

Table of Contents

1. List of abbreviations and acronyms 2

2. Executive Summary 3

3. Program Description, goals and objectives 3

4. Background and Problem Statement 5

5. Key partners and their expected roles 7

6. Proposed Strategy and Technical Approach 8

7. Expected Results 10

 Component 1: Evidence-based policy making strengthened 10

 Component 2: Regional collaboration and networking on citizen security increased 12

8. Management and Implementation Structure 17

9. Duration of Activity 21

10. Project Sustainability 21

11. Role of USAID 22

12. Gender Equality and Mainstreaming 22

13. Relevant organizational experience of recipient and key partner organizations 23

A. UNDP 23

B. SICA-CASS 24

14. Monitoring and evaluation plan (M&E) 25

Evidence-Based Information Management for Citizen Security in Central America

1. List of abbreviations and acronyms

AECID	Spanish Agency for International Cooperation for Development
ATLAS	Enterprise Resource Planning (ERP) system used by UNDP and other UN agencies
AWP	Annual Work Plan
CASS	Central America Security Strategy
CD	Capacity Development
CECI	Centre for International Studies and Cooperation of Canada
CISALVA	Research Institute on Prevention of Violence and Promotion of Social Coexistence, Valle University Colombia
CO	UNDP Country Offices
COMMCA	Consejo de Ministras de la Mujer de Centroamérica
CPR	UNDP Crisis Prevention and Recovery unit
CSO	Civil Society Organization
DEVINFO	Database system developed for monitoring the Millennium Development Goals (MDGs)
FLACSO	Social Sciences Latin American Faculty
FUNDAUNGO	Guillermo Manuel Ungo Foundation in El Salvador
IADB	Inter-American Development Bank
INEGI	National Statistical and geographical Institute of Mexico
IPSAS	International public sector accounting standards
LAPOP	Latin American Public Opinion Project
M&E	Monitoring and Evaluation
MoU	Memorandums of Understanding
NCVIS	National Crime and Victimization Survey (US)
OAS	Organization of American States
OECD/DAC	Organization for Economic Co-operation and Development (OECD)-Development Assistance Committee
OBSICA	Central American Security Observatory
PRODOC	Project Document
RBM	Results Based Management
RCU	Regional Coordination Unit
RDCS	Regional Development Cooperation Strategy
RTC	Regional Technical Committee
ROC	Central American Observatory network
RPG	Regional Public Good
RSC-LAC	Regional Service Centre for Latin America and the Caribbean
SES	Regional System of Standardized indicators
SICA	Central American Integration System
SIEC	Panamanian Integrated System for Criminal Statistics
SSC	South-South Cooperation
STU	Sub Technical Units
UNAH	National University of Honduras
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
WB	World Bank
WHO/PAHO	World Health Organization/ Pan-American Health Organization

2. Executive Summary

The project *Evidence-Based Information Management for Citizen Security in Central America* aims to *strengthen evidence-based policy making by improving the quality and comparability of regional citizen security statistics and increasing regional coordination and collaboration on effective citizen security strategies* in El Salvador, Guatemala, Honduras, Panamá, Belize, Costa Rica, the Dominican Republic and Nicaragua¹. This project aims to result in significant improvement of the quality of the evidence-based information managed in Central America on citizen security, providing regular, periodic and confident high standard data for decision makers.

The project will achieve two outcomes: *Strengthen evidence-based policy making*; and, *Strengthen capacity to analyze and inform citizen security policy decisions*. These outcomes will be achieved by: (1) improving regional and national institutional capacity to collect, monitor, and process security information and apply it to decision-making and policy formulation at both levels; (2) building civil society capacity to collect, analyze, and process citizen security data and monitor citizen security policies and programs; and, (3) supporting regional knowledge management to enhance knowledge and understanding of root causes of violence and insecurity and promote successful citizen security policies and practices.

Project deliverables will include: comprehensive citizen security indicators and baselines, databases of information sources, technical factsheets and protocols for data analysis, surveys and workshops, strengthened inter-institutional coordination mechanisms and capacities, and guidelines and methodologies for data analysis and policy formulation.

The project will build on the United Nations Development Program's (UNDP) more than 20 years of experience in strengthening citizen security capacities and policies in Central America and will reinforce the results of previous interventions implemented by UNDP, Inter-American Development Bank (IADB), World Bank (WB) and other actors. The project will aim to create permanent national mechanisms for information collection and analysis and strengthen Central American Integration System (SICA) leadership and coordination role in the region.

The project will be executed by UNDP through the project's Regional Coordination Unit in El Salvador supported by *national* teams in El Salvador, Guatemala, Honduras and Panama². The project will take advantage of UNDP's presence and expertise in all countries of Central America and strong working relationships with key national and regional stakeholders in the target countries including SICA, USAID, other UN Agencies, national and regional civil society organizations and state institutions. The project will tap into the knowledge and technical support provided by UNDP regional policy and operation experts in the area of Citizen Security and Rule of Law, Crisis Prevention and Recovery, Democratic Governance, Gender, Capacity Development and Knowledge Management, South-South Cooperation, Monitoring and Evaluation and Communication.

3. Program Description, goals and objectives

The project *Evidence-based Citizen Security Information, public policy and projects in Central America* aims to improve information management and inter-institutional coordination for citizen security in Central America.

¹ No federal funds will be used to fund state institutions in Nicaragua. UNDP will cover the costs of participation of government representatives, upon prior approval of USAID.

² The STU Support Unit in Panama will be in charge of national activities of the non-core priority countries, such as Costa Rica, Dominican Republic, Belize, Panama and Nicaragua. In the case of Nicaragua, the Panama STU support unit will only support activities related to civil society organizations. UNDP decided to locate the fourth STU support unit in Panama, to ensure better coordination with the UNDP Regional Service Center of UNDP in Latin America, which is located in Panama.

Evidence-Based Information Management for Citizen Security in Central America

The goal of the project is to *strengthen evidence-based policy making by improving the quality and comparability of regional citizen security statistics and increasing regional coordination and collaboration on effective citizen security strategies*. The project will aim at creating permanent mechanisms and spaces for information collection and analysis and will enhance the existing indicator system to support the governments in decision-making and policy formulation.

This will be achieved by: (1) improving regional and national institutional capacity to collect, monitor and process security information and apply it to decision-making and policy formulation at both levels; (2) developing civil society capacity to collect, analyze and process citizen security data and monitor citizen security policies and programs; and, (3) supporting regional knowledge management to enhance knowledge and understanding of root causes of violence and insecurity and promote successful citizen security policies and practices.³

The project will target primarily the Northern Triangle countries: Guatemala, El Salvador and Honduras. UNDP proposes to also include Panama, Belize, the Dominican Republic, Costa Rica, and Nicaragua⁴ for participation in regional forums, knowledge exchanges⁵, sharing of best practices, as well as strengthening the engagement of respective civil society organizations as envisaged in Component 2⁶.

The Project will benefit the Central American Security Observatory (OBSICA) and its eight national level Sub-Technical Units (STUs)⁷ composed of national institutions such as Ministries of Security and Health, National Statistics Offices, Forensic services, Prosecutors' and General Attorneys' Offices and the Police⁸.

In addition, the project will directly benefit five civil society institutions that play important roles in international information management efforts in Central America. A preliminary list of these institutions include: the Panamanian Chamber of Commerce, the Latin American Faculty of Social Sciences (FLACSO) in El Salvador, the National University of Honduras (UNAH), the Research Institute on Prevention of Violence and Promotion of Social Coexistence, Valle University of Colombia (CISALVA), and the Guillermo Manuel Ungo Foundation (FUNDAUNGO) in El Salvador.

The population of the target countries will be the indirect beneficiary of the improved evidence-based citizen security policies formulated with the enhanced statistical information.

The project requires political will and engagement of the participating governments and national institutions responsible for citizen security and coexistence in current STUs. This will help avoid lack of involvement and coordination among SICA, regional and national institutions, and will better relationships with civil society organizations to share and replicate best practices and models.

³ Examples of such good practices include the UNDP's Small Arms and Light Weapons Prevention Program in El Salvador, National Observatory initiatives with the UNAH in Honduras, and engagement of civil society in Victimization Surveys in Panama, among others.

⁴ No federal funds will be used to fund state institutions in Nicaragua. UNDP will cover the costs of participation of government representatives, upon prior approval of USAID.

⁵ The project proposes to include other sub regional allies from the IADB-CISALVA Regional System of Standardized Indicators (SES) Project, i.e. Mexico, Jamaica, Colombia and Chile in the knowledge exchange activities.

⁶ UNDP has supported a number of initiatives in Panama and Belize to establish and strengthen national crime observatories and develop institutional capacities for data and information management.

⁷ Guatemala, Honduras, El Salvador, Dominican Republic, Costa Rica, Panama, Belize and Nicaragua (No federal funds will be used to fund state institutions in Nicaragua. UNDP will cover the costs of participation of government representatives, upon prior approval of USAID). UNDP will cover the participation of those representatives, prior to USAID approval)

⁸ Where and when a previous waiver to work with police officers is granted from USAID.

4. Background and Problem Statement

Background

Crime and violence remain among the key development challenges in Central America; El Salvador, Guatemala, and Honduras have the highest crime rates in Latin America and the world⁹. Men aged 18-35 are particularly vulnerable to gang violence and homicide.¹⁰ Femicide levels are increasing at a faster pace than homicide rates and are related to increased number of murders occurring in public places or due to gang violence.¹¹ At the same time, there are estimated 2.2 million registered firearms of which 1.4 million are registered to civilians. An estimated 2.8 million firearms are unregistered¹².

The main drivers of crime and violence in Central America are gender, social and economic inequalities, institutional weaknesses, lack of opportunities, prevalent culture of violence, availability of weapons and permissive laws for their possession and carrying and increased drug trafficking related to the shift in shipment routes from the Caribbean to Central America¹³.

The increasing crime and homicide levels pose heavy human and financial costs and present serious development challenges to the region. Crime and violence add approximately 10-30% to the price of doing business in Central America, while the impact of crime is somewhere between 4.8% and 10.8% of GDP¹⁴.

In order to address the proliferation of crime and security issues, members of SICA adopted the Central American Security Strategy (CASS)¹⁵ in 2011, which serves as a guiding framework to strengthen the security of persons and property and achieve sustainable human development. The CASS contains four core components¹⁶, 14 priorities and 22 regional projects.

In 2010, SICA created an Observatory body, known as OBSICA, to serve as a regional mechanism for a) monitoring, evaluation and analysis of official information on Democratic Security; and, b) monitoring progress and systematizing indicators of the CASS and any regional projects derived from it.¹⁷

Efforts have been made to strengthen OBSICA's information collection and analysis capacity through the *Canadian Centre for International Studies and Cooperation (CECI)*¹⁸ and the *Regional System of Standardized Indicators (SES)* project supported by the Inter American Development Bank (IADB), Organization of American States (OAS), United Nations Office on Drugs and Crime (UNODC) and UNDP. However, OBSICA still lacks the capacity to collect and process reliable and uniform regional citizen security data that could contribute to national and

⁹ UNDP, (2013). *Human Development Report 2013: Citizen Security with a Human Face*. New York, NY.

¹⁰ International Development Bank, Institutions for Development (IFD), Division of Institutional Capacity of the State (ICS). (2013), Discussion Paper # IADB-DP-302.

¹¹ UNWOMEN-UNDP. (2013). *Addressing gender-based violence in the post-2015 development agenda: a contribution to the thematic discussion on violence, citizen security and the post-2015 development agenda*.

¹² UNDP, (2009). *Human Development Report 2009-2010: Opening Spaces for Citizen Security in Central America*. New York, NY.

¹³ Ob. cit.

¹⁴ *World Bank*. Crime and Violence in Central America, a Development Challenge. Washington DC. 2011.

¹⁵ CASS was updated on April 8, 2011 to respond to the new challenges of regional and hemispheric security.

¹⁶ The four components are: fighting crime; prevention of violence; rehabilitation, reintegration and prison security; and, strengthening institutional coordination and monitoring of the regional strategy.

¹⁷ Currently OBSICA, in cooperation with the Research Institute on Prevention of Violence and Promotion of Social Coexistence, of the Valle University in Colombia (CISALVA) is collecting regional citizen security data in the framework of the *Regional System of Standardized Indicators (SES)* project supported by the IADB, OAS, UNODC and UNDP. This data includes 12 Citizen Security indicators from administrative records and 10 indicators from national surveys.

¹⁸ Since 2011 CECI has been funding two OBSICA analyst positions as well as research activities and annual publications. However, publications on gangs, human and drug trafficking are still pending due to resource limitations.

Evidence-Based Information Management for Citizen Security in Central America

regional citizen security policies. OBSICA also suffers from weak coordination and inefficient policy recommendations, resulting in a lack of legitimacy with national governments and thus less-than-desired integration of its recommendations into national citizen security policies and plans.

Currently the OBSICA, in cooperation with the CISALVA¹⁹ is collecting the regional citizen security data in the framework of the SES project. This data includes 12 Citizen Security indicators from administrative registers and 10 indicators from national surveys²⁰.

At the regional level there are also civil society representative units, such as SICA Consultative Committee (CC-SICA), established in 1996 as an independent and autonomous civil society body, aimed at strengthening the integration, development and democracy in Central America within key civil society stakeholders. However, in the area of citizen security, civil society representation has been poorly integrated; those participating national organizations have not been able to voice the realities, necessities and interests of the regional populations. A more active and participatory committee will contribute to effective observance and execution of the Tegucigalpa Protocol, which establishes the basis of Central American integration.

Problem statement

National consultations conducted by UNDP Offices in Honduras, Guatemala, and El Salvador revealed three key problems: lack of reliable and comparable national and regional statistics; weak institutional capacities and coordination at national and regional levels; and, deficient evidence-based citizen security policies.

The lack of reliable and comparable national 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. This is mostly due to the diversity of entities that generate security statistics, the absence of clear guidelines, and weak inter-institutional coordination and information sharing.

The data gaps resulting from these challenges are exacerbated by different definitions of security concepts, inconsistent indicators and uses of information; dispersion of information and 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.

Engagement of civil society organizations (CSOs) with governmental institutions on citizen security issues has been sporadic due to insufficient capacity of the CSOs and mistrust between the government and civil society institutions. The few attempts by civil society organizations to gather and analyze data have been limited to national interventions²¹ and were often ignored or discredited by governments. SICA has made little progress in working with CSOs at the regional

¹⁴ Research Institute on Prevention of Violence and Promotion of Social Coexistence, of the Valle University in Colombia.

¹⁵ UNDP, as well as the WB, IADB and OAS consider improvement of security statistics and institutional coordination as the key contributor to regional development.

²¹ E.g. Central American University and FLACSO in El Salvador and National Autonomous University of Honduras - UNAH with the National Citizen Security Observatory.

Evidence-Based Information Management for Citizen Security in Central America

level and currently there are no policy debates in SICA that would effectively engage the governments and civil society leaders on citizen security issues²².

5. Key partners and their expected roles

The project will carry out close consultations with stakeholders in Central America in order to improve the data collection, analysis and dissemination in the region.

SICA and its Observatory, OBSICA, are the main stakeholders of the project. Both bodies will actively engage in project implementation through the Project Steering Committee and OBSICA Sub-Technical Units (STUs) established by the IADB-CISALVA SES project.

The project will build on the regional project *Security in Central America* co-funded by the SICA, UNDP and Spanish Agency for International Cooperation for Development (AECID), which aims to strengthen the capacity of national and regional institutions to implement CASS. The project will also complement the IADB-CISALVA SES project to strengthen OBSICA's ad-hoc STUs in Honduras, Guatemala, El Salvador, Panama, Costa Rica, the Dominican Republic, Belize and Nicaragua²³ and install permanent technical capacities within the OBSICA.

UNDP's partnership with CISALVA has been strengthened through an ongoing Memorandum of Understanding as well as the collaboration within the framework of the SES project. Based on consultations with CISALVA the project will provide assistance to strengthen the indicators collected by the SES project and will support CISALVA's future joint activities with OBSICA. The support provided to CISALVA through the sub-grant will expand and strengthen the Sub-Technical Units in Central America and help engage new stakeholders in the STUs. CISALVA has also requested to continue funding national consultants already working with the SES project and to continue supporting the high-level discussions with the members of SES.

Following the recent consultations with the CECI delegates in El Salvador, the project will aim to strengthen the analysis capacities within OBSICA to develop new research and knowledge products. The Project will finance the elaboration of select knowledge products by CECI and cover the costs of two analysts for OBSICA from 2015. These analysts will complement the 2-3 analysts envisaged by the current CECI budget and will conduct regional-level research in coordination with the OBSICA Coordinator.

The primary rationale for engaging the partners like CECI and CISALVA is to build on their existing knowledge and experience in technical analysis and capacity support to the OBSICA STUs. At the same time the project will aim to complement the ongoing work of CECI and CISALVA²⁴ aimed at strengthening national and regional information management capacities.

The assistance provided to the OBSICA Team will enhance the outreach, quality and impact of the OBSICA-produced research products, generate new knowledge instruments and publications²⁵ with the support to Technical consultations with partners/stakeholders and support resource mobilization efforts to finance the elaboration and dissemination of new knowledge products.

²² The SICA Consultative Committee (CC-SICA) was established in 1996 as an independent and autonomous civil society body, to promote active participation of civil society. Since the regional CSOs require the approval of all Member states to convene, the CC-SICA has not been able to call its first meeting of Civil Society Organizations.

²³ No federal funds will be used to fund state institutions in Nicaragua. UNDP will cover the costs of participation of government representatives, upon prior approval of USAID.

²⁴ The funding of CISALVA has been agreed upon with CISALVA based on their own estimate of their role in the project. The CISALVA grant includes 2 components a) Strengthening of the Sub Technical Units – STU; and b) Development of technical capabilities; ~~and c) permanent support to CAM SUTs to include CSOs inside STU's.~~
VERIFICAR< EN LA CLARIFICACION DIJIMOS 2 COMPONENTES

²⁵ Factsheets, policy papers and baselines will be published online in PDF format and distributed through the ROC platform and website, therefore publishing and dissemination costs for these products are not included in the project budget. The project envisions 6 state-of-art publications on issues related to youth, gender, quality of data, emerging crimes in coordination with SICA/OBSICA and CECI.

Evidence-Based Information Management for Citizen Security in Central America

In addition to OBSICA, CISALVA and CECI, the project will partner with the WB regional project on *Municipal Citizen Security* for the Northern Triangle Countries to better coordinate the exchange of data, expertise and practices related to municipal level data collection and analysis and explore the possibilities for scaling-up local level information management initiatives for possible replication at national level.

The project will collaborate with the OAS-UNODC, in order to integrate the UNODC country-level Crime Trends Survey²⁶ parameters into the regional analysis. The project will also partner with UNODC in the framework of regional partnership initiative for victimization survey standardization with INEGI and CISALVA. Both UNODC and OAS representatives will participate in the discussions on issues related to the improvement and harmonization of national and regional data.

Data generated by the project will be available to all key stakeholders and partners.

6. Proposed Strategy and Technical Approach

The rationale of all UNDP interventions is to enhance national institutional capacities and to ensure national ownership of development results. By building and institutionalizing technical and functional capacities of national counterparts and generating and exchanging relevant knowledge, UNDP ensures that the results of the intervention are adequately appropriated by the national institutions.

The project will aim at enhancing the OBSICA analysis capacities through strengthening the STUs in Guatemala, Honduras, El Salvador and Panama²⁷ by means of technical expertise, capacity building activities and knowledge products. Stronger OBSICA, capable of producing credible and usable information on citizen security, will strengthen the SICA and enhance its role as the regional coordination entity.

The project will build on the existing institutional and human assets²⁸ in the presence countries and contribute mechanisms and tools in order to further strengthen and develop them. The project will not create new institutional structures but will reinforce and streamline existing ones and improve the cooperation, coordination and information exchange between structures²⁹. Project interventions will be based on the experience of the SES project and will use the SES methodologies and structures such as the national STUs³⁰.

The project will establish continuous linkages between the ongoing national and regional initiatives and SICA to strengthen its leadership and coordination role through permanent inter-institutional collaboration, formal agreements and Memorandums of Understandings (MoUs).

The project uses a two-prong approach - staging interventions i) *at regional level* and ii) *national level*, engaging national and regional institutions and civil society in the achievement of both results. This approach ensures closer linkages between the national citizen security institutions and their enhanced integration within regional data collection and information management

²⁶ United Nations Surveys on Crime Trends and the operations off Criminal Justice Systems <http://www.unodc.org/unodc/en/data-and-analysis/United-Nations-Surveys-on-Crime-Trends-and-the-Operations-of-Criminal-Justice-Systems.html>

²⁷ Panama STU support unit will act as non core countries coordination unit.

²⁸ Such as OBSICA STUs, local observatories, and national information management entities, among others.

²⁹ To ensure impartiality, independence and full dedication of the project staff to the achievement of the objectives, as well as the efficient and transparent use of project staff, UNDP considers it essential to directly manage all project staff throughout the duration of the project. However, while formally working under UNDP authority, all Project staff will be contributing to the strengthening of OBSICA capacities.

³⁰ For more information on the STUs, please see <http://www.seguridadyregion.com/en/organization-flowchart.html>

Evidence-Based Information Management for Citizen Security in Central America

systems, allowing for improved information flow and exchange, development of more coherent citizen security programs and policies and better cross-border coordination for regional security³¹.

Work undertaken by the SUT Support Unit in Panama in non-presence countries is essential for ensuring the integrity of work of the SICA/OBSICA and functioning of the ROC platform. The regional approach offered by the project implies the engagement of all countries of Central America and creation of a sufficiently ample pool of experiences and methodologies to provide inputs to the ROC.

The project will apply four inter-related strategies to achieve the results:

1. *Capacity Development*: With the support from the UNDP Regional Knowledge, Innovation and Capacity Strategy, the project will apply corporate processes and tools to strengthen the capacities of the OBSICA STUs to produce, analyze and disseminate quality data. The STUs will be strengthened through trainings, information exchange, and enhancement of institutional structures and procedures. The improved data quality will contribute to the development of SICA capacity to analyze data and formulate policy recommendations for improved regional citizen security. It will also enhance SICA's capacity for implementing a regional advocacy strategy and setting the regional security agenda.
2. *Knowledge Management through South-South Cooperation*: With the support from the KICG, the project will apply the UNDP's Knowledge Management strategies to extract and systematize knowledge generated by the project. The project will utilize UNDP's South-South Cooperation mechanisms and experiences³², targeted at national institutions *within* and *among* the target countries to exchange key lessons, best practices with effective solution, policy recommendations, capacities and knowledge products such as publications, methodological tools and guidelines, study materials and courses, and the ROC platform³³. The knowledge generated will be used by the project to strengthen the national and regional institutional capacities and improve communication and advocacy on regional citizen security.
3. *Communication and advocacy*: The project knowledge projects will be disseminated to national STUs and will constitute building blocks for improved advocacy. The UNDP regional Communication Team will assist with the formulation of the project communications strategy to enhance public awareness and civil society engagement on issues related to crime prevention and control, domestic and gender based violence, sexual assault, and child maltreatment. The enhanced awareness of the stakeholders and the general public will further strengthen the capacities of decision-makers and civil society organizations for better identification of priorities and formulation and implementation of citizen security policies.
4. *Technologies and Innovation*: The project will employ technological tools to improve the collection, analysis, quality control and dissemination of data related to citizen security and coexistence. It will ensure that the data generated through its interventions is linked with the IADB-CISALVA-SES platform to allow for proper use of the project-generated citizen security indicators and tools by the STU's. The project will also develop a virtual Platform for the Regional Network of Civil Society Observatories (ROC). This Platform will provide virtual mechanisms for compiling information and reports from the national pivot organizations (Police, Public Ministries and Forensics) and will serve as a repository of information related to administrative registers, the ROC surveys and research. The project will make use of

³¹The project will consider the possibilities of using cutting edge technologies such as GPS, GIS systems and cellphone GSM for online reporting of cross-border issues in ROC Platform.

³² Previous similar experiences include South-South exchanges between Panama and El Salvador, Honduras and the Dominican Republic, among others, which were focused on observatories and citizen security information management.

³³A virtual platform for the Regional Network of Civil Society Observatories (ROC) will be developed to facilitate coordination, information sharing, research, communications, exchange and knowledge products and practices. It will involve institutions, CSOs, and regional partners working on citizen security information.

Evidence-Based Information Management for Citizen Security in Central America

UNDP's corporate knowledge platform Teamworks, America Latina Genera³⁴, the global Human Development Report platform and the UNDP's Virtual School to promote knowledge and information exchange.

7. Expected Results

The Project contains two components and four outcomes (2 per each result):

Component 1: Evidence-based policy making strengthened

In order to improve the quality, comparability, reliability, and timeliness of citizen security data, and policy decision-making processes the project will establish a *comprehensive and common set of citizen security indicators across the region* and *strengthen the evidence-based policy-making*. These indicators will include comprehensive parameters, such as domestic and gender based violence, sexual assault and child maltreatment, among others.

The project will seek to strengthen OBSICA, by improving the quality of indicator factsheets, reports, publications and reports. Currently the OBSICA functions through the STUs created as ad-hoc units in the framework of the IADB-CISALVA Project (SES). The STUs are composed of active Government officials who work with the local and municipal-level information. At the national level the project will aim at enhancing the STUs analytical capacities for consolidating national level information for OBSICA use. The project will facilitate coordination and information exchange between the OBSICA Coordinator and the regional coordinator of the project to ensure gradual integration of the STUs into the OBSICA as permanent analysis units. Monthly meetings with national and regional coordinators and the OBSICA will help establish priorities for data collection and analysis, define strategic memoranda of understanding with the civil society and state institutions, capable of generating and sharing information. Regular meetings between the project regional team and the OBSICA coordinator as well as the continuous technical advice provided by the regional team will enhance the OBSICA's coordination and analysis capacities.

Outcome 1.1: Quality and Comparable citizen security indicators developed

In order to address data inconsistencies across countries, the project will complement the efforts of the SES project, further strengthen the coordination mechanisms within SICA, support the work on an agreed common set of citizen security indicators, and establish the procedures to transfer quality and comparable crime statistics to SICA.

The project will strengthen permanent analysis and advocacy capacities of the STUs. Documentation produced by the STU meetings, such as fact-sheets³⁵, maps, and protocols, will be translated into policy recommendations for the member countries.

Key interventions

The project will *support the development of comparable and disaggregated citizen security indicators*. Based on the existing indicator collection methodology applied by SES, UNDP will aim at improving the collection process of 12 indicators³⁶ (eight for criminality and delinquency, four for coexistence), previously reported to SES-OBSICA.

³⁴ <http://www.americalatinagenera.org/es/>

³⁵ Understood as papers of one or two pages with current status of specific crimes, some figures, and suggested alternatives of action.

³⁶ Although 22 citizen security indicators have been developed by the SES Project, in October 2013 OBSICA prioritized the use of 12 indicators validated by the Central American countries in accordance with the CASS and the SES. It is expected that following months the number of indicators collected in the framework of the CASS will reach 30.

Evidence-Based Information Management for Citizen Security in Central America

*National and regional technical conferences and meetings*³⁷ will help build confidence and improve networking among institutions and their representatives, heightening their role and legitimacy in sharing data, and improving their analysis capacity of national and regional issues.

Again building on SES efforts the project will *conduct an institutional gap analysis* of key public institutions in each country, in order to identify best ways for data collection and dissemination. The project will also *conduct an institutional gap analysis of SICA* to determine what is required to become an effective and independent regional observatory. These findings will contribute to the *development of national enhancement plans and critical roadmaps for OBSICA and national institutions with the participation of donors and Central American countries*. It is expected that these plans will improve data collection systems; automate data collection process; improve the dissemination of the data through strengthened web-based information channels; and train the police³⁸, judiciary and public health personnel.

In collaboration with CISALVA, CECI and other partners the project will work towards *strengthening the STU coordination mechanism* through regular regional and national technical conferences, weekly coordination briefings with STU members and monthly coordination meetings between the SICA and project coordinator, to properly align priorities and needs for data analysis.

The project will support *the prioritization of key regional crime and violence indicators* by means of a quarterly citizen security situation report that will be disseminated and analyzed to address regional challenges. The project will *support OBSICA in the dissemination* of this information.

The project will *establish a mechanism to identify and engage civil society organizations for their participation* through the regional ROC platform. The project will facilitate cooperation agreements and MoUs between the state organizations and Universities and think tanks, such as FLACSO, UNAH³⁹, and FUNDAUNGO, among others. The project will produce publications on key citizen security indicators to be shared with stakeholders.

Key deliverables

The anticipated deliverables for the Outcome 1.1 will focus on the quality of data and development of indicators with the participation of different stakeholders and will include: i) technical factsheets, ii) protocols of understanding between the project and national and regional institutions, iii) reports and minutes of national and regional meetings and conferences (including incidence briefs and/or policy briefs on regional topics), iv) reports of the technical assistance provided to OBISCA by regional and national coordinators, v) regional indicator baseline reports for El Salvador, Honduras and Guatemala, vi) technical assistance status report by STU consultants, vii) map of available information sources, viii) assessment reports of potential national allies and pivot organizations to be strengthened within the project.

Outcome 1.2: Analysis capacity to inform citizen security policy decisions strengthened

The project will increase the capacity for quality data analysis in two to three civil society organizations and government institutions in each country. The project will engage decision makers and technical experts in the discussion on how to integrate evidence based policy recommendations in national citizen security policies and plans.

³⁷ National and regional technical conferences will engage the STU Support Units, STU coordinators, institutional focal points for STUs, UNDP and USAID country offices and missions, select consultants and technical experts from donor organizations; the regional conferences and meeting will involve representatives of SICA/OBSICA, CECI, SES, CISALVA, STU coordinators, Project National Coordinators (STU Support Unit Coordinators), Regional Coordination Unit, Regional USAID delegate, UNDP Regional Centre representative, IADB, UNODC and OAS representatives. Other participants, such as WB, AECID, Geneva Declaration, and GTZ will be invited as needed.

³⁸ Subject to the USAID approval.

³⁹ National University of Honduras.

Evidence-Based Information Management for Citizen Security in Central America

In terms of strengthening analytical capacity, the project will apply the *learning by doing* approach and support the daily work of OBSICA through conducting continuous assessments⁴⁰, on-job trainings, and technical advice.

Key interventions

The project will increase *OBSICA visibility and legitimacy* by providing SICA and UNDP endorsement and improving the quality of products to be shared with SICA Member Countries as inputs for national and regional citizen security policies.

The project will identify key government institutions such as police, justice, forensic medicine and public health and *strengthen their capacity to review and analyze citizen security data*, identify the key themes that require further research, and propose policy recommendations.

The project will build the OBSICA's capacity to formulate *policy recommendations* through providing technical expertise on data analysis, policy development and sparking national discussions on key citizen security themes.

Together with the national governments and donors *the project will identify and formulate key recommendations for policy decisions* through consultative meetings between UNDP, OBSICA and donor institutions.

Key deliverables

Deliverables for Outcome 1.2 will be focused on strengthening decision-making capacities of state institutions and dissemination of data through inter and intra institutional coordination. These deliverables will include: i) national pilot meetings organized to generate reports on citizen security, ii) national Enhancement Plans developed to strengthen institutional capacities to generate primary information, iii) roadmaps to strengthen capacity for data quality, capture and analysis, iv) report of Regional Youth meeting, which will contribute to the state-of-art publication on youth, v) partnership agreements and reports between the state institutions and universities for the improvement of official information production, vi) Policy Briefs on Gender, Youth, ICT, Domestic violence, elaborated on the basis of survey indicators, and vii) Regional Coordination Unit reports to follow up on the progress of the STU support units.

Component 2: Regional collaboration and networking on citizen security increased

The project will support the OBSICA's work through the creation of a regional network of civil society organizations for monitoring and oversight. The project will promote regional collaboration and networking on citizen security through the *identification and replication of citizen security best practices through South-South Cooperation, increased engagement between civil society organizations (private sector, universities, think tanks, non-governmental organizations), and between government and civil society*. Data, analysis and research undertaken as part of the Component 1 will be used for the development of concrete solutions and knowledge products, comprehensive policy dialogues, and stronger proactive collaboration between government and civil society stakeholders.

Outcome 2.1: Dialogue on citizen security issues between civil society and government institutions improved

At the *national* level, the project will *improve civil society access to national citizen security information* by facilitating interactions and coordination between the state and civil society organizations. The project will strengthen data analysis and application capacities of CSOs working on citizen security, preferably well-known academic institutions. At the *regional* level,

⁴⁰Understood as permanent products on indicators, reports on citizen security, and policy building methodologies, based on statistics and information management procedures.

Evidence-Based Information Management for Citizen Security in Central America

the project will support national efforts to develop crime observatories in coordination with the SICA and using UNDP experience with South-South Cooperation.

Key Interventions:

At the national level the project will carry out *citizen security trainings, forums and other meetings* to facilitate networking and capacity building among policymakers, stakeholders, and media, fostering discussions on evidence-based state-CSO proposals for citizen security.

At the regional level the project will improve the coordination among CSOs by developing a regional CSO network known as the Regional Network of Civil Society Observatories (ROC)⁴¹; producing joint research and analysis activities; fostering dialogue between the ROC network and the SICA's Consultative Committee (CC-SICA) exchanging successful experiences, such as training on the *cómo vamos*⁴² methodology' and sharing analysis of surveys.

The project will support an annual national *ROC meeting* whereby key civil society stakeholders) will review analyze important citizen security data. The project will engage state and citizen organizations in regular national "*Citizenship for citizen security*⁴³" meetings and annual regional encounters. These encounters will strengthen the links among civil society and key state actors, will map civil society experiences in the area of prevention and develop a common evidence-based prevention baseline.

The project will provide sub-grants to national and regional civil society organizations, such as universities, think-tanks, foundations, chambers of commerce, etc. o complement the existing research conducted by the Latin America Public Opinion Survey (LAPOP) with *in-depth data analysis and research*. The project will explore the possibility of engaging a well-established academic or research institution to conduct regular independent analysis on issues identified by UNDP Country offices through regular situation monitoring and consultations with national and regional stakeholders. The preliminary list of critical issues includes: public health components of citizen security, robbery, theft and injuries, homicide, youth, gender-based violence, citizen culture, accountability etc.⁴⁴ These studies will be disseminated to and discussed by civil society forums, organizations and media and help include important citizen security issues on national and regional agendas.

CISALVA, as the implementer of the SES Project, will receive the sub-grant for strengthening the STU capacities and for generation of knowledge on Citizen Security and Prevention of Violence in collaboration with the universities and other CSOs. The sub-grant will cover the analysis of indicators produced by STUs, elaboration of data analysis methodology for universities and

⁴¹ The network will be composed of select representatives of national academia, NGOs, private sector, and think-tanks capable of providing independent rigorous analysis, which in turn will inform regional policies through permanent meetings on each country. At a regional level, the network will be coordinated virtually using the ROC platform to share knowledge, practices and policies.

⁴² *Cómo vamos* is a citizen-driven monitoring mechanism operating with the Bogota Chamber of Commerce, which created the methodology to assess the quality of urban life variations by means of technical and perception-based indicators. The think-tank has been supporting the security policy of the government of Bogota with complementary analysis of factors that affect the quality of urban life. *Cómo vamos* are pioneers in the area of monitoring citizen security and coexistence indicators from the civil society standpoint and complementing the government analysis with their own unique methodology. Their experience will be used to adapt the existing methodology for Central America, conduct trainings and provide technical support to the participating countries for its implementation. The sub-grantee has been selected based on the fact *Cómo vamos* is the only entity with the methodology to link CSOs and state institutions in the area of citizen security in the region. (see the case of Bogota <http://www.bogotacomovamos.org/acerca-de/quienes-somos/>).

⁴³ National level meetings should address: gender violence, youth violence, firearms, human trafficking, drugs and crime, coexistence problems, and gangs among others.

⁴⁴ This list may change based on the findings of the situation analysis and establishment of baseline indicators. The primary selection criteria for sub-grantees include the sub-grantee's expertise (years of work on the issues, academic/technical profile, research capacities, etc.) and budgetary considerations. All sub-grants will be commissioned through CSOs in close coordination with the SICA.

Evidence-Based Information Management for Citizen Security in Central America

methodology for strengthening existing citizen security observatories and regional working groups comprised of the police, ministries of justice and security, forensics and universities. CISALVA will also aim at the improvement of quality of citizen security data by linking the online trainings offered through the SES project with the ROC platform on data quality and capture, integration of public health categories (such as robberies, theft, injuries) in violence observatories, factsheets and publications on regional security issues; and mobilization of the regional network of SES institutions⁴⁵.

The Chamber of Commerce of Panama⁴⁶ is a civil society organization that is comprised of registered businesses of Panama. Four years ago the Chamber established a Citizen Security Observatory within its structure, which was supported by UNDP. The Grant sub-grant will cover activities aimed at disseminating the Chamber of Commerce experience in indicator monitoring, participation in victimization surveys and research on conflictivity issues from the private sector perspective. The sub-grant is expected to produce the methodology of exchange of experiences and collaboration between the civil society and state institutions and support South-South Cooperation exchanges among the civil society.

FLACSO and UNAH are both leading academic and research institutions with the experience in data analysis and information management. The FLACSO sub-grant, is expected to cover 2-3 state of art publications on priority issues identified by the Project and may include gender-based violence, homicides and youth. The sub-grant will cover both the research and printing costs.

UNAH is the leading university of Honduras and has run a highly successful and respectable Violence Observatory through its Institute of Democracy, Peace and Security (IUDPAS) with a renowned capacity for civil society data analysis. The sub-grant will support the analysis and methodological support for academic exchange on security issues; elaboration of methodology for information exchange with civil society organizations; methodological support to regional civil society encounters and South-South exchanges; and publication of 2 methodological guidelines on establishing/strengthening local observatories and key partnerships with universities.

FUNDAUNGO is one of the leading institutions of El Salvador with expertise in knowledge generation and development of capacities of public institutions. Like FLACSO and UNAH, FUNDAUNGO will use the sub-grant to produce state-of-art research publications on youth, gender-based violence, civil society accountability, homicides and/or other priority issues identified by the project. The sub-grant will cover the cost of experts and printing.

Other sub-grantees will be identified through the situation analysis to be conducted during the first year and will tentatively focus on issues related to civil society and emerging crimes (e.g., extortions, kidnappings), local and metropolitan observatory methodologies, surveys and/or analysis of citizen coexistence culture. These sub-grantees will be identified on the basis of the relevant expertise and budget proposal.

The project will conduct regional training workshops on gender, information analysis, youth, and violence prevention with the participation of SICA. Using the ROC platform the project will train the *regional network of civil society organizations* to independently analyze regional crime data

⁴⁵ As the leading entity of the ongoing Regional System of Standardized indicators (SES) Project with the IADB, and the focal point for all STUs in the 19 Latin American countries, CISALVA will be engaged from the start of the project in order to provide communication and technical assistance to OBSICA, and eventually help expand and strengthen the CSO network through the Component 2.

⁴⁶ UNDP considers it vital to foster the private sector engagement in citizen security issues. The Panamanian Chamber of Commerce is a civil society organization that is comprised of registered businesses of Panama and is a key focal point in the country for providing citizen security analysis from a non-governmental standpoint. Four years ago the Chamber established a Citizen Security Observatory within its structure, which was supported by UNDP. The Chamber of Commerce has been selected given that it has already implemented a series of activities in citizen security information management, has strong linkages with other chambers of commerce in the region and has established working relationships and common language with the Government and other CSOs.

Evidence-Based Information Management for Citizen Security in Central America

and provide policy recommendations⁴⁷. The project will meet regularly with CSO leaders, disseminate the project products and explore possible new partnership agreements with the CSOs not yet engaged in the ROC.

In order to provide SICA with the required information the project will offer sub-grants to national statistical institutes to conduct *victimization baseline surveys* disaggregating data on crime victims by age, status, gender and other parameters, based on standard methodologies used by the SES, LAPOP, National Crime and Victimization Survey (NCVIS)⁴⁸ and UNODC – National Statistical and Geographical Institute of Mexico (INEGI), and adapted to a regional context for cross-country comparisons. The sub-grant will support the disaggregation of the data by victimization variable and produce national survey reports with the baseline victimization indicators to be used by OBSICA. Data obtained from the forthcoming victimization and perception surveys to be carried out by the Panamanian Integrated System for Criminal Statistics (SIEC) and the Costa Rican Governance Ministry will complement the data from the northern triangle countries and provide OBSICA with a complete set of indicators for analysis.

Key deliverables

Anticipated deliverables for Outcome 1.2. include: i) results of the “*Cómo vamos*”/citizen survey, ii) minutes and/or progress reports of meetings with SICA and (once operational), with CC SICA, iii) progress reports of the Regional Network of Civil Society Observatories (ROC) and the web platform, iv) regional ROC conferences (Gender, Youth, Gangs, Coexistence), v) baseline indicators from victimization and perceptions surveys, vi) results of other public opinion polls and surveys (an M&E survey, citizen culture, etc.), vii) guide on the role of civil society in the construction of security and coexistence policies, and viii) brief reports on national meetings with civil society.

Outcome 2.2: Exchange of citizen security best practices and effective strategies increased

The project will systematize and share best practices on complex citizen security challenges and identify useful experiences for their potential replication in the target countries. For example, Mexico and Colombia both have experiences with observatories and with working across government, civil society, and donor communities to combat crime. The Project will make use of existing virtual learning methodologies and tools developed by CISALVA, UNODC and OAS.⁴⁹

Key interventions

The project will *share and compare country analysis at the regional level* disseminating knowledge products such as factsheets and reports. Through a sub-grant the project will fund the *creation of a regional information management platform (ROC)* for regular information exchange between the high-level government representatives and civil society organizations on information products and issues such as gender violence, trafficking in persons, victimization and the underlying causes of violence, among others. The ROC platform will integrate the data obtained through Component 1 and 2 and host the real-time digital forums and exchange spaces for state and civil society organizations. It will be organized around the 12-14 citizen security indicators to help observe and analyze information and inform the state and civil society organization decisions.

⁴⁷These activities will take into account previous networking experiences such as the “Youth Alliance Program”, youth association movement in Central America and other similar CSO networking initiatives previously supported by USAID.

⁴⁸ National Child Victim Identification System - an application that assists federal, state, local, and international law enforcement agencies during investigations of child sexual exploitation crimes, specifically those involving images of child exploitation.

https://www.dhs.gov/sites/default/files/publications/privacy/PIAs/privacy_pia_ncvis_august_2009.pdf

⁴⁹For example:

http://www.seguridadyregion.com/images/descargas/Implementar_el_SES/curso%20sobre%20captura_opcin%201.pdf

Evidence-Based Information Management for Citizen Security in Central America

The ROC platform represents the upgrade of the existing SES platform given the engagement of CSOs.

Using the UNDP experience in knowledge management the project will help CSOs in the target countries *to systematize best practices, expertise, evidence-based tools, and successful experiences* on key regional themes and share them at regional forums.

Likewise, using the UNDP experience in *South-South and Triangular Cooperation*⁵⁰, the Project will support policy research on key citizen security issues and offer mechanisms and tools for enhanced information exchange on three issues, i) information management, ii) local management of security, iii) public policy at local and national levels. The ROC will contribute a common platform, publications and a networking strategy to facilitate exchanges among national institutions.

The project will *develop a Knowledge Sharing and Communication Strategy*, including the dissemination of the data and best practices generated in Component 1 through media, social networks, Universities, and SICA member countries. In coordination with SICA and the donors, the project will coordinate a *regional ROC Meeting* on Citizen Security, where national CSOs will be able to share their relevant experiences on a regional level.

The project will *facilitate national Knowledge Fairs and discussions* by offering dialogue spaces⁵¹ to state and civil society actors, so they can exchange experiences and approaches on key citizen security issues. The results and information of these discussions will contribute to public consultations and advocacy efforts to include crime prevention in national security agendas.

The project will conduct *workshops and trainings* for CSOs with the participation of experts and consultants. The trainings will increase CSO awareness on the importance of adequate information management and improve data analysis and interpretation capacity for internal organizational purposes.

The project will offer a professional short *course* and *national trainings for media representatives* to teach them to analyze and report citizen security information. These trainings will also be extended to those CSOs that usually provide security and crime related information to media.

Key deliverables

Deliverables of the Outcome 2.2 will include best practices and knowledge products (fact-sheets, citizen reports, etc.) from civil society. These products will be disseminated for improved participation, accountability and use of data collected through coordination among the CSOs (universities, chambers of commerce, think-tanks and media). These products include: i) minutes of meetings between the state institutions comprising the STUs and civil society representatives at national level, ii) publication on civil society experiences and/or capacities to generate information for the design of citizen security public policies through ROC, iii) publication on the major findings of monthly “Citizens for Security” meetings, iv) reports on “Citizenship for Citizen Security” indicators, v) enhancement plan/roadmap for strengthening the civil society capacities for accountability on security, vi) publication of national ROC meetings results, vii) regional publications on citizen security based on data from victimization surveys⁵² and analysis of cross-

⁵⁰ Triangular cooperation is a form of development cooperation involving an OECD/DAC donor, an emerging donor from the South, and a recipient country in the South.

⁵¹ UNDP has been supporting “citizen security breakfasts” in El Salvador, with the participation of high-level government officials, civil society actors and donors. Similar meetings have been organized in Honduras by the *Peace and Justice Alliance*, an ad-hoc discussion space on citizen security for academia.

⁵² The US\$ 740,000 (Item 9, Line 169) for victimization survey includes the estimated costs of developing the questionnaire, the pilot and implementation of national victimization surveys (or module included in national household surveys) in El Salvador, Guatemala, Honduras, Panama and Costa Rica. These countries have been selected on the basis of their previous experience in this area and in response to their request for UNDP support. These countries also provide key data for regional CASS strategy of SICA, for OBSICA as well as for the SES project. 2. The project allocated

Evidence-Based Information Management for Citizen Security in Central America

border issues, vii) reports and factsheets of regional workshops on gender equality, RBM, M&E, data quality, South- South Cooperation, media awareness.

8. Management and Implementation Structure

a. Management Structure:

The project will be managed by the Regional Coordination Unit, located in El Salvador, under the overall supervision of the UNDP Regional Centre in Panama. The UNDP Regional Centre has two core responsibilities:

i) To manage all regional projects implemented in the region, including the Citizen Security initiatives, to guarantee the coherence and consistency between the regional and national programmes and to ensure the regional balance of UNDP interventions. This implies overall administrative and financial management of the regional projects, oversight, audit and quality management, overall coordination of monitoring and evaluation and knowledge management activities.

ii) To support the UNDP Country Offices in the implementation of projects at the national level, providing technical support with project management, strategic partnerships and knowledge dissemination.

The UNDP Regional Centre in Panama will be responsible for the *overall management* of the project. The UNDP Regional Centre Director will have the ultimate responsibility for the achievement of the project results and the execution of project funds. The Crisis Prevention and Recovery (CPR) Practice Leader⁵³ of the Regional Centre, who has the delegated authority for all matters related to Citizen Security, will ensure project oversight on behalf of UNDP and represent UNDP in the Project Steering Committee.

The Regional Centre will facilitate coordination between the UNDP Resident Representatives to streamline the activities of UNDP offices in target countries. The Regional Centre will provide services of its technical and operational staff to backstop project activities and ensure proper implementation of the monitoring and evaluation, communication and knowledge management strategies. The Regional Centre will act as the strategic counterpart for USAID and the SICA and facilitate linkages with regional initiatives with interventions beyond Central American countries, such as SES project, which involves 19 Latin American countries, UNODC standardization of victimization survey, OAS Regional Multi-dimensional Security Strategy and the like.

UNDP Country Offices will be responsible for the implementation of project activities in their respective countries under the overall oversight of the UNDP-CPR Practice 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 national projects and programmes in the area of Citizen Security to maximize the impact of interventions and ensure long-term sustainability of results.

The project will receive *strategic guidance* from the Project Steering Committee composed of: a representative of USAID Headquarters; the USAID General Coordinator in El Salvador; the UNDP-CPR Practice Leader; UN Resident Coordinator in El Salvador; the Project Team Leader;

US\$ 100,000 for two M&E surveys, one to establish a baseline and the second to assess the progress of the project in the midterm for possible adjustments. The costs will cover the design of questionnaires, pilot and implementation (Line 169). 3. The budget also includes provisions for 3 additional surveys and opinion polls, which will be defined as a result of the situation analysis and consultations with the civil society. Possible issues include citizen culture, emerging crimes and/or institutional indicators for capacity development (Line 169 - US\$ 150,000).

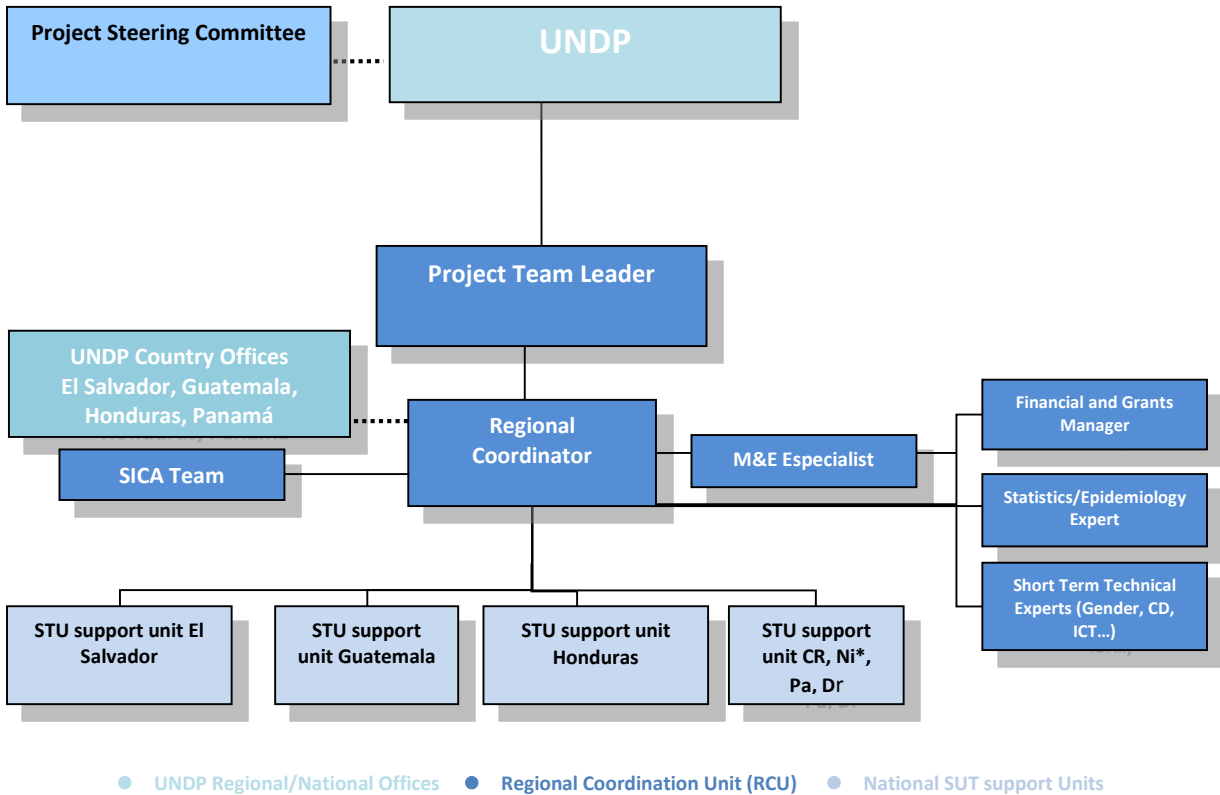
⁵³ The Practice Leader coordinates UNDP Crisis Prevention and Recovery (CPR) interventions in Latin America and the Caribbean.

Evidence-Based Information Management for Citizen Security in Central America

and the Director of Democratic Security Unit of SICA.⁵⁴ The Project Regional Coordinator will act as secretary of the Steering Committee. The Steering Committee will be convened and chaired by the UNDP as the Project Implementation Agency in coordination with the SICA and USAID.

The Steering Committee will meet every six months to review the project progress, approve annual work plans and address any issue deemed of importance by UNDP and USAID. Final decisions will be the responsibility of the UNDP-CPR Practice Leader who will have delegated authority from the UNDP Regional Centre Director.

Figure 1. Project Management Structure



b. Implementation Structure:

Project Team: The Project will establish a Project Team that will include: A. Regional Coordination Unit (RCU); B. SICA/OBSICA team; and, C. STU Support Units.

A. REGIONAL COORDINATION UNIT (RCU) based in El Salvador

The Regional Coordination Unit (RCU) will be based in UNDP El Salvador and will operate under the overall supervision of the UNDP-CPR Practice Leader, providing guidance on project implementation, including contracts, travel, workshops, and payments. The RCU will facilitate the liaison and daily contact with the senior beneficiaries (SICA Secretariat and OBSICA) as well as with the USAID.

The RCU will provide technical assistance to STU Support Units and will coordinate closely with the SICA and other stakeholders through regional consultations. The RCU will elaborate its annual work plan and quarterly expenditure plans.

⁵⁴ Select observers, national experts and/or strategic partners will be invited to the Steering Committee meetings as needed and subject to the approval of USAID-UNDP.

Evidence-Based Information Management for Citizen Security in Central America

The RCU will be comprised of the Project Team Leader, the Regional Coordinator, the Financial/Grants Manager, the Monitoring and Evaluation specialist, the Statistics/Epidemiology expert, and several short-term technical experts on gender, youth, sexual violence, child abuse, and coexistence, as required.

The Project Team Leader will be responsible for the *day-to-day management* of the Project, providing governance and managerial support to project implementation, ensuring public relations and overall coordination with USAID and UNDP.

The Project Team Leader will ensure the liaison and coordination with the Steering Committee, the UNDP Offices Focal points on Citizen Security and USAID/Missions in target countries, the SICA, national governments, other UN agencies and donors. The Project Team leader will be responsible for communication and public relations at the highest levels and will engage directly with the representatives of the SICA, US Government and UNDP Senior Management. The Project Team Leader will ensure that media outlets, communication offices and public relations staff of national institutions and opinion makers are informed about project advances and relevant issues. He/she will receive inputs from the Regional Coordinator, who will develop and implement the knowledge management, communication and monitoring and evaluation strategies in collaboration with the UNDP Regional Centre, UNDP Country Offices and STU Support Units.

The Project Team Leader will formulate the Annual Work Plan (AWP), review the quarterly, annual and final reports, project revisions and requests for USAID funds transfer prepared by the Regional Coordinator, for the approval of the UNDP- Regional Centre. At the end of the project he/she will prepare a proposal for the transfer of goods acquired with the Project resources.

Under direct supervision of the Project Team Leader, **the Regional Coordinator** will be responsible for the *overall technical supervision*, management, implementation, and monitoring of the Project outputs He/she will supervise and evaluate the work of the STU Support Units and consultants, coordinate activities with the SICA/OBSICA Team and UNDP Country Offices, and manage technical, logistical and administrative processes to ensure the achievement of Project Outputs.

The Regional Coordinator will oversee the formulation of terms of reference for persons and/or commercial enterprises to be contracted by the project and will prepare technical specifications for the goods/services to be acquired. He/she will be responsible for the formulation of quarterly and annual work plans and reports and will review and comment on the technical reports by consultants and companies or institutions. He/she will participate in the contracting panels and tender committees for the procurement of goods and services, ensuring the compliance of documentation with the technical specifications and Project objectives. He/she will advise the Project Team Leader on payments for goods and services.

With the cooperation from the UNDP Regional Knowledge, Innovation and Capacity Group (KICG) he/she will ensure that the Knowledge Products produced by the project, such as publications, fact sheets, training and workshop materials and reports are systematized and converted into knowledge packages and are available to decision-makers and stakeholders upon the completion of the project. With the support of the UNDP Regional Communication Team and ad-hoc consultants the Regional coordinator will elaborate and implement the project communications strategy.

Financial and Grants Manager will work under direct supervision of the Regional Coordinator overseeing all financial and administrative activities under this grant, including management of sub-grants, preparation of financial documents, budget management in ATLAS and IPSAS, elaboration of financial reports, and requests for funds.

Evidence-Based Information Management for Citizen Security in Central America

Statistics/Epidemiology⁵⁵ Expert will be responsible for the development, implementation, quality and timely collection of statistical data, analysis, procedures and indicators.

Monitoring and Evaluation (M&E) Specialist will be responsible for the development and implementation of the project monitoring and evaluation strategy and plan, ensuring quality of performance indicators and their timely collection. The M&E specialist will receive advisory support from the M&E team of the Regional Centre in Panama.

Short-Term Technical Experts (available for regional and national level work) will be hired on the need basis to work on specific tasks related to gender, youth, GIS, crime and violence statistics, civil society development, institutional capacity building, communication⁵⁶ and other areas. Their tasks may include research work as well as technical assistance to the OBSICA STUs, Regional Coordination Unit and STU support units. National consultants will be selected on the basis of specific TORs elaborated in consultation with the STU coordinators. At the regional level, the consultants will be selected from the regional expert rosters and in-house pool of consultants of the UNDP Regional Centre in Panama.

B. SICA/OBSICA Team (based in El Salvador in SICA)

The SICA/OBSICA Team will provide direct support to SICA/OBSICA. The team will be based in El Salvador within the SICA Democratic Security Directorate and will be composed of 2 OBSICA Analysts. The SICA/OBSICA team will provide targeted assistance to OBSICA technical personnel to improve the quality of OBSICA products and strengthen the analysis capacity of the staff.⁵⁷ The SICA/OBSICA Team will report both to the Project Team Leader as well as the Democratic Security Directorate of SICA.

The OBSICA Analysts (previously supported by CECI), will work under the direct supervision of the Regional Coordinator and OBSICA Coordinator and support the research and analytical work of OBSICA in close coordination with the national teams in each country.

The current OBSICA Coordinator will serve as the **SICA/OBSICA Liaison⁵⁸** for the design, management, implementation, and monitoring of OBSICA capacity building activities; development of OBSICA strategic and sustainability plan; liaising with SICA officials and key national government officials. She will work closely with the Regional Coordinator and STU Support units in target countries.

C. STU SUPPORT UNITS (Guatemala, Honduras, El Salvador, Panama):

The STUs established in the framework of the SES project and adopted by the OBSICA ensure regular communication between the national governmental institutions included in the STUs. The support the OBSICA STUs the Project will establish three-person STU Support Units comprised of a National Coordinator, a statistician/epidemiologist and an administrative assistant in

⁵⁵ Epidemiologists are public health professionals with statistical expertise able to study the effects of disease and violence on humans. Their specific skills in public health analysis can be applied to analyze and determine potential causes of violence, explore particular risks and make decisions on the best possible ways to prevent violence from spreading, enhancing citizen security analytical strengths.

⁵⁶ The Team Leader (Chief of Party) and the Project Coordinator will be in charge of the project coordination and communication activities. Instead of a full-time Coordination and Communication expert, the project contemplates supporting the Team Leader and the Regional Coordinator with short-term ad hoc consultant services as needed. These ad-hoc experts are budgeted under the Line 64 in the project budget and may include experts on communication, policy etc. The detailed profile of ad hoc experts will be defined by the Team Leader in the course of the project implementation.

⁵⁷ The SICA/OBSICA will enhance the outreach, quality and impact of the research products produced by OBSICA with the support of CECI, and will seek to obtain additional funding for their development.

⁵⁸ Following the recent consultations held on March/April 2014 with CECI and the appointment of the Operative Coordinator of SICA Democratic Security Directorate, UNDP decided to eliminate one OBSICA liaison position. The Operative Coordinator of SICA Democratic Security Director will serve as the Liaison between OBSICA and the project and will only support two OBSICA staff.

Evidence-Based Information Management for Citizen Security in Central America

Guatemala, Honduras, El Salvador and Panama. The latter will cover activities in Belize, Costa Rica, Dominican Republic, Nicaragua⁵⁹ and Panama.

The STU Support Units will conduct continuous analysis of citizen security information, coordinate data collection with national and civil society organizations and provide technical advice to STU member organizations as required. The STU Support Units will also work towards the integration of at least one CSO in the structure of the OBSICA STUs to ensure ore comprehensive data collection and analysis by OBSICA.

The Panama STU Support Unit will provide the same services to the non-core countries (Costa Rica, Dominican Republic, Belize, Nicaragua⁶⁰) and help activate and strengthen the existing STUs as requested by OBSICA.

National Coordinator (located in Guatemala, Honduras, El Salvador and Panama) will be responsible for the management, implementation, and monitoring of Components 1 and 2 Under the Annual Work Plan (AWP). S/he will provide and coordinate technical assistance and training, supervise activities, and perform regular monitoring in the field.

National Crime and Violence Statistics/Epidemiologist experts (located in Guatemala, Honduras, El Salvador and Panama) will be responsible for the development of core indicators, statistical analysis, production of in-depth national statistical studies, ensuring quality and timely collection of statistical data, procedures and indicators at national level.

National Administrative Assistant (located in Guatemala, Honduras, El Salvador and Panama) will be responsible for administrative, operational and financial support to the STU Support Units.

9. Duration of Activity

The period of performance for this project is three years (FY 2014 - FY 2016). The proposed budget is \$12 million contingent upon the availability of funds. A performance evaluation will take place at the end of year two (FY 2015), and - based on the results, relevance to new Regional Development Cooperation Strategy (RDSCS) for Central America, and availability of funding-UNDP, together with USAID, will determine if the project should continue beyond three years.

10. Project Sustainability

Sustainability is the foundation of UNDP interventions, which aims at *developing capacities of national and regional institutions* by providing technical assistance and policy services to its program countries and engaging the stakeholders in the project cycle.

By the end of the second year the project will propose a detailed Project Sustainability and Exit Strategy for the approval of the key national and regional stakeholders and the donors. The strategy will be based on the institutional gap analysis and consultations conducted during the first year and will contain the following essential sustainability considerations:

- At the *national level*, the project will strengthen the capacities of state institutions by providing the stakeholders and beneficiaries with tools and mechanisms for effective generation, collection, analysis and dissemination of quantitative and qualitative data on crime and violence for the formulation of evidence-based citizen security policies and programs.
- The project will build the buy-in of national governments to support this initiative by engaging the stakeholders in the articulation, implementation and monitoring of the security policies and programs. The project will strengthen existing coordination mechanisms

⁵⁹ No federal funds will be used with State institutions in Nicaragua; UNDP will cover the participation of those representatives, prior to USAID approval.

⁶⁰ No federal funds will be used to fund state institutions in Nicaragua. UNDP will cover the costs of participation of government representatives, upon prior approval of USAID.

Evidence-Based Information Management for Citizen Security in Central America

supporting stronger links and partnerships between national and regional institutions, civil society and the academia that can sustain beyond the life of the project.

- At the *regional* level, the project will propose funding priorities to SICA member governments and other donors and discuss the possibilities of increasing their contributions to SICA/OBSICA during and beyond the life of the project.
- The project will develop a clear strategic and sustainability plan for OBSICA with clear indicators for the institutional strengthening of OBSICA. By improving the quality of OBSICA outputs and enhancing the visibility of OBSICA role in the monitoring of the CASS, the project will contribute to the increased interest and commitment of the member countries and donors to supporting OBSICA.
- The project will strengthen the capacities of civil society organizations to continue analysis and advocacy beyond the life of the project engaging the OBSICA and the ROC network.
- Knowledge generated by the project will be applied for the further strengthening of national and regional capacities and enhancing the advocacy for evidence-based citizen security approaches in the target countries.
- At the end of the Project, it is expected that the STU support units be absorbed by the OBSICA. Technical experts employed by the Project will form part of the regional roster at the disposal of OBSICA. Knowledge materials, equipment, virtual assets and information databases will be transferred to OBSICA for further strengthening the SICA's analysis and decision-making capacities and national ownership of the project results.

11. Role of USAID

USAID, through its regional representative will be a member of the Project Steering Committee. Both the regional representative and representatives of USAID Missions in target countries will participate in major regional and national events, such as technical conferences, stakeholder consultations and national pilot meetings. USAID will join the selection panel to examine the submitted sub-grant proposals and key project staff.

12. Gender Equality and Mainstreaming

Statistics on violence against women are extremely weak and, and despite isolated national efforts to improve data gathering and analysis, there is still a significant gap in national capacities to collect quality gender data that would contribute to concrete policy recommendations. The few available statistics indicate alarming levels of impunity in gender-based crimes and high levels of acceptance of violence against women. For example, from 2000-2010, of 5,200 women killed in Guatemala only 30 resulted in court sentences, including both convictions and acquittals.⁶¹

UNICEF, WHO/PAHO, ECLAC, UNDP have developed gender-sensitive indicators and supported observatories⁶² and statistical information and monitoring systems on violence against women. However, there is still a substantial need of consolidated gender-sensitive methodologies, unified indicators and standard processes to collect, produce and analyze specific citizen security data and to properly integrate this analysis into citizen security policies at national and regional levels.

⁶¹ USAID/Guatemala Project Appraisal Document for the Citizen Security Project Annex L: Gender Analysis.

⁶² E.g. ECLAC Gender Equality Observatory, which uses gender violence statistics; Citizen Security observatory of the Feminist Network Against Violence Against Women of El Salvador (ORMUSA, Las Dignas, las Melidas); Observatory of Cities without Violence Against Women: Safe Cities for All, started by the Latin American Network of Woman and Habitat within the framework of a Regional UNIFEM Programme; Observatory of Indigenous Women against Violence for Central America and Mexico; Gender and Justice Observatory of Colombia; Observatory of Equality for the quality of life and health of Bogota, Colombia, which monitors crime rates against women registered in municipal health facilities; and, System for Inter-institutional Indicator and Data Analysis on Gender Violence in El Salvador (SIVGE).

Evidence-Based Information Management for Citizen Security in Central America

The UNDP Regional Gender Team will provide technical support to guarantee the mainstreaming of the gender approach within the project and data disaggregation by gender variables.

The project will support the enhanced use of gender indicators to monitor, and evaluate the impact of crime on women and gender relations and will ensure gender disaggregation of all collected data and analysis. The project will map and consolidate the disperse information on existing gender-sensitive indicators and tools ⁶³ and extract best models and practices for their potential adaptation and/or replication in Central American context.

The project will conduct additional research on key issues related to gender such as trafficking in persons and the degree to which this is a problem in the region. The project will facilitate policy discussions on trafficking in persons and other policies that address crimes against women, such as sexual crimes or other forms of domestic violence.

The project will contribute towards building the national and regional gender mainstreaming capacities to analyze and integrate gender-sensitive data into policy work. The Project will support SICA/OBSICA by enhancing gender analysis capacities of the STUs and will contribute to the work of the SICA's Commission of Heads of Police, as well as the Commission of Ministries of Women Affairs of Central America (known as COMMCA) by providing Project-generated statistical data for the elaboration of COMMCA reports, fact-sheets and other products offered by COMMCA to SICA member countries.

The project will develop strategies in addressing gender based violence and integration of gender in citizen security interventions. The project will use the new and existing platforms, such as the ROC, America Latina Genera, DEVINFO ⁶⁴, and Human Development Reports to promote the use of gender-sensitive citizen security indicators in the region.

The project will seek to improve understanding on the extent of violence against lesbian, gay, bisexual, and transgender (LGBT) persons, and identify potential strategies for dealing with the problem.

The project will prepare quarterly progress reports and results on gender mainstreaming strategies as of the second year of the project upon completion of the baselines and initial workshops on gender data collection and analysis.

13. Relevant organizational experience of recipient and key partner organizations

The project will be implemented by UNDP in close collaboration with SICA and national authorities. UNDP will be responsible for the implementation of the project activities and execution of project funds at the regional and national levels, in line with the established project objectives, relevant strategic and programmatic frameworks and cooperation/funding agreements.

A. UNDP

UNDP has strong administrative and political representation in every country of Central America through its eight Country Offices, which implement comprehensive development projects and programs in close cooperation with the national state and civil society organizations. UNDP Regional Centre, located in Panama, acts as the regional service hub and provides customized support to UNDP Country Offices through its team of policy advisors and a network of technical experts.

⁶³ DEVINFO, EDGE, ECLAC, IADB, WB, and UNSTATS among others.

⁶⁴ Database system developed under the auspices of the United Nations and endorsed by the United Nations Development Group for monitoring human development with the specific purpose of monitoring the Millennium Development Goals (MDGs).

Evidence-Based Information Management for Citizen Security in Central America

UNDP is the member of and, on most occasions, chairs the UN Country Team, which is composed of the leading UN Agencies represented in the countries, such as UNICEF, WHO, WFP, UNWOMEN, and UNAIDS, among others.

UNDP engagement in the area of citizen security in the Northern Triangle countries includes interventions both at regional and national levels and is comprised of initiatives aimed at:

- Development of legal frameworks and consolidation of national security and crime prevention policies, coordinating regional initiatives through projects on small arms control in Central America and strengthening and implementation of the *Regional Citizen Security Agenda* for Central America approved by the SICA member countries.
- Technical assistance, capacity building and training activities in support effective models for addressing violence and insecurity in Nicaragua⁶⁵, Honduras, El Salvador and Guatemala. In Panama UNDP conducted series of trainings for the police, members of parliament, media and local government representatives on citizen security and peaceful coexistence policies.
- Knowledge Management through systematization of experiences from specific projects and studies aimed at expanding and improving the understanding of the key dimensions of violence and insecurity in Panama, Costa Rica and Honduras. In Nicaragua⁶⁶, successful experiences of the community police work are systematized using the UNDP's Knowledge Management modality and disseminated with potential beneficiaries in the country (universities, multilateral organizations) and beyond (Bolivia, Ecuador, El Salvador, Nepal and Guatemala).
- Awareness-raising, communication and political dialogue aimed at influencing the political and media agenda on security and justice in El Salvador and Panama. The program "Local Governance, Rule of Law, Security and Justice", implemented in cooperation with PREPAZ⁶⁷ in El Salvador is strengthening the capacities and legal frameworks for citizen security management at national and local levels while simultaneously promoting social and economic integration initiatives for young people living in situations of risk, including youth gangs.
- Support to National Policy development on citizen security in Guatemala, El Salvador and Honduras. In Costa Rica, where UNDP supported the National Policy on Peace and Security (known as POLSEPAZ) through participatory advocacy process, which engaged civil society and government organizations. Based on the lessons learned, the model of local management of public safety was developed, systematized and incorporated in the National Policy on Security and Violence Justice and the National Strategy for the Prevention of Violence. The innovative model of female entrepreneurship was institutionalized in the Ministry of Economy. The strategy of prevention of armed violence was replicated in 20 most violent cities and contributed to the design of the Central American Security Strategy.

B. SICA-CASS

UNDP has been supporting the SICA since 2009 as part of its Citizen Security mandate. The Central American Security project⁶⁸ supported the implementation of the Central American

⁶⁵ No federal funds will be used with State institutions in Nicaragua; UNDP will cover the participation of those representatives, prior to USAID approval.

⁶⁶ No federal funds will be used with State institutions in Nicaragua; UNDP will cover the participation of those representatives, prior to USAID approval.

⁶⁷ General Directorate of Social Prevention of Violence and Culture of Peace, Ministry of Justice and Public Security of El Salvador

⁶⁸This project is implemented by UNDP in coordination with the Democratic Security Unit of the General Secretariat of SICA, and with funding from Spain-UNDP Fund.

Evidence-Based Information Management for Citizen Security in Central America

Security Strategy, through the development of Monitoring and Evaluation Strategy and indicators for the CASS component projects.

UNDP supports the SICA Security Directorate in the process of negotiation between the Group of Friends (donors) and the SICA countries on issues such as violence prevention at local level, child & adolescents and youth violence prevention, and prevention of gender-based and armed violence.

Some of results of UNDP's support to SICA include:

- *Increased strategic and technical focus to address security from a preventive approach:* UNDP supported strengthening regional institutions of the SICA through the establishment of a Strategic Framework for the Social Prevention of Violence.
- *Shift towards results-based management and results monitoring and evaluation (M&E) in regional security efforts:* UNDP has contributed a series of tools and trainings, the most noteworthy of which are: the CASS Impact and Outcome Indicators; CASS M&E Strategy; CASS Planning, M&E Manual; training of Democratic Security Direction staff on RBM, planning and M&E.
- *Improved knowledge exchange:* UNDP supported several South-South Cooperation initiatives, including the South-South Cooperation Strategy (SSCS) for the National Police in Nicaragua*, accompanied with an Accreditation Diploma for 30 police experts.

14. Monitoring and evaluation plan (M&E)

The project Monitoring and Evaluation (M&E) plan is an integral part of the corporate *Result Based Management approach*, which calls for specific focus on the achievement of results. It will aim at establishing synergies with the monitoring system of OBSICA for *strategic monitoring* of outcome level indicators; and *operational monitoring* of key milestones through performance indicators.

The Project M&E plan will be based on the baselines, indicators and targets spelled out in Annex 1 Logical Framework Matrix. The detailed M&E plan will be elaborated upon approval of the project annual work plan in ATLAS and will follow the procedures established in the UNDP program and Operation Policies and Procedures (POPP):

On a *quarterly* basis, the project will record progress towards the completion of key results preparing quarterly project reports.

UNDP will conduct an *annual review* during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the annual work plan (AWP) for the following year.

By the end of 18 months the project will undergo internal *mid-term evaluation* conducted by the Project Monitoring and Evaluation Expert with the support of the UNDP Regional M&E Team in Panama.

The *final external evaluation* will be conducted upon completion of the project activities by an external consultant hired by the USAID. The evaluation report will feed the consultations on the potential extension/continuation of the project.