of access to illegal drugs and firearms and involvement of youth in crime.

Gender-based violence, including intimate partner violence and violence against women, is one of the most prevalent forms of violence in the Caribbean, sustained by a culture of silence and denial. According to the University of the West Indies (UWI) Institute of Gender Studies, domestic violence accounts for between thirty (30) to fifty (50) % of all murders in many Caribbean countries. The WHO estimates intimate partner violence in the Caribbean at 27.09% – just above the global average of 26.4%. A study of more than one thousand high school boys and girls in six Caribbean countries showed that both boys and girls believe that aggression is a normal aspect of masculinity. According to the organization Aids Free World, bullying and harassment of youth based on their real or perceived sexual orientation, gender identity and expression is an almost daily occurrence across the region.

Barbados and the Eastern Caribbean

In Barbados and the Organisation of Eastern Caribbean States (OECS) crime rates and rates of victimisation are increasing amongst these countries, and in particular in Saint Lucia, Saint Vincent and the Grenadines and the Federation of Saint Kitts and Nevis. Serious crimes include homicide, robberies and break-ins, theft, assault and aggravated assault, rape, sexual assault and drug related offences. Out of the top 20 countries with highest rates of homicides per/capita, five are in the Caribbean; amongst these is St. Kitts and Nevis which is covered by the UNDP Barbados and the OECS office. The rates within the UNDP Barbados and the OECS countries of coverage are - Antigua and Barbuda - 11 per 100,000; Barbados - 7 per 100,000; Grenada - 13 per 100,000; Saint Kitts and Nevis - 34 per 100,000; Saint Lucia - 22 per 100,000; and Saint Vincent and the Grenadines - 27 per 100,000. According to the 2012 Caribbean Human Development Report (CHDR), since the period 1990-2000 the homicide rate has “trended mostly upward in Antigua and Barbuda ... and Saint Lucia”, while “Barbados ... tended to have a low and stable rate across the 20-year period of 1999-2010.”

It is estimated that 23-32 percent of Class A drugs consumed in the United Kingdom are now being routed through the OECS⁶ and marijuana is cultivated on a commercial scale, in some islands replacing bananas. This industry, largely engaging young men, has also exacerbated trafficking in drugs and organized crime. As a consequence of this organized crime has been increased.⁷ With an increasing the cultivation and transshipment of drugs through Barbados and the Eastern Caribbean, there has also been an increase in the number of aggravated robberies with the use of firearms and shootings (in some cases fatal), with illegal firearms. Whilst such shootings are not primarily targeted at innocent citizens, it often occurs in communities/neighborhoods with higher levels of poverty and the presence of gangs, or ‘troublesome youth’⁸.

In Barbados and the Eastern Caribbean, like many other Caribbean countries, street gangs also contribute towards growing insecurity. In a recent study undertaken by the Regional Security System (RSS), 139 street gangs with 1,578 street gang members were reported by the police via survey. In each of the countries, gang members were typically between the ages of 12 to 24. The RSS study also revealed that youth in Saint Kitts and Nevis were 4 to 5 times more likely to be involved in a gang, than youth living in other Eastern Caribbean Countries.

Guyana

Criminal activity continues to be a major threat, particularly violent aggravated robberies. Serious crimes, including murder and armed robbery, are common, especially in the suburban areas and the interior regions. The most recent information from the United Nations Office on Drugs and Crime lists Guyana’s 2012 homicide rate as 17 per 100,000 people - the fourth highest murder rate in South America (behind Venezuela, Colombia, and Brazil). Criminals appear to be able to obtain weapons with ease. Criminals may act brazenly, and police officers have been both victims and perpetrators of assaults and shootings.

There is paucity of up to date citizen security data for Guyana and the surveillance and data collection and analysis system lack capacity. Historically, the deterioration in Guyana’s security environment was most marked from 2002 to 2006 with an alarming increase in crime and violence which corresponds with the period of poor economic performance (1998-2005). An added dimension to the problem of violence is the ethnic polarization among Guyanese (Guyana is a multi-cultural country,

⁶ United Nations Sub-Regional Analysis of the Development Context in Barbados and the OECS, 2011

⁷ Op cit

⁸ Regional Security Systems Gang Assessment Report (draft), 2016.

with ethnic groups consisting mainly of people of East Indian and African descent and a small minority of Amerindian groups). Citizen insecurities have engendered a culture of fear and mistrust with deleterious economic, social and cultural consequences.

Violence has been experienced in multiple forms, ranging from suicide; violence against children and youth (child abuse and neglect, harsh parental discipline of children and youth, witnessing or being a victim of intimate partner violence in the home); violence in the streets or community (youth violence, armed robbery) and in the broader society (among them exclusion, discrimination, sexism). Local institutions, such as schools, health and social welfare institutions are ill-equipped to deal effectively with violence. Weak coordination among government institutions, shortage of skilled personnel, and low morale leading to low professional standards, add to difficulties in confronting increased crime and violence. Pervasive fear and disaffection has often led to the gradual diminishment of participation in community and civic life; decreased belief in police, and the rule of law causing underreporting.

Trinidad and Tobago

Crime and criminality remain a fundamental development challenge⁹ in Trinidad and Tobago. T&T has not yet fully embraced a citizen security approach to deal with the root causes and risk factors that affect crime, victimization and protection of vulnerable groups. The murder figures reflect an upward trend with 410 murders recorded in 2015 as compared to 352 murders in 2011. Over 100 criminal gangs in T&T are linked to crimes related to weapons smuggling, fraud, and other organised criminal activities¹⁰. Male youth between the ages of 14 to 24 are the predominant victims and perpetrators of serious criminal offences¹¹. Youth in conflict with the law are not routinely dealt with in keeping with international norms established by the UN Convention on the Rights of the Child. Reported crimes related to sexual assault and domestic violence increased from 551 in 2013 to 825 in 2014^{12, 13}.

Suriname

Suriname has not suffered the rising violence and gang-related security problems that has plagued many of its neighbours in the Caribbean and on the continent. Its homicide rate is far below the regional average and has fallen steadily since peaking at 16.7 murders per 100,000 inhabitants in 2001. In 2010, the most recent year for which data is available, the murder rate was 4.2 per 100,000 when 22 homicides were recorded. Violent crime is low, although property crime is an issue in the capital, Paramaribo, where over half of Suriname's population resides¹⁴.

There are no available police estimates of how many gangs and gang members are currently in Suriname. Data from the 2010 United Nations Development Programme (UNDP) Citizen Security Survey suggests Suriname does not suffer from the presence of gangs; 10.3 percent of respondents reported the presence of criminal gangs in their neighbourhood, and 8.7 percent of respondents reported that there had been gang violence in their neighbourhood in the past year, the second lowest rate in both cases behind only Barbados¹⁵.

⁹ "Perspectives on Well-Being, Progress and Vulnerability in T&T", p.10. UNDP T&T Country Office, October 2015

¹⁰ T&T Police Service (TTPS) Crime and Safety Report 2014

¹¹ "No Time to Quit: Engaging Youth at Risk Report", Executive Report of the Committee on Young Males and Crime in T&T 2013, Professor Selwyn Ryan.

¹² T&T Police Service (TTPS) Crime and Safety Report 2014

¹³ UNDP Trinidad and Tobago Country Programme Document, 2017 to 2021

¹⁴ <http://issat.dcaf.ch/Learn/Resource-Library/Country-Profiles/Suriname-Country-Profile>

¹⁵ United Nations Development Programme, "[Caribbean Human Development Report 2012](#)" February 2012

Compared to other countries in the region, a very low percentage of respondents in Suriname (13.5 percent) reported that crime or violence was the country's biggest problem. What's more, Suriname's residents did not place violent crime among the top three problems facing the country, instead highlighting unemployment, corruption and the cost of living¹⁶.

However, Suriname has been assessed as having low public accountability frameworks (with no existing Freedom of Information Act; outdated Human Rights legislation, or Anti-Corruption Agency) and insufficient policy skills, linked to weak availability of national data which have all contributed to weak design and delivery of services¹⁷.

With crime rates coinciding with negative economic and social indicators in the Caribbean, there is an increased need for an evidenced based multi-sectoral response which focuses on prevention and empowerment. Such responses go beyond a traditional security sector response which places an emphasis on judicial and legislative reform as well as strengthening the capacity of the security forces as punitive measures to punish perpetrators. A citizen security approach to crime prevention requires a paradigm shift from traditional approaches to one that allows for participatory processes with the inclusion of vulnerable groups such as youth and women. This approach also entails strengthening capacities for the design, implementation and evaluation of policies and actions, but also addresses the underlying socio-economic factors and inequalities that exists at the national and sub-regional level. Citizen security is therefore recognised to be a critical element of this proposed developmental approach. This balanced approach, arising from lessons of experience and recent empirical studies is deemed to be necessary to meet the requirements of urgency, effectiveness, and justice without neglecting the root socio-economic causes of crime.¹⁸

¹⁶ Vanderbilt University's Latin American Public Opinion Project (LAPOP) 2010, 2012

¹⁷ UNDP Suriname Country Programme Document, 2017 to 2020

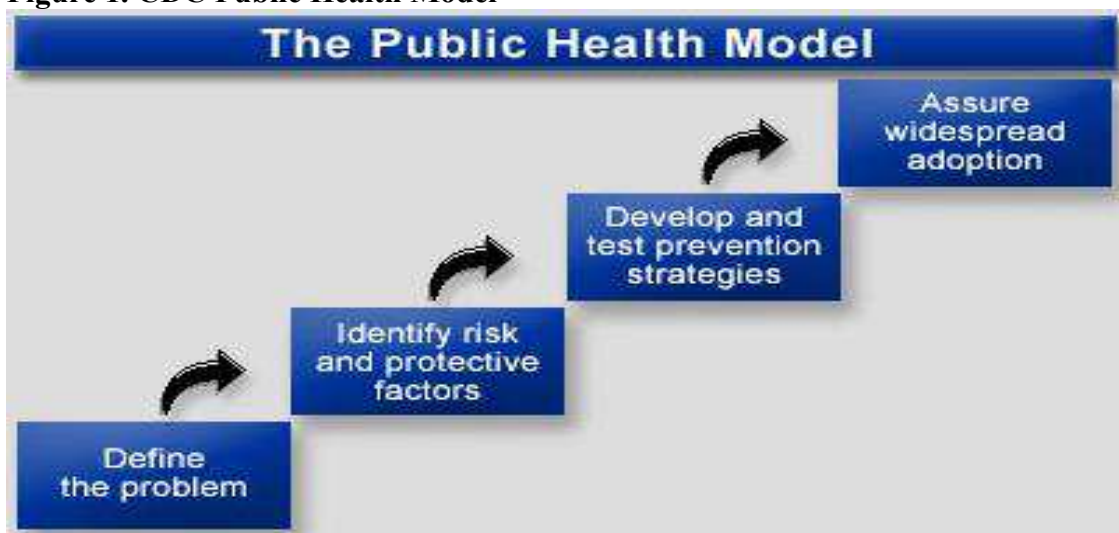
¹⁸ Ibid.:7.

II. STRATEGY AND PROJECT RATIONALE (1/2 PAGE - 3 PAGES RECOMMENDED)

In order to reduce crime and violence in the Eastern and Southern Caribbean, there is an urgent need for countries to make the shift from state to a citizen security, as well as ensure that greater emphasis is placed on social crime prevention, institutional strengthening, reforming the criminal justice system, and the empowerment of youth and women. Critical to undertaking this shift is an understanding of the magnitude drivers and risk factors contributing towards increasing levels of crime and violence, in order to design evidenced based policy and programmatic responses.

The Project intervention logic is based on the public health approach to violence prevention, comprised of four essential steps: 1. Identifying the problem; 2. Identifying Risk and Protective factors; 3. Developing and Testing Prevention Strategies; and 4; Ensuring widespread adoption of these strategies.

Figure 1. CDC Public Health Model

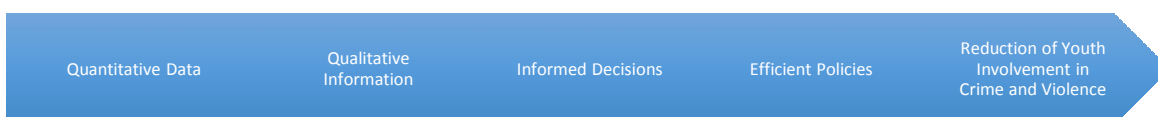


Source: CDC

The process employed by the Project covers the first three steps and implies a) processing data required to define the problem; b) transforming it into information to identify risk and protective factors of youth involvement in crime and violence; and c) facilitating decision-making required to develop preventive policies and programmes.

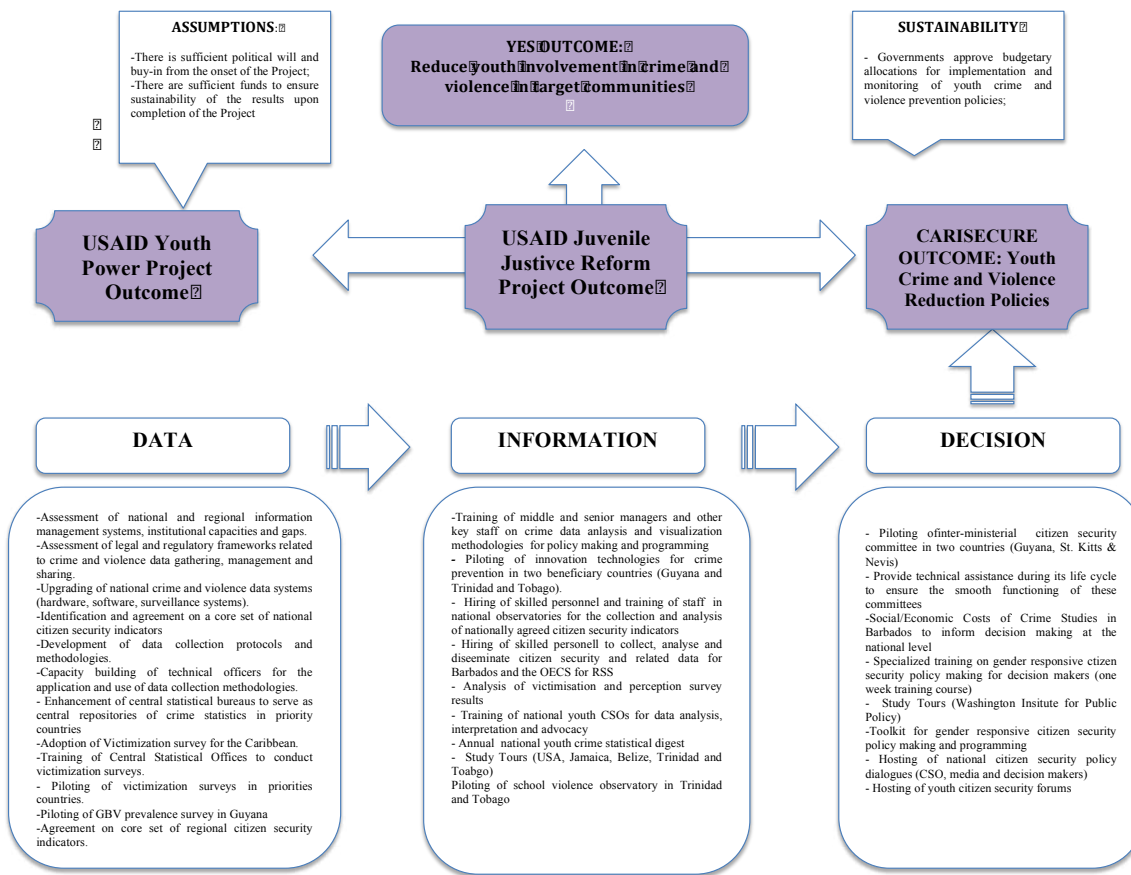
It is therefore expected, that by improving the availability, comparability, reliability and analysis of disaggregated citizen security data, the Project will complement the on-going efforts for improving the quality of preventive policy decisions made in target institutions, and thus contribute to the overall reduction of youth crime and violence.

Figure 2. Project Rationale



Following this logical chain, the Project will work simultaneously with *three groups* of stakeholders at national and sub-regional institutions: a) *technical personnel in police, healthcare and judiciary institutions*; b) *middle-level managers and programme/policy analysts in police forces, judiciary, ministries, national observatories*; and, c) *decision-makers at the level of director/head of unit, permanent secretary and minister*.

Figure 3. Project Theory of Change



Key beneficiary groups

The Project will start by establishing standardised and disaggregated crime and violence data sets in target institutions and will work with the *first group of beneficiaries* including police constables, prisons and court officials responsible for intake/record keeping, and emergency rooms’ personnel in hospitals (where feasible) to collect, classify and monitor crime and violence data according to the set of indicators established for each country. The Project will improve data collection methodologies and formats and will train personnel to collect and process data and transform it into analytical formats required for decision-making. The Project will also ensure that the relevant infrastructure (hardware and software, protocols and methodologies) is in place to produce and electronically store quality information. The Project will work with the target institutions to ensure that the data is properly disaggregated and accessible for all stakeholders upon demand.

Data collected and processed during the initial phase will be analysed and contextualized by mid-level analysts and managers from the *second group of stakeholders*. This primary information, complemented with in-depth sectorial analysis and public opinion surveys, will be transformed into qualitative information, used to identify and measure youth crime and violence trends and resilience factors, draw conclusions on the actual state of citizen security in their countries, identify possible solutions and assess costs and benefits of each of these solutions. Analysis will be carried out at both operational/tactical and policy levels in line with the institutional mandates and response needs. At the operational/tactical level, police commissioners, superintendents and station sergeants will process the available data and use it in operational decisions such as deployment, analysis of crime trends, accountability and the like. Policy and programme analysts and managers in the ministries of national security, youth, social transformation and health will also analyse the data to elaborate recommendations for the design of new policies and programmes and monitoring and evaluation of

the existing ones, with the purpose of their improvement and expansion. As the result of this phase, it is expected that institutions have developed policy recommendations, programme proposals and draft standard operating procedures for the approval of decision-makers.

Proposals and recommendations developed during the analytical phase will be put forward for consideration of the *third group of stakeholders*, comprised of decision-makers in national institutions, comprised of directors, heads of units, permanent secretaries and ministers. CARISECURE will work with the stakeholders to increase their understanding of the importance of data for decision-making and help senior managers build the habit and skills to look up, request and utilize information essential for their daily decision-making and policy work. For this purpose, the Project will accompany the decision-making processes in target institutions by reviewing the proposals and recommendations presented by mid-level managers and analysts, providing feedback and ensuring stakeholder engagement in decision-making, consolidating feedback and recommendations and drafting discussion papers (green papers) for ministerial consideration. The Project proposes Inter Institutional Coordinating Committees (IICCs) as the pilot format to test all steps of evidence based decision-making in Guyana and St. Kitts and Nevis. In countries where the establishment of IICCs is not envisaged, the Project will support the decision-making process through the existing coordination mechanisms. Decision-makers from RSS will be targeted for cross-border security analysis.

Gender mainstreaming is an important element of ensuring a gender responsive citizen security approach to policy making and programming. In this regard, the project is focused on improving the availability of sex disaggregated data to improve the security of young men and women in the target countries. This will be achieved by working with target institutions to improve data collection protocols and methodologies, ensuring that all citizen security related data that is collected is sex disaggregated, improving the capacity of technical officers and decision makers to analyse crime trends and how men and women are affected by violence, in order to design gender responsive policies and programme, as well as mainstreaming gender considerations into existing policies and programmes. The project will also build on existing platform to promote the use of gender-sensitive citizen security indicators at the regional level.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

It is expected that by 2020, target countries will be using evidence-based decision making to develop and approve policies and programmes supported with national budgetary allocations, which effectively target youth crime and violence risk factors, thereby contributing to the reduction of youth involvement in crime and violence. In order to achieve this, the project will have three main outputs, which contribute to the overall goal as follows: Standardized and disaggregated crime data sources established to facilitate identification and measurement of youth risk and resilience factors; Evidence-based analysis of crime and violence data carried out to inform policy making and programming; and Improved decision-making on youth crime and violence based on available evidence at the national, sub-regional and regional levels.

It is expected that by 2020, target countries will be using evidence-based decision making to develop and approve policies and programmes supported with national budgetary allocations, which effectively target youth crime and violence risk factors, thereby contributing to the reduction of youth involvement in crime and violence. In order to achieve this, the project will have three main outputs, which contribute to the overall goal as follows:

- Output 1.1: Standardized and disaggregated crime data sources established to facilitate identification and measurement of youth risk and resilience factors;

- Output 1.2: Evidence-based analysis of crime and violence data carried out to inform policy making and programming; and
- Output 1.3: Improved decision-making on youth crime and violence based on available evidence at the national, sub-regional and regional levels.

Output 1.1: Standardized and disaggregated crime data sources established to facilitate identification and measurement of youth risk and resilience factors

By 2020, UNDP envisions that priority countries will be collecting and analysing quality citizen security data based on an agreed set of core citizen security indicators, and using this analysis to construct and implement policies and programmes that can reduce youth crime and violence. They will be doing so using an evidence base established through better collection and analysis of administrative and survey data.

Activities:

- **Assessments of national and regional information management systems, institutional capacities and gaps.**
- **Assessment of legal and regulatory frameworks related to crime and violence data gathering, management and sharing**
- **Development of institutional capacity building plans** required for the improvement of the quality of data produced. Recommendations stemming from the institutional and legal assessments will serve as the basis for institutional agreements regarding possible changes in legislation, improvement of institutional structures and processes and establishment of short- and medium-term targets and results.
- **Development of data collection protocols, technical factsheets, and data coding instructions** for each citizen security indicator being proposed for national and regional data collection and analysis. These protocols will establish technical criteria for data capture, in order to guarantee that data is disaggregated by priority criteria, including, but not limited to the type of crime, perpetrator, victim, age, gender and location.
- **CARISECURE will partner with the University of the West Indies to develop and implement a training programme** once the data collection instruments are finalised to train personnel already undertaking these functions within the police, courts, prisons, government ministries, national observatories, statistical departments and other relevant agencies. These methodologies will be implemented via **national workshops** and will include a training-of-trainers component, to ensure that new staff joining the various departments can also receive this training in subsequent years.
- **Provision of necessary hardware, software and surveillance systems** for the collection of citizen security data.
- **Identification and agreement on a core set of national citizen security indicators** in order to have a unified and systematic method of collecting, measuring and analysing citizen

security in general, and specifically youth crime and violence. UNDP is proposing that countries formally review and adopt these indicators. The proposed indicators are derived from a regional consultative process led by the Inter-American Development Bank (IADB) through a regional public goods initiative, in collaboration with UNDP, the Organisation of American States (OAS), the United Nations Office on Drugs and Crime (UNODC) and the World Bank.

Once endorsed by beneficiary countries, these indicators will serve as the **core set of citizen security indicators** that will be monitored in each country and with specific focus on analysis of data as it relates to adolescents and youth. CARISECURE will also work with Ministries of National Security of Saint Kitts and Nevis, Saint Lucia and other countries, to collect and analyse these indicators on a weekly, monthly, quarterly, semi-annual and annual basis, or as otherwise agreed by decision makers.

- Complementary to this national-level work, CARISECURE will **work with regional institutions** such as the Regional Security System (RSS) to collect and aggregate national data on the citizen security indicators on a monthly basis and generate regional analysis to feed into their semi-annual meeting of the Council of Ministers of National Security. The Project will also seek to engage with CARICOM IMPACS to expand such analysis to CARICOM Member States and will support the RSS with the collection, monitoring and analysis of these regional indicators to support evidence-based decision-making on crime and violence within Barbados and the Eastern Caribbean.
- UNDP will also work with the RSS and other regional security institutions to formulate the referenced data collection technical fact sheets, protocols and methodologies that can be agreed and adhered to in Member States. In order to adopt this, CARISECURE will organize a **Regional Citizen Security Data Quality Conference** to validate the protocols. This methodology is proposed as a way of obtaining harmonisation and the buy-in of participating countries at the regional level for the application of the protocols within their respective countries. Additionally, **infographics, animations and training manuals** on the application and use of protocols and procedures will be developed and rolled out by UNDP in national workshops and through technical assistance in priority countries initially and in the remaining countries based on demand.
- **UNDP proposes to conduct crime victimisation and perception surveys** to measure elements that are more difficult to measure by regular administrative records or present high rates of underreporting (distorting the analysis of these phenomena). UNDP will collaborate with Creative Associates International and the USAID Impact Evaluator, to conduct the crime victimization survey in countries, facilitating the analysis of the complete set of citizen security indicators (administrative and survey) under this project.

As a sustainability measure, **CARISECURE will advocate that Ministries of National Security and/or National Observatories** (where they exist) include in their budgets provisions for the conduct of victimisation surveys every three (3) years.

- CARISECURE will **collaborates with UNWOMEN and the IDB Citizen Security Programme in Guyana** to cost-share and pilot the recently approved **CARICOM GBV Prevalence Survey Model** in order to test the validity of data received on incidences of sexual and domestic violence.

The prevalence survey methodology not only obtains prevalence data on violence against women within GBV but also highlights the consequences for women, their children and families, seeks to identify women's help-seeking behaviour and associated risks and protective factors of violence. The prevalence data, collected every seven to ten years, will strongly inform key policies relating to health, education, citizen security, and poverty reduction. This prevalence survey will serve as a complementary instrument to the crime and victimisation perception survey, which is not a sufficient tool to understand and analyze trends as it relates to gender based violence. With this survey being the first of its kind in Guyana, the data obtained will serve as baseline data on the prevalence of gender based violence and will give specific information on both youth victims and perpetrators.

- **CARISECURE will enhance the technical and analytical capacities of the existing crime observatories** based in public institutions in Barbados, Guyana and Trinidad and Tobago, with a view of making them responsible for collection and analysis of the agreed citizen security indicators to inform decision making in those countries.
- **CARISECURE will pilot a School Violence Observatory** in Trinidad and Tobago working, in the first instance, with schools which fall within the 30 at-risk communities currently serviced by the IDB Citizen Security Programme (CSP) and in which CARISECURE will also be piloting an innovative crowdsourcing data collection application.
- In collaboration with the Inter-American Development Bank (IDB)/National Government Citizen Security Programmes in Trinidad and Tobago **CARISECURE will pilot the SafetiPin mobile application** for the collection of “crowd sourced” community-level data in 30 at-risk communities in Trinidad and Tobago using CSP’s existing community networks and emphasizing the involvement of youth. Essentially, the SafetiPin and SafetiPin Nite apps work as a tool for citizens to audit and rate public spaces on defined parameters of safety as defined in relation to fear and crime, with an emphasis on violence against women. Whilst data on violence against women in the household will be tracked and analysed, it also allows for the capturing of youth perceptions of crime and violence and community safety.
- In order to foster learning and strengthen data collection, generation and analysis capacities of national stakeholders, CARISECURE will organize **study tours** for technical personnel to national observatories in Jamaica initially and subsequently in Trinidad and Tobago towards the end of the project to showcase how the project expanded its scope. The Project will organize study tours to relevant institutions like the Washington State Institute for Public Policy and similar centres in the USA to demonstrate the use of evidence for decision-making. The tours will include mid-level managers and practitioners involved in the daily analysis and decision-making as well as senior policy-makers.
- The Project will also promote **inter-regional exchanges** with Central America, namely Belize, through the *Infosegura* Project, given that the countries in the Caribbean can relate more to Belize than the other Spanish-speaking countries. The exchanges will allow the practitioners from the beneficiary countries to get first-hand information on the data collection mechanisms and protocols in these observatories and facilitate the exchange of knowledge and best practices.

Output 1.2: Evidence-based analysis of crime and violence data carried out to inform policy making and programming

By 2020, it is envisioned that the capacities of mid-level technical and managerial staff will be strengthened to undertake and use data analysis, with a focus on youth incidents in order to make tactical and strategic medium to long-term decisions to reduce youth crime and violence, whilst also reducing risk and increasing resilience factors through youth crime and violence prevention policies and programmes.

The focus of this output is to ensure that the citizen security data generated and collected is processed, analysed and interpreted by relevant personnel in target institutions in order to facilitate evidenced based decision making on youth crime and violence.

In order to achieve the output results and ensure high quality analysis of the collected crime and violence data, CARISECURE will target technical staff, mid-level managers and senior decision makers, utilising differentiated strategies for Police Forces, Courts, Prisons, Ministries of Youth Development, Ministries and Social Transformation and Ministries of National Security, as well as key personnel in the RSS.

Activities:

- **CARISECURE will build the capacity of the police forces for tactical decision making**, including to conduct hot spot mapping and the tracking of day-to-day crime trends at the district level. With this information, Police Commissioners and Divisional Heads are then able to make better decision for more tactical police response and deployment.
- **CARISECURE will also focus on building the analytical capacity of Ministries of National Security and National Crime Observatories to undertake youth crime trends analysis.**
- **CARISECURE will work with the Regional Security System (RSS)** to undertake cross-border analysis on youth crime and violence trends to inform regional decision-making.
- **CARISECURE will work with Ministries of Education, Finance and Economic Affairs, Planning, Youth Development, Social and Community Development, Probation and Parole Departments** to interpret and analyse the results of youth crime trends analysis produced by the Ministries of National Security, Crime Observatories and the Police to evaluate the effectiveness of existing initiatives and formulate proposals for corrective actions for consideration by decision makers. Additionally, CARISECURE will work with **middle-level managers** to undertake costing analysis of the proposed policy and programmes, first within existing budgetary allocations and to inform their Ministries estimate submissions for future budgetary allocations at the national level.
- CARISECURE, in collaboration with the OECS Commission, will work with probation, juvenile justice and penitentiary systems in the **implementation of databases on case management** of the inmates, with their profile description and particular requirements. These databases are also useful to support the judicial process management for each individual (planning of court appearances, visits, etc.) as well as to track the recidivism. Additionally, once data sets are available in countries, it allows key institutions to analyse rates of recidivism amongst youth, and the number of persons who have graduated from the juvenile justice system and have found themselves in the criminal justice system. Such an analysis

will allow decision makers with information to assess the effectiveness of programme and policy interventions.

- CARISECURE will design and rollout a **training programme to build the capacity of the various institutions outlined** to undertake these analyses in collaboration with specialized institutions such as the University of the West Indies. The training will specifically target persons from within those institutions who are already undertaking decision making. The training programme will also include modules on cross-border analysis, targeting personnel from regional institutions such as the Regional Security System (RSS), OECS Commission, CARICOM Secretariat and CARICOM IMPACS. Training will also ensure that gender considerations are taken into account in the analysis as a way of ensuring gender responsive policies and programmes.
- CARISECURE will work with **civil society organisations (CSO) to analyse and interpret available citizen security data and analyses** produced by national institutions in order their ability to design, implement and monitor youth crime and violence prevention programmes and initiatives.

Output 1.3: Improved decision-making on youth crime and violence based on available evidence at the national, sub-regional and regional levels.

It is anticipated that by 2020, countries will be utilising citizen security data in order to make operational, tactical and strategic evidence-based decisions in order to reduce existing levels of youth crime and violence. At the highest level, this will require changes in structure, process and approach within national governments. UNDP will work with the Ministries of National Security, who we judge to be the key drivers of this process, to obtain approval of the proposed youth crime and violence polices and programme proposals formulated under output 1.2.

Activities:

- CARISECURE will collaborate with the Ministries of National Security, Youth Development, Social Transformation and Social Development and other key stakeholders to host **a series of national policy dialogues**, involving a wide cross section of stakeholders including government ministries, civil society, youth and community based organisations, academia, media, key sub-regional and regional stakeholders to present the findings of the analysis and discuss proposals for policy and programme design.
- UNDP will **partner with Creative Associates** to host annual youth citizen security forums in order to gain youth insights on the risks and protective factors that should be taken into account in the design of policy and programmes, as well as nuanced information based on their proximity to the phenomena. The outcomes of the national policy dialogues and youth forums will be used to adjust the proposed policy and recommendations and to make the necessary corrective actions to existing initiatives that do not require a formal process of approval.
- To foster evidenced-based decision making and facilitate inter-ministerial discussions on the proposed policy and programme recommendations, CARISECURE will work with the Ministries of National Security to draft discussion papers for consideration by high-level

decision makers. Once there is approval on the discussion paper, the project will work with the Ministries of National Security in the priority countries initially, and other countries based on demand, to **establish Inter-Institutional Coordination Committees (IICCs)** as an internal coordination mechanism and method of institutionalizing a multi-sectoral process of engaging other line ministries and agencies.

- Simultaneously, the project will sensitize decision-makers on the importance of employing greater evidence in citizen security policy-making and programming at the national and regional levels in order to build a base of support for the approach. **CARISECURE will design and carry out a special training course with several targeted modules for policy and programme analysts, middle and senior decision-makers**, which will include modules on evidence-based policy planning, programming and budgeting, monitoring and evaluation. To ensure that sectoral strategies, policies and programmes reflect the interests and needs of marginalized and vulnerable groups within the population, the training course will offer specialized modules on gender-based violence and human rights.
- **CARISECURE will facilitate knowledge management and information exchange among decision-makers from the participating countries.** Data generated by the Project will be hosted by the National Statistical Bureaus and observatories and will be available to all key stakeholders and partners through their respective platforms and the OECS website. During the last year of the project, a **Regional Knowledge Fair** will offer a space for sharing the results of the project, consolidating the information and knowledge generated and collected by national and regional teams and exchanging best practices and lessons learned.
- As part of the capacity strengthening and knowledge exchange, CARISECURE will **strengthen data sharing and coordination with Outputs 2 and 3 of the USAID's Youth Empowerment Services (YES) Project**, to ensure exchange of valid and reliable data are factored into improved policy discussion and decision-making.
- Through consultations and national dialogue on policy programming and planning, the project will **enhance awareness** of national, sub-regional and regional institutions and civil society organisations, including media, on the current trends related to citizen security and youth crime and violence. CARISECURE will use these consultations and dialogues to, inter alia, present cutting-edge examples of alternative citizen security and youth crime and violence approaches, and build a constituency that create spaces for new approaches that can be measured and tested by quantitative data. CARISECURE will use knowledge generated by the project to improve communication about and advocacy for youth-focused citizen security interventions and to generate commitment and support among national, sub-regional and regional institutions, to stimulate change in attitudes and practices among policy-makers and practitioners.

Partnerships

As mentioned above, CARISECURE will partner with a variety of institutions and projects to ensure synergies, complementarity and value added throughout the life of the Project.

Central Statistical Offices

In collaboration with the Central Statistical Offices in priority countries, CARISECURE will explore the possibility of centralizing citizen security data, along with the socio-economic data already being centralized with those offices.

Regional Institutions

As mentioned above, CARISECURE will **work with regional institutions** such as the Regional Security System (RSS) to collect and aggregate national data to inform regional decision making; the University of the West Indies (UWI) to develop and implement training courses; and CARICOM IMPACS to expand data analysis to CARICOM Member States.

CARISECURE will partner with the **OECS Commission** under phase II of the OECS Juvenile Justice Reform Project. In the OECS, a number of initiatives are in progress or have been completed to reform the juvenile justice sector in the Eastern Caribbean. These include the updating and passing new legislation governing juvenile justice, establishing court diversion programmes and non-traditional response to juvenile offenses, case management software and risk assessment tools and the formulation of national and regional juvenile justice strategies.

CARISECURE will also collaborate with the OECS Commission to integrate the data generated by *Therascribe* case management software with the identified citizen security indicators, in building the capacities of the police to generate reports on youth crime trends at the station district, divisional and national levels to inform decision making. UNDP proposes to collaborate with the OECS Commission to build the capacity of middle level and senior decision makers to analyse the data sets generated by the two projects, to understand trends and how decision to “press charges/divert” impacts recidivism rates and impacts the criminal justice system. The aforementioned will be integrated into training activities proposed under Output 1.2 of CARISECURE. UNDP and OECS Commission will also advocate for a crime prevention focus within the law enforcement agencies, as a necessary means of improving police response to juvenile and youth incidents.

USAID YOUTH POWER Implementer (Creative Associates)

UNDP will work with implementers of YOUTH POWER and OECS to ensure that the data generated is fed into those central repositories of information as well as into national dialogues and national decision-making. With respect to USAID Outcome 2, CARISECURE will collaborate with Creative Associates to finalize a community assessment tool, through the sharing of methodologies applied by UNDP and reviewing and providing feedback on tools identified by the Creative Associates. UNDP proposes that the results of the assessments be presented at the initial national citizen security dialogues being convened in priority countries in 2016/2017 (see output 1.3) and serve as platform for discussions around the proposed prevention interventions to be implemented in priority communities at project start-up and for subsequent years updating on progress of community based interventions. It is envisaged that these dialogues will be cost-shared by both projects.

Additionally, UNDP is proposing to work with the implementer of YOUTH POWER, to analyse the results of the youth risk and resilience factors. The data and analysis will not only inform the rollout of community based interventions by the Creative Associates, but will also provide data to feed into the design of programmes by Ministries of Youth and Ministries of Social Transformation to reduce risk factors at the community level. CARISECURE will seek to collaborate with the implementer to present the youth risk and resilience factors data to feed into national youth forums, focused on youth providing policy and programmatic recommendations for the consideration of decision makers.

USAID Juvenile Court Project (Trinidad and Tobago)

The Project will work closely with the USAID Juvenile Court Project implemented by the T&T Judiciary and managed by UNDP Trinidad and Tobago. The Project will foster the linkages between the data generated by the Juvenile Court’s Case Information Management System which will be able

to provide data on youth reoffending rates to the T&T Police Service Crime and Problem Analysis (TTPS CAPA) Unit Observatory. CARISECURE will also benefit from the Juvenile Court Project's baseline assessment on juvenile justice data and qualitative information obtained through extensive stakeholder engagement with key criminal justice stakeholders regarding the identification of data gaps and challenges and potential solutions to strengthen data systems for juvenile justice. The project will facilitate the implementation of key recommendations within the TTPS CAPA and Prison Service. The Project will also work closely with other partners, such as the Judiciary and Probation Services to advocate for implementation of relevant recommendations.

Other existing initiatives and programmes in the region

CARISECURE will explore the possibilities of engaging the **Inter-American Development Bank (IDB) Citizen Security Programme (CSP) in Guyana** in the assessment of the national observatory, Injury Surveillance System and Inter-Agency Coordination Committee (mentioned in output 1.3 above) and identification of ways in which to strengthen and/or revive and build in sustainability measures. The IDB Project will be involved in the provision of specialized training on report assessment and development of standard operating procedures (SOPs) and protocols for the national observatory in Guyana; as well as the upgrading the data gathering capacities of the Prisons and Judicial systems up to a level at which they can contribute to an integrated crime information system thereby enriching analysis, policy making and programming on citizen security¹⁹.

Discussions between UNDP and the **IDB/National Government Citizen Security Programme (CSP) in Trinidad and Tobago** have identified a number of areas where the Project can build upon and complement the CSP's work. For example, while capacity building has been done with the TTPS in terms of data collection and analysis, similar work has not yet been done for the Prison Service and other criminal justice stakeholders, creating a crucial gap in the collection and use of data for evidence-based decision-making. It is therefore proposed that the project build the capacity of the Trinidad and Tobago Prison Service through the provision of hardware, software, training of and harmonized data collection and analysis methodologies and tools.

In Guyana and Trinidad and Tobago, UNDP's work in collaboration with IDB will explore how an integrated criminal justice information management system can improve evidenced based decision making and be sustained in the long-run by national institutions. This type of system has been identified by the Ministry of National Security in Saint Kitts and Nevis to enable them to make decision about citizen security policy making and programming. Based on the results of the pilot, lessons learnt will be documented and UNDP will explore the feasibility of these systems in the small island context.

Infosegura

CARISECURE will also collaborate with the **USAID funded Infosegura** project. UNDP signed an agreement with USAID in 2014 to execute a project on Evidence-based Information Management for Citizen Security in Central America (INFOSEGURA). The project goal is strengthening the *design of evidence-based policies*, through the improvement of the quality and comparability of regional statistics and greater regional coordination and cooperation on citizen security strategies.

In addition to the South-South cooperation between Infosegura and CARISECURE (peer-to-peer exchange of lessons learned), there are some specific areas of collaboration. For example, the Global Development Agenda and the Sustainable Development Goals (SDGs). One of the key goals of this new agenda of development is Goal 16, Justice Peace and Strong Institutions. For the first time there

¹⁹ In this area, the Project will also seek synergies with the UNICEF Juvenile Justice Reform project.

is a clear commitment on efficient institutions and governance in order to deliver justice and security services. Both projects, Infosegura and CARISECURE, should play a critical role offering instruments and mechanisms to measure institutional performance on the response to citizen security and justice challenges.

Another area of practical collaboration for these two projects is around the implementation of the International Classification of Crimes for Statistical Purposes (ICCS). The ICCS is an international agreement recently approved by the Statistical Commission of the UN that as in other knowledge areas^[1], establishes a standardized classification of crimes and offenses. The purpose of the ICCS is to enhance consistency and international comparability of crime statistics and improve analytical capabilities at both the national and international levels. Its national implementation implies some legal and procedure changes for many of the institutions involved, and Infosegura and CARISECURE could join their efforts on this regard.

A third area of cooperation is related to subjective measurements of insecurity. UNDP and other international agencies (IADB, UNODC, UN Women, among others) are working on the standardization of victimization and perception surveys, including surveys on violence against women.

In addition Infosegura and CARISECURE can collaborate to promote the exchange of experiences to learn best practices related to the institutional architecture for collection, exchange, analysis and use of information for strategic decision-making; as well as tools for crime observation, prioritization and targeting of interventions in areas and population groups most affected; and monitoring systems for the implementation of public policies.

Risks and Assumptions

The key assumptions for the success of CARISECURE is that there is sufficient political will and “buy-in” from beneficiary governments from the outset of the project and that there are sufficient resources (both financial and infrastructural) to ensure sustainability of the results upon completion of the project. A crucial element in the success of the project will be the ability to bring senior decision-makers (Prime Ministers, members of Cabinet, and senior law enforcement personnel) on board with the increased use of data and analysis in the area of crime and violence. This will require senior level advocacy by the UN Resident Coordinators/UNDP Resident Representatives in the target countries. It will also require identifying key senior policy-makers who are most receptive to change, and finding regional and international opportunities to expose them to new thinking on crime and violence. It may also mean bringing in political actors who have led similar changes in other jurisdictions for focused dialogues.

UNDP assessments have also shown that there has been general **reluctance to share data** on the part of governments and state institutions. This may be due to several factors: Firstly, there is a lack of knowledge regarding the use, purpose and management of data and a fear that “personal” information will be shared. This can be dispelled through education and training and making clear the type of information that is requested to conduct crime analysis. Whilst it is important to have as much disaggregated information as possible (sex, age, location, etc.) there are some other details that are useless for analysis purposes (names, identities, etc.). Making a clear distinction on which kind of information is needed should alleviate most of the tensions on the willingness to share information.

^[1] For example, on the health sector exist the ICAD (International Classification of Diseases)

It is also important to note that **civil society**, which in many other regions is a major driver of demand for evidence-based policy making and transparency in the collection and analysis of data, is relatively weak and disorganised in the CARICOM region. While some local and organised civil society organisations exist – particularly youth, women’s, faith-based and, in some countries, LGBTQ organisations – civil society is generally weak and often narrowly focused. There is also reluctance on the part of governments to engage with civil society groups, particularly on sensitive issues such as crime and violence data, citing their lack of formal mandate and political agendas. This is a long-term problem requiring an incremental approach to mutual confidence and capacity building for both government and civil society, leading to a fundamental cultural change. Efforts will be made to open the space for this dialogue through inclusion of civil society in national policy dialogues and the piloting of data gather initiatives such as *SafetiPin*.

Stakeholder Engagement

CARISECURE will be implemented in 10 Eastern and Southern Caribbean countries, with specific emphasis on the USAID priority countries of Guyana, St. Kitts and Nevis and St. Lucia. UNDP also proposes to include Jamaica and Belize for knowledge exchanges and sharing of best practices (see Outputs 1.1. and 1.2). The project will support study tours/visits to Jamaica and Belize and invite their representatives to participate in regional events. The project will also consider the inclusion of Caribbean policy-makers as part of the regional and global community of practitioners on innovative approaches to youth crime prevention.

National citizen security institutions will be direct beneficiaries of the project along with regional and sub-regional institutions such as the Regional Security System (RSS), which will benefit from training in the analysis of citizen security data to provide policy options to the Council of Ministers for consideration. The indirect beneficiaries will be the population of the target countries, in particular youth between the ages of 10-29²⁰, who will benefit from the improved evidence-based youth crime and violence policies formulated with the enhanced statistical information. Regional institutions such as CARICOM IMPACS, The CARICOM Secretariat and OECS Secretariat and civil society institutions, including media and academia will also benefit from involvement in policy discussions and training programmes.

The project will start by establishing standardised and disaggregated crime and violence data sets in target institutions and will work with the *first group of beneficiaries* including police constables, prisons and court officials responsible for intake/record keeping, and emergency rooms’ personnel in hospitals (where feasible) to collect, classify and monitor crime and violence data according to the set of indicators established for each country (Output 1.1). The Project will improve data collection methodologies and formats and will train personnel to collect and process data to transform it into analytical formats required for decision-making. The project will also ensure that the relevant infrastructure (hardware and software, protocols and methodologies) is in place to produce and electronically store quality information. The project will work with the target institutions to ensure that the data is properly disaggregated and accessible for all stakeholders upon demand.

Data collected and processed during the initial phase will be analysed and contextualized by mid-level analysts and managers from the *second group of stakeholders*. This primary information, complemented with in-depth sectorial analysis and public opinion surveys, will be transformed into

²⁰ For the purpose of this project, UNDP will use the definition of youth developed by the Commonwealth (14-29 years old), according to *The Commonwealth Plan of Action for Youth Empowerment 2007-2015*

qualitative information, used to identify and measure youth crime and violence trends and resilience factors, draw conclusions on the actual state of citizen security in their countries, identify possible solutions and assess costs and benefits of each of these solutions. (Output 1.2). Analysis will be carried out at both operational/tactical and policy levels in line with the institutional mandates and response needs. At the operational/tactical level, police commissioners, superintendents and station sergeants will process the available data and use it in operational decisions such as deployment, analysis of crime trends, accountability etc. Policy and programme analysts and managers in the ministries of national security, youth, social transformation and health will also analyse the data to elaborate recommendations for the design of new policies and programmes and monitoring and evaluation of the existing ones, with the purpose of their improvement and expansion. As the result of this phase, it is expected that institutions have developed policy recommendations, programme proposals and draft standard operating procedures for the approval of decision-makers.

Proposals and recommendations developed during the analytical phase will be put forward for consideration of the *third group of stakeholders*, comprised of decision-makers in national institutions, comprised of directors, heads of units, permanent secretaries and ministers (Output 1.3). CARISECURE will work with the stakeholders to increase their understanding of the importance of data for decision-making and help senior managers build the habit and skills to look up, request and utilize information essential for their daily decision-making and policy work. For this purpose, the project will accompany the decision-making processes in target institutions by reviewing the proposals and recommendations presented by mid-level managers and analysts, providing feedback and ensuring stakeholder engagement in decision-making, consolidating feedback and recommendations and drafting discussion papers (green papers) for ministerial consideration. The project proposes Inter Institutional Coordinating Committees (IICCs) as the pilot format to test all steps of evidence based decision-making in Guyana and St. Kitts and Nevis. In countries where the establishment of IICCs is not envisaged, the project will support the decision-making process through the existing coordination mechanisms. Decision-makers from RSS will be targeted for cross-border security analysis.

In order to achieve project results, CARISECURE will work simultaneously with three groups of stakeholders at national and sub-regional institutions: a) technical personnel in police, healthcare and judiciary institutions; b) middle-level managers and programme/policy analysts in police forces, judiciary, ministries, national observatories; and, c) decision-makers at the level of director/head of unit, permanent secretary and ministers. In addition to these three groups, UNDP will work with civil society organisations to interpret and analyse data to improve their advocacy and outreach efforts aimed at reducing youth crime and violence.

South-South and Triangular Cooperation (SSC/TrC)

CARISECURE will collaborate with the **USAID funded Infosegura** project. UNDP signed an agreement with USAID in 2014 to execute a project on Evidence-based Information Management for Citizen Security in Central America (INFOSEGURA). The project goal is strengthening the *design of evidence-based policies*, through the improvement of the quality and comparability of regional statistics and greater regional coordination and cooperation on citizen security strategies. INFOSEGURA aims to significantly improve the quality of information of evidence-based citizen security and provide regular, reliable and high-quality data to decision-makers and consists of two components: 1) Strengthening the design of evidence-based policy; and 2) Strengthening capacities to analyze and provide information for decision-making on citizen security policies. The project strategy has been based on the promotion of strengthening of institutional and civil society organizations capacities for the improvement of the regional and national capacity for the collection,

processing, monitoring and tracking of information on citizen security for use in decision making and policy development at both levels.

In addition to the South-South cooperation between Infosegura and CARISECURE (peer-to-peer exchange of lessons learned), there are some specific areas of collaboration. For example, the Global Development Agenda and the Sustainable Development Goals (SDGs). One of the key goals of this new agenda of development is Goal 16, Justice Peace and Strong Institutions. For the first time there is a clear commitment on efficient institutions and governance in order to deliver justice and security services. Both projects, Infosegura and CARISECURE, should play a critical role in offering instruments and mechanisms to measure institutional performance on the response to citizen security and justice challenges. Another area of practical collaboration for these two projects is around the implementation of the International Classification of Crimes for Statistical Purposes (ICCS). The ICCS is an international agreement recently approved by the Statistical Commission of the UN that as in other knowledge areas^[1], establishes a standardized classification of crimes and offenses. The purpose of the ICCS is to enhance consistency and international comparability of crime statistics and improve analytical capabilities at both the national and international levels. Its national implementation implies some legal and procedure changes for many of the institutions involved; Infosegura and CARISECURE could join their efforts on this regard.

A third area of cooperation is related to understanding the prevalence of gender based violence in the Eastern and Southern Caribbean. Specifically, UNDP and other international agencies (IADB, UNODC, UN Women, among others) are working on the standardization of victimization and perception surveys, including surveys on violence against women. Through this project, UNDP will seek to collaborate with UNWOMEN/IADB and the Government of Guyana to pilot the CARICOM agreement Gender Based Violence Survey for the Caribbean.

Additionally, Infosegura and CARISECURE will promote the exchange of experiences to learn best practices related to the institutional architecture for collection, exchange, analysis and use of information for strategic decision-making; as well as tools for crime observation, prioritization and targeting of interventions in areas and population groups most affected; and monitoring systems for the implementation of public policies.

The project will apply the UNDP's Knowledge Management strategies to extract and synthesize knowledge generated by the project. These include document lessons learnt from the piloting of innovative solutions such as the Safetipin application or the school violence observatory, methodological tools and guidelines, data analysis and citizen security policy making courses and study materials and other products and tools generated by the project.

Sustainability and Scaling Up

Sustainability is the foundation of UNDP's work, which emphasizes the importance of *strong institutions and national ownership* for the long-term sustainability of the results. Throughout the world and in keeping with Sustainable Development Goal 16: Peace, Justice and Strong Institutions, UNDP works with national governments and civil society to strengthen the pool of skilled human resources, enhance governance structures and processes and foster institutional commitment and ownership in the area of citizen security.

^[1] For example, on the health sector exist the ICAD (International Classification of Diseases)

As a way of ensuring the sustainability, UNDP efforts will be focused on strengthening citizen security institutions in the beneficiary countries by *improving skills and competencies of their human resources, tools and mechanisms* for effective generation, collection, analysis and dissemination of quantitative and qualitative data on crime and violence for the formulation, monitoring and evaluation of evidence-based citizen security policies and programmes²¹. By the end of the project, national institutions will be able to *independently* produce credible standardised data for the analysis of crime and violence trends; house gender-disaggregated citizen security statistics; conduct gender and identity-sensitive victimisation and perception surveys; generate evidence-based quality policy analysis; and, take informed policy and programming decisions based on high quality data.

At the end of the project, it is expected that the *skills and knowledge* imparted to personnel through training and technical assistance will be fully utilised in the beneficiary institutions. Training provided to technical staff will also include Trainer-of-Trainer components, in order to create a pool of in-house experts capable of and committed to transferring the acquired knowledge and skills to their colleagues. Recognising the limited fiscal space of many governments in the Eastern and Southern Caribbean, CARISECURE will explore modalities for absorbing the technical staff employed by the project, to retain their capacities and skills²². Ownership of hardware and software and other assets procured under this project, will be transferred to the respective institutions, through UNDP transfer of assets procedures (upon project closure), for further strengthening the analytical and decision-making capacities of beneficiary institutions.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Given the regional nature of this project, it will be executed via the Direct Implementation Modality (DIM). UNDP's Sub-Regional Office for the Eastern Caribbean based in Barbados has agreed to function as Responsible Party for services related to recruitment of project staff and consultants, travel, sub-contracting, organisation of regional workshops, etc. The costs of the UNDP SRO services will be borne from the Project Management Cost budget. Having responsibility for project implementation, UNDP Barbados and the OECS will recruit a dedicated project team, referred to as the Regional Coordination Unit (RCU) who will be entrusted to support the SRO to deliver on the outputs outlined in this project document. The RCU will be responsible for the day-to-day management and coordination of the project, under the supervision of the SRO. The RCU will be comprised, at a minimum, of a full time Project Team Leader, Deputy Team Leader, Procurement Analyst, Monitoring and Evaluation Analyst, Communication Analyst, Data/Reporting Specialist, and Project Support Associate. Other short-term support may be contracted by the RCU throughout the project's lifetime.

The RCU will be under the day-to-day supervision from the Resident Representative of UNDP Barbados and the OECS or their designate, who will be primarily accountable for the overall leadership, decision-making and management of the project including budget and financial management (achievement of results, approval of budget revisions, and allocation of financial resources and overall reporting). The RCU will be provided the authority to manage components on a daily basis as per the boundaries established by this project document. UNDP SRO, assuring the overall quality control and oversight for this initiative (especially on substantive results monitoring

²¹ The Project will build on the *existing institutional and human assets* in the target countries and will contribute mechanisms and tools for their further strengthening and development. To the extent possible, the Project will not create new institutional structures but will reinforce the existing ones and will improve inter- and intra-institutional cooperation, coordination and information exchange.

²² While it is premature to guarantee that the national institutions will absorb Project personnel, preliminary consultations have revealed willingness in some national institutions to consider this possibility. The Projects, through the Team Leader and regional experts, will lobby for gradual integration of the Project staff in national institutions to retain the skills and know-how.

and financial management), will report to USAID (via their Agreement Officer Representative in the USAID Mission for the Eastern and Southern Caribbean based Barbados) on a quarterly basis.

UNDP Country Offices will be each accountable for activities in their respective countries under the overall oversight of the Project Team Leader. The Country Offices will be responsible for financial disbursements and provision of administrative/operational support for the implementation of national components in each target country. They will facilitate the liaison with the key government stakeholders and ensure linkages with other ongoing projects and programmes to maximize the impact of interventions and ensure long-term sustainability of results. The RCU will work collaboratively with UNDP Offices in Guyana, Trinidad & Tobago and Suriname to ensure all project activities are implemented as per the project document and will provide the services of its technical and operational staff to implement project activities. Decentralised implementation, will be achieved through the creation of specific outputs per country and allocation of project budgets to each country offices department code. Each country office will be able to commit, disburse, raise and approve purchase orders/requisitions, but will not be allowed to adjust the overall budget allocation to each CO after the regional annual work plan has been approved by the project board.

National Implementation Units will be established in Guyana, Saint Kitts and Nevis, Saint Lucia and Trinidad and Tobago. These personnel will be based in focal point ministries and will be responsible for the management, implementation, and monitoring of activities under the Annual Work Plan (AWP). He/she will be responsible for ensuring regular communication between the national government institutions. The incumbent will provide and coordinate technical assistance and training, supervise activities, and perform regular monitoring in the field.

UNDP Barbados and the OECS will act as the strategic counterpart for USAID and regional institutions such CARICOM, OECS Commission and Regional Security System (RSS). UNDP will undertake regular oversight of project implementation including management arrangements, annual work planning and in-situ monitoring, financial and results management, evaluation and project closure.

As a regional project, technical oversight and quality assurance will be the responsibility of the UNDP Regional Hub for Latin America and the Caribbean Citizen Security and Gender clusters will provide technical advisory services inputs into regional and national activities. At the national level, the oversight and monitoring function will be the responsibility of the respective CO. The Regional Hub will also provide advisory services of regional experts to support the implementation of the monitoring and evaluation, communication and knowledge management strategies of the project. Based on an operational capacity assessment to be undertaken at start, and subsequent recommendations about how capacity could be strengthened, the UNDP Regional Hub will provide operational support as deemed necessary.

Out of the total of US\$14,000,000 contribution from USAID for this project, 8% will be allocated to cover expenses associated with General Management Services (GMS). GMS will be recovered at the CO level in accordance with the funds executed in a given year. Direct Project Costing (DPC) is also allowed at the CO and for services rendered to the project by the Regional Hub, in accordance with the approved sum by USAID.

The project will be audited through the UNDP Office of Audit and Investigation (OAI) in accordance with the audit requirements for DIM projects outlined in the POPP. Once available, project audit reports will be shared with USAID at their request.

RESULTS FRAMEWORK²³

²³ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Intended Outcome as stated in the USAID RFA-538-16-000002: Reduce youth involvement in crime and violence in target communities											
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: <u>Output 3.5</u> Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence											
<ul style="list-style-type: none"> Indicator 3.5.1 Number of countries with improved security sector capacities for governance and oversight Indicator 3.5.2 Number of countries where gender-sensitive evidence-based security strategies for reducing armed violence and/or control of small arms are in operation at the community level 											
UNDP OUTCOME: Increase in the institutional and technical capacity of national governments for crime and violence prevention and protection of vulnerable groups											
Project title and Atlas Project Number:											
EXPECTED OUTPUTS	OUTPUT INDICATORS ²⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Output 1: Standardized and disaggregated crime data sources established to facilitate identification and measurement of youth risk and resilience factors Sustainability Indicators: - Incorporation and use of data collection procedures and protocols	<i>I.1</i> Number of countries that have developed monitoring systems for generating, analysing and disseminating disaggregated citizen security data for policy and planning	National Statistics Bureaus; Police Statistics, Courts, Prisons, National Observatories	0	2016	0	0	2	2	1	5	(Barbados, Saint Kitts and Nevis, Saint Lucia, Trinidad and Tobago)

²⁴ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<ul style="list-style-type: none"> - Availability of quality data at the national and regional level for citizen security policy making and programming - Annual reviews of citizen security indicators and use by decision makers 	<p>1.2 Number of countries with data sources generating disaggregated data for citizen security data for policy and planning</p>	<p>Police Statistics, Courts, Prisons, National Observatories, National Statistics Bureaus, UN Crime Trends Reports</p>	<p>0</p>	<p>2016</p>	<p>1</p>	<p>2</p>	<p>2</p>	<p>2</p>		<p>7 (Antigua and Barbuda, Barbados, Guyana, Grenada, Saint Kitts and Nevis, Saint Lucia, Trinidad and Tobago)</p>	
<ul style="list-style-type: none"> - Victimization survey tool in use - Easy retrieval of information through the use of installed technologies - Information Management System functional and in use 	<p>1.3 Number of countries with improved crime data collection systems and procedures</p>	<p>Police Statistics, Courts, Prisons, National Observatories, National Statistics Bureaus</p>	<p>0</p>	<p>2016</p>	<p>3</p>	<p>2</p>	<p>2</p>	<p>1</p>		<p>8 (Antigua and Barbuda, Barbados, Guyana, Grenada, Saint Kitts and Nevis, Saint Lucia, Suriname, Trinidad and Tobago)</p>	

	1.4 Number of countries adopting and collection a core set of citizen security indicators	Observatories/Ministries of National Security/RSS	0	2016	5	5	0	0		10 (Antigua and Barbuda, Barbados, Commonwealth of Dominica, Guyana, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago)	
	1.5 Number of countries using victimisation survey tools	Statistical Offices	0	2016	0	0	3	0		3 (Guyana, Saint Kitts and Nevis, Saint Lucia,)	
Output 2 Evidence-based analysis of crime and violence data carried out to inform policy making and programming	2.1 Number of youth crime and violence analytical reports generated	National Agencies/RSS/CARICOM IMPACS	0	2016	1	1	1	1		4	
	2.2 Number of annual crime reports that present disaggregated data	Ministries of National Security, Ministries of Youth, Ministries of Social Transformation	0	2016	0	0	3	3		3 (Guyana, Saint Kitts and Nevis, Saint Lucia,)	

<p>Sustainability Indicators:</p> <ul style="list-style-type: none"> - Availability of citizen security data within central repositories - Capacities of trained staff in use - Functional observatories - Governments making budgetary allocation to sustain national observatories, human resources and information management system 	<p>2.3 Operational National Repositories of Crime Data System</p>	<p>Project and Institution Reports</p>	<p><i>No</i></p>	<p><i>No</i></p>	<p><i>Yes</i></p>	<p><i>Yes</i></p>	<p><i>Yes</i></p>			<p><i>Yes</i></p>	
<p>Output 3 Improved decision-making on youth crime and violence based on available evidence at the national, sub-regional and regional levels</p>	<p>3.1 Number of countries with Inter-Institutional Coordination Committees Coordinating committee on citizen security in place for citizen security</p>	<p>Office of Attorney General/Ministries of National Security</p>	<p><i>0</i></p>	<p><i>1</i></p>	<p><i>1</i></p>	<p><i>1</i></p>	<p><i>1</i></p>			<p><i>4</i> (Saint Kitts & Nevis, Guyana, Saint Lucia, Trinidad and Tobago)</p>	

Sustainability Indicators: - National governments employing evidence in the design, monitoring and implementation of crime and violence prevention policies and programmes - National governments making commitment to continue policy dialogues - Functioning Interstitial Institutional Committees	3.2 Number of key institutions with improved capacity to produce market-ready information on crime and violence	Ministries of National Security, Police Departments, Observatories	0	2016	1	3	1	1		7 (Antigua and Barbuda, Barbados, Guyana, Grenada, Saint Kitts and Nevis, Saint Lucia, Trinidad and Tobago)	
	3.3 Number of new youth focused citizen security policies/programmes that incorporate evidence	Ministries of National Security/ Ministries of Youth Development and Sports/Ministries of Social Transformation/	0	2016	2	2	2	2		2 per country (Barbados, Guyana, Saint Kitts and Nevis, Saint Lucia, Trinidad and Tobago)	

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, Semi-Annual and Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Semi-annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan²⁵

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g Final Impact Evaluation	USAID					USAID

²⁵ Optional, if needed

VI. MULTI-YEAR WORK PLAN ²⁶²⁷

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPO NSIBL E PARTY	PLANNED BUDGET		
		2016	2017	2018	2019	2020		Fundin g Source	Budget Descriptio n	Amount
Output 1 Standardized and disaggregated crime data sources established to facilitate identification and measurement of youth risk and resilience factors	1.1 Assessment of national and regional information management systems, institutional capacities and gaps	X	X					USAID	International Consultants (71200)	\$120,000.00
	1.2. Assessment of legal and regulatory frameworks related to crime and violence data gathering, management and sharing	X	X					USAID	International Consultants (71200)	\$36,000.00
	1.3 Assessment of National Observatories and formulation of enhancement plans	X							International Consultants (71200)	\$45,000.00

²⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	<i>1.4 Validation Workshops on Assessment of National Information Management System</i>		X					USAID	<i>Training and Workshop (75700)</i>	\$27,200.00
	<i>1.6 National Workshops to Identify and Prioritize National Citizen Security Indicators</i>		X	X				USAID	<i>Training and Workshop (75700)</i>	\$26,950.00
	<i>1.7 Formulation of data collection protocols and methodologies</i>		X	X				USAID	<i>Contractual Services – Individual (71400)</i>	

									<i>USAID</i>	<i>Training and Workshop (75700)</i>	<i>\$15,500.00</i>
	<i>1.8 Hosting of Regional Citizen Security Data Quality Conference</i>		<i>X</i>							<i>Travel and Per Diem (71600)</i>	<i>\$91,729.00</i>
										<i>International Consultants (71200)</i>	<i>\$10,000.00</i>
	<i>1.9 Hosting of National Citizen Security Data Collection Workshop</i>		<i>X</i>	<i>X</i>					<i>USAID</i>	<i>Training and Workshop (75700)</i>	<i>\$90,300.00</i>

	<i>1.10 Upgrading of national crime and violence data systems (hardware, software, surveillance systems)</i>		<i>X</i>	<i>X</i>				<i>USAID</i>	<i>Information Technology Equipment (72800)</i>	<i>\$315,075.00</i>
	<i>1.11 Piloting of Gender-Based Violence Prevalence Survey in Guyana (IDB/UN WOMEN)</i>		<i>X</i>	<i>X</i>				<i>USAID</i>	<i>Grants (72600)</i>	<i>\$250,000.00</i>
	<i>1.12 Piloting of victimization surveys in priority countries</i>			<i>X</i>				<i>USAID</i>	<i>Grants (72600)</i>	<i>\$300,000.00</i>
	<i>1.13 Design of Victimization Survey Course and Rollout of Training Programme</i>			<i>X</i>				<i>USAID</i>	<i>International Consultants (71200)</i>	<i>\$35,000.00</i>
	<i>1.14 Institutional strengthening of national observatories for the collection and analysis of nationally agreed citizen security indicators (Barbados, Guyana, Trinidad & Tobago)</i>		<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>		<i>USAID</i>	<i>National Consultant (71300)</i>	<i>\$378,000.00</i>

	<i>1.15 Institutional strengthening of Regional Security Systems (RSS) to collect, analyse and disseminate regional citizen security and related data at</i>		X	X	X	X		USAID	National Consultant (71300)	\$168,000.00
	<i>1.16 Study Tours (USA, Jamaica, Belize, Trinidad and Tobago)</i>	X	X	X				USAID	Travel and Per Diem (71600)	\$149,954.00
	<i>1.17 Coordination of National and Regional Workshop Events</i>	X	X	X	X			USAID	Travel and Per Diem (71600) National Consultant (71300)	\$1,013,061.48 \$1,250.00
Sub-Total for Output 1										\$3,073,019.48
Output 2 <i>Evidence-based analysis of crime and violence data carried out to inform policy making and programming</i>	<i>2.1 Design of Data Analysis Training Programme</i>		X					USAID	Grants (72600)	\$30,000.00
	<i>2.2 Design of Integrated Information Management System and deployment across countries</i>		X					USAID	Grants (72600)	\$185,000.00
	<i>2.3 Hosting of Data Analysis Training Workshops</i>			X	X			USAID	Training and Workshops (75700)	\$254,000.00

	<i>2.4 Hosting of Informed Media Reporting on Youth Crime and Violence Workshops (Guyana, Saint Lucia, Saint Kitts and Nevis)</i>		<i>X</i>						<i>USAID</i>	<i>Training and Workshops (75700)</i>	<i>\$5,875.00</i>
	<i>2.5 Piloting of Safetipin Application in Trinidad and Tobago</i>	<i>X</i>							<i>USAID</i>	<i>Grants (72600)</i>	<i>\$65,000.00</i>
	<i>2.6 Coordination of National and Regional Workshop Events</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>			<i>USAID</i>	<i>Travel and Per Diem (71600)</i>	<i>\$375,286.40</i>
	<i>2.7 Systematisation of Observatory Experiences</i>					<i>X</i>			<i>USAID</i>	<i>International Consultants (71200)</i>	<i>\$20,000.00</i>
	<i>Sub-Total for Output 2</i>										<i>1,035,161.40</i>
<i>Output 3</i> <i>Improved decision-making on youth crime and violence based on available evidence at the national, sub-regional and regional levels</i>	<i>3.1 Annual national policy dialogues</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>			<i>USAID</i>	<i>Training and Workshops (75700)</i>	<i>\$264,300.00</i>
										<i>Travel and Per Diem (71600)</i>	<i>\$474,143.04</i>

	<i>3.2 Annual youth citizen security Forums</i>	X	X	X	X	X		USAID	<i>Training and Workshops (75700)</i>	<i>\$279,300.00</i>
									<i>Travel and Per Diem (71600)</i>	<i>\$118,535.76</i>
	<i>3.3 Social/Economic Costs of Crime Studies to inform decision making at the national level (Barbados)</i>	X	X					USAID	<i>Grants (72600)</i>	<i>\$100,000.00</i>
	<i>3.4 Design of training course and toolkit on gender responsive citizen security policy making for analysts, middle and senior decision makers</i>		X					USAID	<i>International Consultants (71200)</i>	<i>\$162,000.00</i>
	<i>3.5 Hosting of Evidenced Based Gender Responsive Citizen Security Policy Making and Programme Workshops</i>			X	X			USAID	<i>Training and Workshops (75700)</i>	<i>\$93,975.00</i>
									<i>Travel and Per Diem (71600)</i>	<i>\$134,774.08</i>

	<i>3.6 Supporting the establishment and functioning of Inter-Institutional Coordination Committees (IICC) for Evidenced-Based Decision Making</i>		<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>USAID</i>	<i>Training and Workshops (75700)</i>	<i>\$600.00</i>
									<i>Travel and Per Diem (71600)</i>	<i>\$396,760.00</i>
	<i>3.7 Supporting the establishing of functioning of Technical Sub-Committees to the Inter-Institutional Coordination Committees (IICC) for formulation of citizen security policy and programme recommendations</i>		<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>USAID</i>	<i>Training and Workshops (75700)</i>	<i>\$1,800.00</i>
	<i>3.8 Hosting of Media Breakfast as a mechanism for ongoing dialogue and advocacy</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>		<i>USAID</i>	<i>Training and Workshops (75700)</i>	<i>\$810.00</i>

	3.9 Organization of a Knowledge Fair							USAID	Training and Workshops (75700)	\$8,250.00
									Travel and Per Diem (71600)	\$87,668.00
									National Consultants (71300)	\$9,750.00
	3.10 Coordination of National and Regional Workshop Events	X	X	X	X	X			Travel and Per Diem (71600)	\$428,201.36
Sub-Total for Output 3										\$2,461,867.24

Output 4 <i>Effective, efficient, and adaptive project management, monitoring and evaluation</i>	4.1 Project personnel	<i>X</i>	<i>X</i>	<i>X</i>				<i>USAID</i>	<i>Salary & Post Adj – IP Staff (61300)</i>	<i>\$1,004,030.42</i>
									<i>Salary Costs – NP Staff (61100)</i>	<i>\$455,030.33</i>
									<i>Contractual Services – Individual (71400)</i>	<i>\$2,366,529.00</i>
									<i>National Consultants (71300)</i>	<i>\$57,000.00</i>

	<i>4.2 Procurement of project equipment and commodities</i>	<i>X</i>	<i>X</i>					<i>USAID</i>	<i>Information Technology Equipment (72800)</i>	<i>\$40,000.00</i>
									<i>Communication and Audio Visual Equipment (72400)</i>	<i>\$14,300.00</i>
									<i>Equipment and Furniture (72200)</i>	<i>\$56,432.11</i>
									<i>Supplies (72500)</i>	<i>\$69,000.00</i>

	<i>4.3 Development and implementation of Project monitoring and evaluation plan</i>	<i>X</i>							<i>USAID</i>	<i>Travel and Per Diem (71600)</i>	<i>\$82,368.00</i>
	<i>4.4 Project board meetings</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>		<i>USAID</i>	<i>Training and Workshops (75700)</i>	<i>\$9,150.00</i>
										<i>Travel and Per Diem (71600)</i>	<i>112,872.80</i>
	<i>4.5 Implementation of a Branding and Marking Plan</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>			<i>USAID</i>	<i>Audio Visual and Print Production (74200)</i>	<i>\$517,500.00</i>
	<i>Sub-Total for Output 4</i>										<i>\$4,784,212.66</i>

Direct Project Costing	<i>UNDP Barbados and the OECS</i>							<i>USAID</i>	<i>DPC Staff Costs & DPC GOE</i>	<i>\$459,000.00</i> <i>\$169,983.00</i>
	<i>UNDP Guyana</i>									<i>\$169,983.00</i>
	<i>UNDP Trinidad and Tobago</i>									<i>\$173,043.00</i>
	<i>UNDP Suriname</i>									<i>\$155,091.00</i>
	<i>UNDP Regional Hub Panama</i>									<i>\$481,602.18</i>
General Management Support (8%)		<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>		<i>USAID</i>	<i>Fees for General Management Support (54010)</i>	<i>\$1,037,037.04</i>
TOTAL										<i>\$14,000,000.00</i>

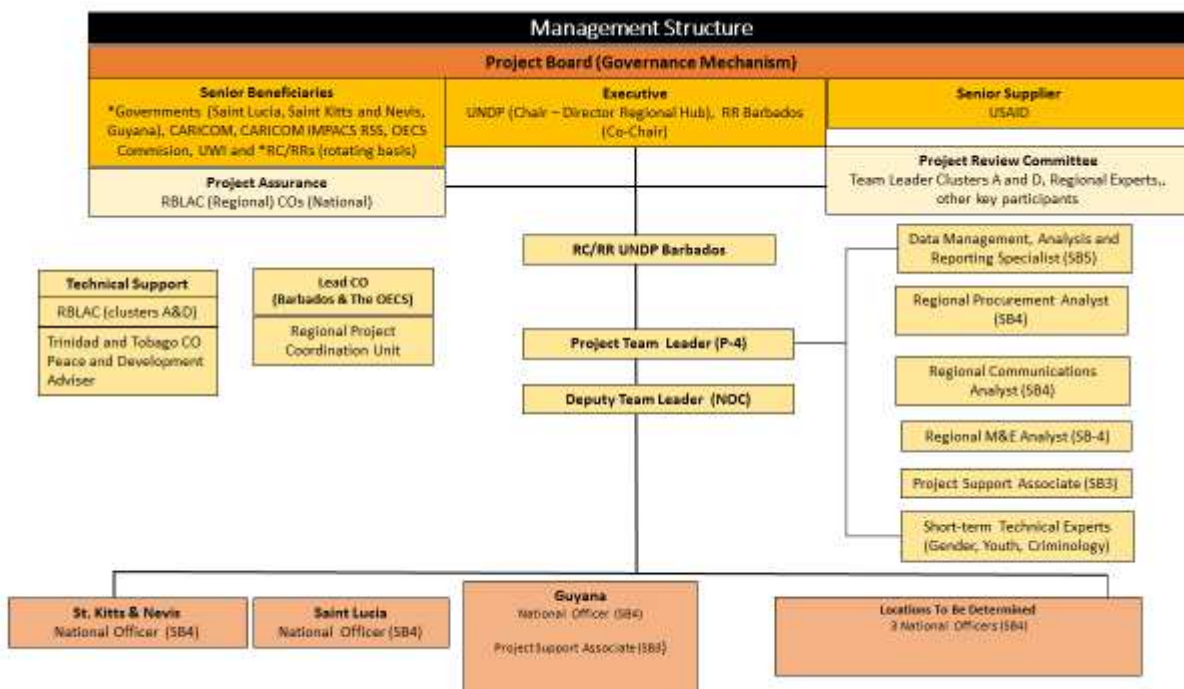
VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The management arrangements for implementing this project will comprise of the following:

- Project Board to provide overall policy and strategic guidance.
- Project Review Committee to provide strategic technical oversight to the project for effective implementation, including building synergies with ongoing activities in the countries and the region and ensuring alignment with regional objectives.
- Regional Coordination Unit (RCU) will be based in UNDP Barbados and the OECS and responsible for the day-to-day management of the project.
- National Implementation Units based in USAID priority countries (Guyana, Saint Kitts and Nevis and Saint Lucia will be responsible for the management, implementation, and monitoring of activities under the Annual Work Plan (AWP).

The Project Board (PB) is responsible for making management decisions for the project, in particular when guidance is required by the Team Leader. The Project Board will have overall authority over the project and is responsible for its initiation, direction, review and eventual closure. It is responsible for ensuring that the project remains on course to delivers high quality outputs, contributing to the stated project outcomes in the project document. Within the confines of this project, the project board will be the highest decision making authority in accordance with UNDP’s project management procedures outlined regulations, rules, policies and procedures outlined in it UNDP Programme and Operations Policies and Procedures (POPP).

Figure 1. Project Management Structure



As outlined above, the project board will contain four distinct roles:

- **Executive/Project Director:** individual representing the project ownership to chair the group. For this project, this role will be shared by the UNDP Resident Representative in Barbados and OECS and the Director of the Regional Hub Panama.

- **Development Partners/Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The primary function within the Board is to provide guidance regarding the technical feasibility of the project. USAID will assume this role.
- **Beneficiary Representative:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. It is proposed that USAID priority countries (Saint Lucia, Saint Kitts and Nevis, and Guyana) will serve on the Project Board in this capacity, along with representatives from CARICOM Secretariat, Regional Security Systems (RSS) and OECS Commission.
- **Project Assurance:** this role is the responsibility of each Project Board member. However, the role can be delegated. The project assurance role performs objective and independent project oversight and monitoring functions, independent of the Project Manager, ensuring appropriate project management milestones are managed and completed. The Deputy Resident Representative of UNDP Barbados and the OECS and country offices in Guyana, Suriname and Trinidad and Tobago, or their designate, will provide quality assurance oversight. The Regional Hub will also be requested to provide technical, policy advisory or operational support on a cost-recovery basis, to be charged to the direct project costs (DPC) budget line²⁸. The Regional Hub will be responsible for independent monitoring, overall quality assurance of the project, compliance with UNDP policies and procedures, oversight of implementation progress based on the monitoring mechanism designed as part of the project, and compliance with ATLAS project management

The Project Team Leader will act as secretary of the Project Board. The Project Board will be convened and chaired by UNDP in coordination with USAID. The Project Board will meet every six months, and on an adhoc basis as required to review the Project's progress, approve annual work plans and address any issue deemed of importance by UNDP and USAID. Final decisions will be the taken by the Project Board based on the majority vote.

The Project will establish a *Project Review Committee* (PRC), which will be comprised of the policy advisers from the UNDP Regional Hub along with national and regional experts on youth, citizen security and other technical experts as required. The Project Review Committee will be in charge of advising on technical aspects of the Project and will provide recommendations and issues to the Project Board for consideration and decision-making. The PRC will meet on a semi-annual basis, with the major decisions and agreements being presented to the Project Board for sign-off.

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures..

RISK MANAGEMENT

1. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan shall be put in place and maintained, taking into account the security situation in the countries where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

IX. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template**, including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**

Annex I

Annex II
Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

<i>Project Information</i>	
1. Project Title	Strengthening Evidenced Based Decision Making for Citizen Security in the Caribbean – CARISECURE
2. Project Number	00097340
3. Location (Global/Region/Country)	Eastern and Southern Caribbean

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project takes as its starting point the 2012 Caribbean Human Development Report (CHDR) which recommended the development of capacity for evidence-based policy and highlighted the importance of shifting policy from state security to citizens’ security. In practical terms, it implies a greater emphasis on social crime prevention, institutional transformation, human rights, rule of law, youth empowerment and gender equality. Since the release of the CHDR, UNDP has been conducting intensive consultations with national and regional authorities on its findings and recommendations. In developing the project UNDP held regional and national citizen security dialogues on “Defining Priority Actions for Sustainable Human Development and the Citizen Security Agenda”. Approximately 650 Caribbean citizens drawn from government ministries, youth and women’s organisations, faith-based organisations, academia and other stakeholder groups participated in these dialogues, which resulted in a set of recommendations for possible solutions for citizen security policy and programming at the national level.

Recommendations and findings from the consultations and assessments included the need for more targeted and sustained interventions in citizen security; the need for legislative review on matters of age as it pertains to juvenile offenders, domestic violence, child abuse, etc.; the need for organisations to work together to build a multi-sectoral approach; and above all, the need for quality data to both ascertain the dimensions of the problem and to inform the development of solutions. In response to these key recommendations, the goal of the CARISECURE project is to improve youth crime and violence policy-making and programming in the Southern and Eastern Caribbean through the use of quality, comparable, and reliable national citizen security information.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Gender mainstreaming is an important element of ensuring a gender responsive citizen security approach to policy making and programming. In this regard, the project is focused on improving the availability of sex disaggregated data to improve the security of young men and women in the target countries. This will be achieved by working with target institutions to improve data collection protocols and methodologies, ensuring that all citizen security related data that is collected is sex disaggregated, improving the capacity of technical officers and decision makers to analyse crime trends and how men and women are affected by violence, in order to design gender responsive policies and programme, as well as mainstreaming gender considerations into existing policies and programmes. The project will also build on existing platform to promote the use of gender-sensitive citizen security indicators at the regional level.

Gender-based violence, including intimate partner violence and violence against women, is one of the most prevalent forms of violence in the Caribbean, sustained by a culture of silence and denial. According to the University of the West Indies (UWI) Institute of Gender Studies, domestic violence accounts for between thirty (30) to fifty (50) % of all murders in many Caribbean countries. The WHO estimates intimate partner violence in the Caribbean at 27.09% – just above the global average of 26.4%. A study of more than one thousand high school boys and girls in six Caribbean countries showed that both boys and girls believe that aggression is a normal aspect of masculinity.²⁹ According to the Aids Free World, bullying and harassment of youth based on their real or perceived sexual orientation, gender identity and expression is an almost daily occurrence across the region³⁰.

As part of the project, CARISECURE will collaborate with UNWOMEN and the IDB Citizen Security Programme in Guyana to cost-share and pilot the recently approved CARICOM GBV Prevalence Survey Model in order to test the validity of data received on incidences of sexual and domestic violence. The prevalence survey methodology not only obtains prevalence data on violence against women within GBV but also highlights the consequences for women, their children and families, seeks to identify women's help-seeking behaviour and associated risks and protective factors of violence. The prevalence data, collected every seven to ten years, will strongly

²⁹ Wiltshire, Rosina, (2015), *Caribbean Multi-country Assessment, Draft*

³⁰ Aids-Free World (2010), Report of the Regional meeting of LGBT activists from CARICOM States on the Inter-American Human Rights System, Georgetown, Guyana.

inform key policies relating to health, education, citizen security, and poverty reduction. This prevalence survey will serve as a complementary instrument to the crime and victimisation perception survey, which is not a sufficient tool to understand and analyze trends as it relates to gender based violence. With this survey being the first of its kind in Guyana, the data obtained will serve as baseline data on the prevalence of gender based violence and will give specific information on both youth victims and perpetrators.

Overall, the project will ensure that gender is mainstreamed in all activities and will make every effort to ensure that gender parity is achieved in all capacity building interventions and in the recruitment of project staff. It is also anticipated that the UNDP Regional Gender Team will provide technical support to the project to ensure that the anticipated gender results are achieved.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project is not directly related to environmental issues however, the project will strengthen the capacity of governments to make informed decisions which will, in turn, inform the allocation of resources at the national level. By promoting a multi-sectoral approach to evidence based decision making the project will contribute to the framework within which environmental sustainability issues are addressed.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
---	---	--

<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
Risk 1: No risks identified	I = P =			
Risk 2 No risks identified	I = P =			
Risk 3: No risks identified	I = P =			
Risk 4: No risks identified	I = P =			
[add additional rows as needed]				
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)		Comments	
	<i>Low Risk</i>	<input checked="" type="checkbox"/>		
	<i>Moderate Risk</i>	<input type="checkbox"/>		
	<i>High Risk</i>	<input type="checkbox"/>		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply		Comments	
	<i>Principle 1: Human Rights</i>	<input type="checkbox"/>		
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>		

	1. <i>Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	2. <i>Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	3. <i>Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	4. <i>Cultural Heritage</i>	<input type="checkbox"/>	
	5. <i>Displacement and Resettlement</i>	<input type="checkbox"/>	
	6. <i>Indigenous Peoples</i>	<input type="checkbox"/>	
	7. <i>Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor (Cherryanne Hinds)		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver (Chisa Mikami)		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair (Rebeca Arias)		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	
Principles 1: Human Rights	
	Answer (Yes/ No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³¹	N
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	N
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Principle 2: Gender Equality and Women’s Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
3. Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N
4. Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	N

³¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	N
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	N
Standard 2: Climate Change Mitigation and Adaptation		

2.1	Will the proposed Project result in significant ³² greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	N
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N

³² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	Is there a risk that the Project would lead to forced evictions? ³³	N
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Y
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	N
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
Standard 7: Pollution Prevention and Resource Efficiency		

³³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts ?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

**Annex III
OFFLINE RISK LOG**

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)



Project Title: Strengthening Evidenced Based Decision Making for Citizen Security in the Caribbean – CARISECURE	Award ID: 00097340	Date: 18 th July 2016
--	---------------------------	---

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Buy-in, political will and commitment of government to address the existing gaps in crime statistics	14 July 2016	Political	P=3 I = 5	Senior level advocacy by the UN Resident Coordinators/UNDP Resident Representatives in the target countries. It will also require identifying key senior policy-makers who are most receptive to change, and finding regional and international opportunities to expose them to new thinking on crime and violence. It may also mean bringing in political actors who have led similar changes in other jurisdictions for focused dialogues.	UNDP	Who submitted the risk <i>(In Atlas, automatically recorded)</i>		

2	Reluctance of state institutions to share data generated	14 July 2016	Political Strategic Regulatory	P =4 I = 5	<p>In order to mitigate this risk, it will require ongoing advocacy about the importance of information sharing and the use of data for analysis for evidenced based decision making.</p> <p>In mitigating this risk, election cycle becomes an important consideration in planning interventions in target countries. Newly elected governments may be more amenable to such interventions if they are persuaded that it will enable them to show a proactive, internationally supported approach to crime and violence and if they are implemented earlier rather than later in the electoral cycle.</p>				
3	One of the preconditions for sustainability is that government will make the necessary budgetary allocations and investments	14 July 2016	Financial Operational Strategic	P = 3 I = 3	UNDP will work with governments to find cost effective ways of sustaining results over time. For example, with crime victimisation surveys, UNDP will work with				

	necessary to ensure that project results are sustained over time.				countries to explore the inclusion of a security module of the annual labour force surveys.				
4	Natural hazard impact such as from a hurricane or extreme weather events could severely delay project activities and result in inability to deliver project activities or even cause destruction to infrastructure.	14 July 2016	Environmental	P = 5, I = 5	In compliance with its corporate policy, the operation of RCU in Barbados will be covered by UNDP's Barbados Business Continuity Plan. This is also applicable to other project operations in other UNDP offices'.				
5	Change in government can mean new priorities and, in some cases unwillingness to continue with development initiatives of a previous administration	14 July 2016	Political	P = 3, I-5	UNDP is undertaking wide consultations with national actors and ensuring alignment between project priorities and national development needs. Newly elected governments may be more amenable to such interventions if they are persuaded that it will enable them to show a proactive, internationally supported approach to crime and violence				

					and if they are implemented earlier rather than later in the electoral cycle.				
--	--	--	--	--	---	--	--	--	--

Annex IV

Annex IV

Annex VI
Terms of Reference
PROJECT BOARD

1.0 BACKGROUND

The 2012 Caribbean Human Development Report (CHDR) on Citizen Security identified that increasing cases of violent crimes, particularly among youth, coincide with negative economic and social indicators in the Caribbean. Following a regional workshop in December 2014, in 2015/16 UNDP conducted a series of national citizen security dialogues on “Defining Priority Actions for Sustainable Human Development and the Citizen Security Agenda” in Barbados, OECS Member States and Trinidad and Tobago in order to better understand the specific national contexts. Approximately 650 Caribbean citizens drawn from government ministries, youth and women’s organisations, faith-based organisations, academia and other stakeholder groups participated in these dialogues, which resulted in a number of policy recommendations. In response to these key recommendations, the goal of the CARISECURE project is to improved youth crime and violence policy-making and programming in the Southern and Eastern Caribbean through the use of quality, comparable, and reliable national citizen security information.

The project will have three (3) main outputs, which contribute to the overall goal as follows: Standardized and disaggregated crime data sources established to facilitate identification and measurement of youth risk and resilience factors; Evidence-based analysis of crime and violence data carried out to inform policy making and programming; and Improved decision-making on youth crime and violence based on available evidence at the national, sub-regional and regional levels.

2.0 COMPOSITION

Representatives from the following organisations shall comprise the Project Board:

- United Nations Development Programme (UNDP) as Chair
 - Barbados and the OECS Sub-regional Office
 - Regional Service Centre, Panama
- United States Agency for International Development (USAID)
- OECS Commission
- National representatives of 3 beneficiary countries

The three (3) priority countries will be represented permanently, the other four (4) OECS countries will be represented on a rotational basis, to change annually: Grenada, Antigua, Dominica and Barbados. Country representatives are designed to represent the interests of the entire group of beneficiaries in the most effective and impactful implementation of the project. Other countries may participate as observers.

3.0 FUNCTIONS OF THE PROJECT BOARD

1. Offer overall policy and technical guidance and direction towards the implementation of the project, ensuring it remains within any specified constraints;

2. Provide input into work plans, budgets and implementation schedules to guide the achievement of project objectives;
3. Approve project implementation schedule, annual work plan (AWP) and indicative project budget at the commencement of each project year within its remit;
4. Provide guidance and agree on possible countermeasures/management actions to address specific project risks and challenges;
5. Address project issues and/or challenges as raised by the Team Leader or members of the Regional Coordination Unit (RCU);
6. Agree on Team Leader's tolerances as required, and provide ad-hoc direction and advice for situations when tolerances are exceeded;
7. Review and endorse changes in project work plans, budgets and schedules as necessary;
8. Monitor project implementation and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
9. Review and make decisions on recommendations related to project management from the Executing Agency or Implementing Agency;
10. Arbitrate where necessary and decide on any alterations to the programme;
11. Endorse an overall project evaluation and monitoring function for the duration of the project through a mechanism agreeable to all Project Board parties; and
12. Providing necessary oversight to ensure sustainability of project.

4.0 MEETINGS

The Project Board will meet at least every six months, or more often as needed, at a time and place convenient to all members. A quorum will be constituted by 50% plus one of the representatives listed at 2.0, and this must be present for meetings of the Project Board to be convened. Meetings may also be convened virtually as needed. Fifty-one percent (51%) of the Board needs to be present for decisions to be made. The Project Board makes decisions by votes at meetings. Project Board members attending meetings must devote every effort to achieving consensus.

5.0 CHAIRPERSON

The Project Board Chair will chair the Project Board meeting and is responsible for:

1. The conduct of the meeting
2. Ensuring that an accurate record of the discussions and decisions of each meeting is prepared and forwarded to all members
3. Ensuring adequate follow-up on the undertakings of the members of the Project Board.

6.0 SECRETARIAT OF THE COMMITTEE

The Team Leader, or their designate, will provide secretariat services to the Project Board and will carry out the following activities in support of Project Board meetings:

- Preparation of an agenda, and provision of necessary materials (reports, work plans etc.); consolidation of information provided by Project Board members (documents, reports etc.)

- Advance submission of the draft agenda and accompanying materials for the review and approval of the Chairperson or his or her appointed delegate prior to the meeting;
- Announcement of the time and location of the meeting and distribution of approved materials to the Project Board members no less than ten days (10) before the meeting.

7.0 COMMUNICATION

Documentation being presented for review at any meeting of the Project Board will, as far as possible, be distributed ten days (10) prior to the meeting. The preparation of the records and notes of all official meetings of the Project Board will be the responsibility of the Secretary. These records must be forwarded to Project Board members no later than two (2) weeks after its conclusion. The Secretary will ensure all minutes are endorsed by attendees and filed.

8.0 DURATION

The Project Board will exist for the duration of the project.

9.0 FUNDING OF PROJECT BOARD ACTIVITIES

Project resources will be used to support the participation of country representatives and other members as required.

10.0 MEETING LOCATION

Meetings of the Project Board will be held at locations agreeable to all members.



**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Position Information

Job Code Title: **Strategic Team Leader**
(UNDP-USAID Project)
Position Number: to be created
Department: **UNDP Barbados and the OECS**
Reports to: **UNDP Resident Representative**
Duty Station Bridgetown, Barbados
Position Status: Fixed Term Appointment
(*Rotational/non-Rotational*)

Proposed Grade: P4
Approved Grade:
Position Classified by:
Classification Approved by:

II. Organizational Context

The United Nations Development Programme (UNDP) - Regional Bureau for Latin America and the Caribbean (RBLAC) in collaboration with the UNDP Caribbean network of offices – Guyana, Jamaica, Trinidad and Tobago, Suriname, Barbados and the OECS undertook the formulation of a first Caribbean-wide Human Development Report (CHDR) on Citizens' Security. Using Global UNDP HDR processes, analysis and methodologies, the Caribbean HDR reviewed crime and security in the Caribbean with data analysis and information from a human development perspective. The report defines short and medium term policy recommendations based on the social aspects of security which impact on citizen safety, youth violence, education, unemployment and inequality, inclusive economic growth, migration, and drug use and alcohol abuse. One of the primary recommendations from the report is the urgent need for the region to shift from traditional concepts of state security to a broader multidimensional concept that focuses on citizen security and safety and wellbeing of Caribbean citizens.

While the CHDR victimization survey points to high levels of fear of violent crime amongst citizens and the failing of existing policies and approaches, stimulating robust public discourse on the topic presented a challenge. Given the region's dependency on tourism as its main foreign exchange earner, enlisting the full and unconditional support of regional parliamentarians on the matter of facilitating rigorous public debate is critical. Reliable crime statistics are critical for measuring changes in crime levels, monitoring of national and regional responses, developing and evaluating effectiveness of citizen security policies, supporting the analysis and understanding of national and regional crime trends. Collection and organization of data into a statistical form is required to produce valuable

information for use in decision-making and to allow for comparison of crime statistics across time and between countries. Lack of reliable and comparable national, sub-regional and regional statistics makes it difficult to fully comprehend the impact of crime and violence, and to inform the citizen security policies and strategies needed to effectively respond to these challenges.

An assessment of youth, insecurity and juvenile justice systems, conducted by USAID/ESC in the Caribbean point at the lack of standardized data on crime and violence and their drivers. Raw data is available in different forms and at different stages of the criminal justice process due to the diversity of entities that generate security statistics, the absence of clear guidelines, and weak inter-institutional coordination and information sharing.

National consultations and assessments conducted by UNDP in the Eastern and Southern Caribbean point at four interrelated key problems: 1. Deficient evidence-based citizen security policies due to 2. Lack of reliable and comparable national and regional statistics, 3. Weak coordination at national, sub-regional and regional levels, and, 4. Weak institutional and CSO capacities. 4) The importance of up-to-date data inform prevention programme design, monitoring and evaluation.

The data gaps resulting from these challenges are further aggravated by different definitions of security concepts, non-standardized indicators and inconsistent use of information; dispersion of information and a multiplicity of information sources; sporadic initiatives in the area of information management; lack of unified technical criteria and permanent technical capacities within the national and regional institutions; absence or lack of understanding of a preventive focus in information management; low citizen participation in discussions on citizen security; and absence of mechanisms and capacities to mainstream gender into the analysis and management of citizen security related information and public policies.

Based on this, UNDP seeks to work with countries in the Eastern and Southern Caribbean (Antigua and Barbuda, Barbados, Commonwealth of Dominica, Grenada, Guyana, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago) to improve institutional capacity for evidenced based decision making on youth crime and violence policy making and programming. The focus of this project will be in improving data collection, analysis and use of data for decision making on youth crime policy making and programming. The project intends to achieve two components: 1) improving the quality, comparability and reliability of data and information and youth crime and violence; 2) and regional collaboration and networking on youth crime and violence strengthened. These components will be achieved by improving regional and national institutional capacity to collect, monitor, and analyse citizen security and apply it to decision-making and policy formulation at both levels

The incumbent will assume the responsibilities of Team Leader (Chief of Party) and will be responsible for overall supervision of the Regional programme, ensuring the appropriate provision of political and technical support to its different components. She/He will also be responsible for managing the relationship with regional and other project partners and for overall public relations and communications. The incumbent will be directly accountable to the UNDP Resident Representative Barbados and the Project Board. The position will also advance UNDP corporate priorities in citizen security, evidence-based

decision making, policy making and programming; and south-south and triangular cooperation. The position will address the need of Eastern and Southern Caribbean to respond to the specific situation related to citizen security and human development, aiming to contribute to a strategy and framework for cooperation.

III. Functions / Key Results Expected

Summary of Key Functions:

- **Strategic Programme Planning, Coordination and Implementation**
- **Project Management**
- **Representation and Coordination**
- **Communication**
- **Partnership Building**

Strategic Programme Planning, Coordination and Implementation:

- Ensures overall efficient coordination of the programme, with the objective of expanding institutional capacity for evidence based youth crime and violence policies in the region, through trainings, assessments, advisory, information management and knowledge products.
- Provide intellectual leadership through identification of key policy issues and formulation of best possible and alternative policy and programme options at national and regional levels;
- Provides political guidance and advice to the Regional Coordination Unit and National Units responsible for implementation and coordination with national level authorities.
- Oversees project implementation through close monitoring of results.
- Liaises with CARICOM, RSS, UWI and other key regional stakeholders to gain agreement and buy-in on a harmonized set of citizen security indicators and survey tools for the Caribbean.
- Stimulates strategic thinking in the subject area, taking into account the needs of Government, local authorities, non-government and development partners as well as opportunities to develop national public policies.
- Promotes the use of data and evidence at the national and regional levels to inform citizen security policy making and programming.
- Supports the functioning of Inter-Ministerial Committees at the national levels.
- Provides strategic guidance and policy advice to improve coordination and collaboration at the regional level for effective national, sub-regional and regional crime and security strategies, with a focus on reducing youth risk factors and building their resilience.

- Monitor the process of implementing the project, ensuring the application of UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs.
- Ensures full compliance with audit requirements and timely follow-up to audit recommendations.

Project Management

- Provides guidance and manages the overall project development and implementation including planning, budgeting, and implementation and monitoring and identifies opportunities and entry points for the project.
- As per corporate UNDP requirements, establish participatory governance and decision-making system which involves all project staff; ensure enabling environment for high level performance of all project personnel;
- Organize meetings of the Project Board (Steering Committee) and the Project Advisory Committee;
- Provides overall oversight to the implementation of the in close coordination with the Deputy Team Leader;
- Ensures identification and synthesis of best practices, lessons learnt, organization sharing and learning, and south-south and triangular cooperation;
- Assumes full responsibility for the appropriate use and management of resources assigned to the project by tracking use of financial resources, ensuring the integrity of financial systems and consistent application of the Internal Control Framework and/or rules and regulations.;
- Continually finds ways to systematically identify and integrate efficiency gains and cost reductions in all operations of the UNDP-USAID project; and
- Ensures production of high-quality donor reports according to the standard UN formatting and style, customized to donor interests and requirements.

Representation and Coordination

- Under the supervision of the RC/RR of Barbados and OECS, represents UNDP and USAID and development partners in the framework of the project.
- Provides assistance to and facilitates meetings of civil society between the national and regional levels, governments and civil society representatives; coordinates capacity needs assessment, development of capacity building plan, training and technical assistance.

Communication

- Ensures the substantive quality of all knowledge products, reports and services, and their effective integration and compatibility with other practice areas.
- Contributes to the production of reports and publications, and serves as peer reviewer.
- Contributes to the preparation of brochures, publications, press releases for dissemination

- Prepare professional articles and papers.
- Expands outreach to the UN, national governments, regional development agencies, private sector, non-government and international development organizations.
- Ensures that development results are communicated; conducts monitoring missions to inform reporting and updates, including reports to donors and partners.
- Maximizes communication between various counterparts, provides support to regional potential agreements and partnerships between state institutions and universities for the improvement of information production.
- Assists and reviews monthly reports, accountability reports, engagement reports, and advocacy documents with stakeholders, including reports on special activities, countries and, quarterly, annual and final progress reports.
- Supports project development by identification of pivot organizations to generate information.

Partnership Building

- Contributes to the assessment of national and regional institutions and CSOs in core countries.
- Develops Partnerships Strategy with USAID, CARICOM and OECS Commission for evidence based decision making on youth crime and violence policy and programming.
- Ensures baseline collection, quality of data, roadmap to enhancement plans and strategic partnerships aimed at the development of better policies on Citizen Security.
- Sets up overall technical assistance strategy and programmatic support to Dialogue on citizen security issues between civil society and government institutions through national dialogues and ensures the implementation of policy making capacity building initiatives.
- Maps, on a consistent basis, citizen security issues, covering the situation and strategic opportunities and preparing development bulletins for consideration by UNDP-USAID and other key stakeholders.
- Organizes internal and external networks or communities of practice covering prominent experts in government, non-government, think tanks, private companies, international development organizations and the UN system;
- Develops country/regional based intelligence on situations, opportunities, interests and prospects pertaining to governments, UNDP and major development stakeholders. Map key competencies available in different countries and development organizations.
- Networks and builds credible working relations with Government, UN and donor partners;
- Results Based Management, quality control, support to coordination meetings with CARICOM, OECS Commission, RSS
- Reviews and advises on M&E survey, and surveys for enhancement of information sources.

IV. Impact of Results

- Systems in place to achieve the effective realization of the project and its objectives of improved institutional capacity building for evidence based decision making on youth crime and violence policy making and programming to respond to the need of Eastern and Southern Caribbean states to address citizen security and human development issues.
- Support provided to indicators and observatories nationally and regionally, building on the national and regional strategies of UNDP.
- Support provided to use of data to inform decision making, policy formulation and programming at the national and regional levels.
- The results of the work has an impact on UNDP's reputation as the incumbent represents the project nationally and internationally, liaises with external partners and wide range of counterparts.

-
- **V. Competencies**

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards, as well as tact and diplomacy.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Promotes the vision, mission, and strategic goals of UNDP.

Knowledge Management and Learning:

- Promotes a knowledge sharing and learning amongst colleagues and clients.
- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example.
- Seeks and applies knowledge, information and best practices from within and outside of UNDP.

Leadership and Management:

- Ability to lead strategic planning, results-based management and deliver reports.
- Works towards client satisfaction.
- Strong ability to manage teams by fostering an engaging environment, and by mentoring and developing staff.
- Proven track record of delivering results under tight deadlines.
- Client-oriented way of managing

Results Based Management

- Ability to manage programmes and project with a strategy aimed at improved performance and demonstrable results.

Quality Assurance

- Ability to perform administrative and procedural activities to insure that quality requirements and goals are fulfilled.

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none"> • Advanced university degree (Master’s or equivalent) in Law, Governance, Political Science, Social Sciences, International Development, Public Policy, Economics, Business Management other social sciences or related disciplines. • Advanced studies degree in citizen security, violence prevention, human development and/or indicators analysis and information management would be an asset.
Experience:	<ul style="list-style-type: none"> • 7 years of experience in the management of large-scale multifaceted projects, in the areas of citizen security, violence prevention, local management of security and security information management, preferably of USAID and/or UNDP projects and programs would be an advantage. • Experience working in the Caribbean region is a requirement. • Demonstrated knowledge of the Caribbean with reference to political and governance structures • Proven record of resource mobilization and partnership building • Excellent managerial, interpersonal and team work skills.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in English (both written and oral) is required. • Spanish and Dutch would be an asset.

VII. Signatures- Post Description Certification

Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Deputy Team Leader

Proposed Grade: NOC

Approved Grade:

Position Number: to be created

Position Classified by:

Department: **UNDP Barbados and the OECS**

Classification Approved by:

Reports to: **Project Team Leader**

Duty station: **Bridgetown, Barbados**

Position Status: **FIXED-TERM**
(*Rotational/non-Rotational*)

X.

XI. **II. ORGANIZATIONAL CONTEXT**

XII.

The United Nations Development Programme (UNDP) - Regional Bureau for Latin America and the Caribbean (RBLAC) in collaboration with the UNDP Caribbean network of offices – Guyana, Jamaica, Trinidad and Tobago, Suriname, Barbados and the OECS undertook the formulation of a first Caribbean-wide Human Development Report (CHDR) on Citizens' Security. Using Global UNDP HDR processes, analysis and methodologies, the Caribbean HDR reviewed crime and security in the Caribbean with data analysis and information from a human development perspective. The report defines short and medium term policy recommendations based on the social aspects of security which impact on citizen safety, youth violence, education, unemployment and inequality, inclusive economic growth, migration, and drug use and alcohol abuse. One of the primary recommendations from the report is the urgent need for the region to shift from traditional concepts of state security to a broader multidimensional concept that focuses on citizen security and safety and wellbeing of Caribbean citizens.

While the CHDR victimization survey points to high levels of fear of violent crime amongst citizens and the failing of existing policies and approaches, stimulating robust public discourse on the topic presented a challenge. Given the region's dependency on tourism as its main foreign exchange earner, enlisting the full and unconditional support of regional parliamentarians on the matter of facilitating rigorous public debate is critical. Reliable crime statistics are critical for measuring changes in crime levels, monitoring of national and regional responses, developing and evaluating effectiveness of citizen security policies, supporting the analysis and understanding of national and regional crime trends.

Collection and organization of data into a statistical form is required to produce valuable information for use in decision-making and to allow for comparison of crime statistics across time and between countries. Lack of reliable and comparable national, sub-regional and regional statistics makes it difficult to fully comprehend the impact of crime and violence, and to inform the citizen security policies and strategies needed to effectively respond to these challenges.

An assessment of youth, insecurity and juvenile justice systems, conducted by USAID/ESC in the Caribbean point at the lack of standardized data on crime and violence and their drivers. Raw data is available in different forms and at different stages of the criminal justice process due to the diversity of entities that generate security statistics, the absence of clear guidelines, and weak inter-institutional coordination and information sharing.

National consultations and assessments conducted by UNDP in the Eastern and Southern Caribbean point at four interrelated key problems: 1. Deficient evidence-based citizen security policies due to 2. Lack of reliable and comparable national and regional statistics, 3. Weak coordination at national, sub-regional and regional levels, and, 4. Weak institutional and CSO capacities. 4) The importance of up-to-date data inform prevention programme design, monitoring and evaluation.

The data gaps resulting from these challenges are further aggravated by different definitions of security concepts, non-standardized indicators and inconsistent use of information; dispersion of information and a multiplicity of information sources; sporadic initiatives in the area of information management; lack of unified technical criteria and permanent technical capacities within the national and regional institutions; absence or lack of understanding of a preventive focus in information management; low citizen participation in discussions on citizen security; and absence of mechanisms and capacities to mainstream gender into the analysis and management of citizen security related information and public policies.

Based on this, UNDP seeks to work with countries in the Eastern and Southern Caribbean (Antigua and Barbuda, Barbados, Commonwealth of Dominica, Grenada, Guyana, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago to improve institutional capacity for evidenced based decision making on youth crime and violence policy making and programming. The focus of this project will be in improving data collection, analysis and use of data for decision making on youth crime policy making and programming. The project intends to achieve two components: 1) improving the quality, comparability and reliability of data and information and youth crime and violence; 2) and regional collaboration and networking on youth crime and violence strengthened. These components will be achieved by improving regional and national institutional capacity to collect, monitor, and analyse citizen security and apply it to decision-making and policy formulation at both levels.

Under the overall guidance and supervision of the Project Team Leader, the Deputy Project Team Leader will guiding, managing and monitoring implementation of the project ensuring that the achievement of quality results in a timely manner. His/her duties will include providing technical inputs into project activities; engagement with national and regional counterparts and ongoing communication USAID and other partners. In the absence of the Team Leader, the Deputy Team Leader will assume full responsibility for the project.

XIII. III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of Key Functions:

- Project Management
- Administrative Management Support
- Knowledge Building and Management

Project Management

The Deputy Team Leader will be primarily responsible for ensuring that the project produces the results specified in the project document to the required standard of quality and within the specified constraints of time and cost. This task will be conducted under the supervision of the Project Team Leader, UNDP Barbados and the OECS and other UNDP Country Officers in, Guyana, Trinidad and Tobago and Suriname. The incumbent will work with UN agencies, governments, inter-governmental organizations, NGOs, donors, and the private sector in accordance with the objective and outcomes of the Citizen Security Project Document.

In order to achieve the above outcomes, the Deputy Project Team Leader will be expected to conduct the following activities:

- Supports coordination for technical and strategic direction of the regional project and provides monitoring support to the Project Team Leader;
- Assists the Project Team Leader in overseeing the work of project staff and ensuring quality and timeliness of delivery;
- Assist the Project Team Leader with the preparation of annual work plans, budgets, and setting of annual deliver targets.
- Monitor progress against work plans, which are managed by respective NOs, and provide guidance as needed to ensure delivery of project results;
- Assist the Project Team Leader in developing an effective monitoring and evaluation system for reporting to USAID, UNDP, and national stakeholders;
- Support National Officers and Country Offices in managing the delivery of their project activities;
- Monitor and follow-up with sub-grantees on the implementation of agreed activities;
- Provide advice on management, leadership and application of UNDP rules and regulations to project staff as appropriate;
- Provide advice and direction on strategic policy issues and ensure youth and gender is mainstream are integrated in the project activities;
- Facilitate and find solutions on specific issues raised Project Boards and project team meeting impacting implementation (i.e. logistics, procurement, political, bottlenecks in implementation, project management compliance, etc.
- Assist the Project Team Leader in preparing annual/quarterly project work plans and reports, including project progress reports, and plan and implement technical reviews and project review meetings and be responsible for the production of those reports, based on inputs from stakeholders;

Administrative management support

- Be responsible for operational management of the project, including management and accounting for all project finances, including quarterly financial reporting and maintaining project budgets;
- Maintains and manages the project in Atlas for development activities and transactions approval;
- Prepare terms of reference for the procurement of international and national consultants as required to support implementation of project activities, oversee procurement processes, as well as ensure quality assurance and timely delivery of services;
- Trains counterparts on information management and evidence based policy, supports and reports on regional and national trainings, conducts conferences and advises the Project Team Leader on coordination and administration.
- Follow-up on audit recommendations, in a timely manner.

Knowledge Management:

- Support capacity and knowledge building of national counterparts through mentorship and coaching, knowledge sharing workshops, publications and organization of study tours;
- Create a culture of knowledge sharing and learning in the project;
- Identify and assist in recruitment of relevant expertise needed for delivery of project objectives;
- Promotes the substantive quality of all knowledge products, reports and services, and ensures effective integration and compatibility with other practice areas;
- Contributes to the production reports and publications, and serve as peer reviewer
- Assesses policy development and institutions that will address the regional and national problems on information management
- Maps and identifies pivot organizations to generate information

XIV.**XV. IV. IMPACT OF RESULTS**

- National and regional capacities strengthened to generate reliable and comparable data and statistics to inform policy making and programming.
- National and regional institutions have the technical capacity to design, implement and monitor evidence based youth crime and violence prevention policy and programmes.
- The results of the work has an impact on UNDP's reputation as the incumbent represents the project nationally and internationally, liaises with external partners and wide range of counterparts.

XVI.**XVII. V. COMPETENCIES****Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards, as well as tact and diplomacy.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Promotes the vision, mission, and strategic goals of UNDP.

Knowledge Management and Learning:

- Promotes a knowledge sharing and learning amongst colleagues and clients.
- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example.
- Seeks and applies knowledge, information and best practices from within and outside of UNDP.

Leadership and Management:

- Ability to lead strategic planning, results-based management and deliver reports.
- Works towards client satisfaction.
- Strong ability to manage teams by fostering an engaging environment, and by mentoring and developing staff.
- Proven track record of delivering results under tight deadlines.
- Client-oriented way of managing
- Ability to function at both an advisory and project implementation level.
- Ability to work independently, manage competing priorities and perform well under pressure.
- Excellent inter-personal skills to effectively liaise with key stakeholders
- Demonstrated negotiation skills
- Strong oral and written communication skills with a proficiency in English

VI. Recruitment Qualifications

<p>Education:</p>	<ul style="list-style-type: none"> • Education: Master's degree in the social sciences with formal training in project management with two years relevant experience working in citizen security, violence prevention, human development and/or indicators analysis and information management, preferably in advising senior management and high level Government officials.
<p>Experience:</p>	<ul style="list-style-type: none"> • A minimum of seven (7) years of relevant experience in the field of development, working with development planning processes at the national and regional level Five (5) of which should be progressively responsible experience in project or programme management; Experience working in the Caribbean region; previous work in any of the beneficiary countries is highly desirable; Demonstrable experience of liaising with donors, such as USAID, DFID, European Commission, and/or other major bilateral/multilateral donors, trusts and foundations;

	<p>Experience of supervising multiple staff and project offices;</p> <p>Experience in working with governments, donors, non-governmental organisations and international development organisations;</p> <p>Previous work experience in a UN agency/within the UN Common System and particularly UNDP would be a distinct asset.</p>
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English; • Knowledge of Spanish and Dutch would be an asset

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Position Information

Job Code Title:	Data Management, Analysis and Reporting Specialist
Project:	Improved Institutional Capacity Building for Evidenced Based Decision Making on Youth Crime and Violence Policy Making and Programming
Supervisor:	Project Team Leader
Scale:	Service Contract SB5

XVIII.

XIX. II. ORGANIZATIONAL CONTEXT

XX.

The United Nations Development Programme (UNDP) - Regional Bureau for Latin America and the Caribbean (RBLAC) in collaboration with the UNDP Caribbean network of offices – Guyana, Jamaica, Trinidad and Tobago, Suriname, Barbados and the OECS undertook the formulation of a first Caribbean-wide Human Development Report (CHDR) on Citizens' Security. Using Global UNDP HDR processes, analysis and methodologies, the Caribbean HDR reviewed crime and security in the Caribbean with data analysis and information from a human development perspective. The report defines short and medium term policy recommendations based on the social aspects of security which impact on citizen safety, youth violence, education, unemployment and inequality, inclusive economic growth, migration, and drug use and alcohol abuse. One of the primary recommendations from the report is the urgent need for the region to shift from traditional concepts of state security to a broader multidimensional concept that focuses on citizen security and safety and wellbeing of Caribbean citizens.

While the CHDR victimization survey points to high levels of fear of violent crime amongst citizens and the failing of existing policies and approaches, stimulating robust public discourse on the topic presented a challenge. Given the region's dependency on tourism as its main foreign exchange earner, enlisting the full and unconditional support of regional parliamentarians on the matter of facilitating rigorous public debate is critical. Reliable crime statistics are critical for measuring changes in crime levels, monitoring of national and regional responses, developing and evaluating effectiveness of citizen security policies, supporting the analysis and understanding of national and regional crime trends. Collection and organization of data into a statistical form is required to produce valuable information for use in decision-making and to allow for comparison of crime statistics across time and between countries. Lack of reliable and comparable national, sub-regional

and regional statistics makes it difficult to fully comprehend the impact of crime and violence, and to inform the citizen security policies and strategies needed to effectively respond to these challenges.

An assessment of youth, insecurity and juvenile justice systems, conducted by USAID/ESC in the Caribbean point at the lack of standardized data on crime and violence and their drivers. Raw data is available in different forms and at different stages of the criminal justice process due to the diversity of entities that generate security statistics, the absence of clear guidelines, and weak inter-institutional coordination and information sharing.

National consultations and assessments conducted by UNDP in the Eastern and Southern Caribbean point at four interrelated key problems: 1. Deficient evidence-based citizen security policies due to 2. Lack of reliable and comparable national and regional statistics, 3. Weak coordination at national, sub-regional and regional levels, and, 4. Weak institutional and CSO capacities. 4) The importance of up-to-date data inform prevention programme design, monitoring and evaluation.

The data gaps resulting from these challenges are further aggravated by different definitions of security concepts, non-standardized indicators and inconsistent use of information; dispersion of information and a multiplicity of information sources; sporadic initiatives in the area of information management; lack of unified technical criteria and permanent technical capacities within the national and regional institutions; absence or lack of understanding of a preventive focus in information management; low citizen participation in discussions on citizen security; and absence of mechanisms and capacities to mainstream gender into the analysis and management of citizen security related information and public policies.

Based on this, UNDP seeks to work with countries in the Eastern and Southern Caribbean (Antigua and Barbuda, Barbados, Commonwealth of Dominica, Grenada, Guyana, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago to improve institutional capacity for evidenced based decision making on youth crime and violence policy making and programming. The focus of this project will be in improving data collection, analysis and use of data for decision making on youth crime policy making and programming. The project intends to achieve two components: 1) improving the quality, comparability and reliability of data and information and youth crime and violence; 2) and regional collaboration and networking on youth crime and violence strengthened. These components will be achieved by improving regional and national institutional capacity to collect, monitor, and analyse citizen security and apply it to decision-making and policy formulation at both levels.

Under the overall guidance and direction of the Regional Coordinator, the Data Management, Analysis and Reporting Specialist will work closely with various stakeholders at the national and regional levels their capacity to standardise, harmonizes and build capacity for data collection on crime, violence, victimisation and related citizen security data and indicators for analysis and use in decision making to reduce youth crime and violence. The incumbent will work in collaboration with national implementation units and UNDP Country Offices in Barbados and the Eastern Caribbean, Guyana, Suriname and Trinidad and Tobago to assess and analyse data systems, procedures and identifying capacity needs to collect disaggregated data and a core set of citizen security indicators. He/she will also be responsible for the formulation and implementation of an institutional strengthening strategy to improve data quality and analysis.

XXI. III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of Key Functions:

- Technical and Programme Support
- Research and Analysis Support
- Support to Policy Development
- Knowledge Management

Technical and Programme Support

- Prepares a detailed implementation plan and schedule for the project output that focused on “improving the quality, comparability, reliability and timeliness of citizen security data to inform youth crime and violence policy making and programming in the Eastern and Southern Caribbean.
- Assesses national and regional crime data systems and institutional capacity to collect and generate disaggregated citizen security indicators.
- Work in collaboration with regional institutions to enhance the capacities of national observatories for the collection of data to inform analysis
- Develops national and regional standards for collection of citizen security indicators in line with International Classification of Crime for Statistical purposes.
- Works in collaboration with regional institutions to develop a design, technical specification and protocols for the establishment of a youth crime observatory
- Develops and implements a project strategy for the strengthening of statistical capacity at the national and regional levels to generate data required to support evidence based decision making to reduce youth crime and violence in beneficiary countries.
- Prepare and plans for the rollout of crime victimisation and perception surveys, youth risk assessments instruments and participatory action research methodologies in beneficiary countries
- Provides technical support the statistical offices to conduct crime Victimization and perception survey in beneficiary countries (coordinating training, conducting fieldwork, data processing, data analysis, reporting writing and dissemination of information).
- Ensure compliance with the commitments of planning, monitoring and evaluation in support of project coordination.
- Establishment of a minimum quality standard for national data systems.
- Prepare concept notes and terms of reference to implement project activities in consultation with the Regional Coordinator and Project Team Lead.

Research, Policy Development and Analysis Support

- Provide technical support to the generation of data to inform various analyses conducted by national and regional organization to inform citizen security policy making and programming.
- Supports the organization of training workshops on data analysis and visualization methodologies for key staff in beneficiary countries.
- Provides technical support to existing national observatories to generate and analyse citizen security data to inform policy making.
- Coordinates workshops, courses, meetings, study tours and events for training or sharing of experience in statistical analysis

- Ensures availability of indicators to be reported by national and regional institutions to inform policy and decision making.
- Provides advisory services to the governments, regional partners, civil society organization and other key stakeholders on statistical analysis tools and methodologies.
- Support the production of national reports and analysis of citizen security indicators at the national and regional levels.
- Prepares monthly reports on the statistical capacity building components of the project.

Knowledge Management

- Support knowledge management related to project activities.
- Promotes a knowledge sharing and learning amongst colleagues and clients.
- Seeks and applies knowledge, information and best practices from within and outside of UNDP.

XXII.

XXIII. IV. IMPACT OF RESULTS

XXIV.

The key results have an impact on the overall performance of the project success in implementation of project strategies. Accurate analysis, data entry and presentation of information ensure proper project implementation.

XXV. V. COMPETENCIES

Corporate Competencies:

1. Communication

- Builds professional networks with institutional partners
- Influences decision makers
- Resolves managerial conflict

2. Category: Delivery

- Critically assesses value and relevance of existing thinking and policy
- Anticipates constraints and identifies solutions
- Expands capacity of team to deliver on time and on target
- Accountable for project implementation and/or team deliverables

-

3. Category: People Management

- Demonstrates behaviors such as teamwork, knowledge sharing, maintaining relationships
- Recognizes potential road blocks to completing tasks and seeks guidance from supervisors to address issues.
- Based on formal and informal feedback received, takes action to address areas for growth and improvement
- Encourages team engagement

Functional Competencies:

1. Results Based Management

- Ability to evaluate, transform and model data to derive relevant findings-undertake & provide analysis of data to assess Project performance and national trends.

2. Category: Effective Development Cooperation

- Ability to manage complex relationships through pathways of knowledge exchange, capacity development, funding relationships and strategic engagement.

3. Category: Functional

- Ability to capture, develop, share and effectively use information and knowledge.

VI. Recruitment Qualifications

Education:	Bachelors Degree in Statistics or Epidemiology or a related field with emphasis in statistical analysis, data quality assurance, violence trends indicators, or a related areas.
Experience:	<ul style="list-style-type: none"> • A minimum of (5) years of relevant experience in statistical procedures, the collection and analysis of data using modern technology and technological approaches and ensuring quality of citizen security data. • Experience in statistical development, and capacity building of institutions at national and regional levels • Experience in conducting statistical analysis for policy making and programming • Knowledge of statistical packages, GIS and new shareware software

	<ul style="list-style-type: none"> • Experience working in the Caribbean region, as an asset; previous work in any of the beneficiary countries is highly desirable; • Experience in working with governments, donors, non-governmental organisations and international development organisations • Previous work experience in a UN agency/within the UN Common System would be a distinct asset;
Language Requirements:	<ul style="list-style-type: none"> • Fluency in oral and written English; • Fluency in Spanish and Dutch will be an asset.

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date