**United Nations Development Programme (UNDP)**

**Region: Latin American and the Caribbean (LAC)**

**Project Document**

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| **Project Title:** | | | Evidence-Based Information Management for Citizen Security in Central America | | | |
| **Expected RPD Outcome 4:** | | | Countries are able to reduce the likelihood of conflict and lower the risk of natural events, including those resulting from climate | | | |
| **Expected RPD Output 4.2:** | | | Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence | | | |
| **Executing Entity:** | | | UNDP | | | |
| **Implementing Agencies:** | | | UNDP | | | |
| Brief Description  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 Nicaragua. 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 gender-sensitive 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 UNDP’s 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 Panama[[1]](#footnote-1). 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.  The duration of this project is three years (FY 2014-FY 2016). The proposed budget is $12 million. | | | | | | |
| Regional Programme Period: 2014-2017  Outcome 5 of Strategic Plan for 2014-2017: *Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.*  Atlas Award ID: \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Start date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_  End Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_  PAC Meeting Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Management Arrangements Direct implementation | | | | Total resources required US$ 12,000,000  Total allocated resources: \_\_\_\_\_\_\_\_\_   * Regular \_\_\_\_\_\_\_\_\_ * Other:   + Donor US$ 12,000,000   + Donor \_\_\_\_\_\_\_\_\_   + Donor \_\_\_\_\_\_\_\_\_   + Government \_\_\_\_\_\_\_\_\_   Unfunded budget: \_\_\_\_\_\_\_\_\_  In-kind Contributions \_\_\_\_\_\_\_\_\_ | | |
| **Agreed by:** | **Name** | **Title** | | | **Date** | **Signature** |
| Government of El Salvador |  |  | | |  |  |
| Government of Guatemala |  |  | | |  |  |
| Government of Honduras |  |  | | |  |  |
| RBLAC |  |  | | |  |  |
| UNDP (Executing Entity) |  |  | | |  |  |

# Situation Analysis

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 world[[2]](#footnote-2). According to the United Nations Office on Drugs and Crime (UNODC), in 2011 the homicide rate per 100,000 inhabitants was as follows: 92 in Honduras, 70 in El Salvador, and 39 in Guatemala, compared to 24 in Mexico, and 19 in Panama.[[3]](#footnote-3) Men aged 18-35 are particularly vulnerable to gang violence and homicide.[[4]](#footnote-4)

Femicide levels are increasing at a faster pace than homicide rates. Based on the information provided by the RSC-LAC Gender Cluster, in the last decade violence against women has increased by 197% in El Salvador, which makes it the highest femicide rate in the world. According to the Salvadorian police, 477 femicides were registered from January to October 2010. In Guatemala, 5,300 female deaths by violent causes were registered from 2001-2010, which represents a 400% increase. In Honduras 1,464 women were assassinated from 2003-2010, of which 44% were young women aged 15-29. The UNODC’s available time series data[[5]](#footnote-5) shows that regardless of the country context, levels of family-related homicides and violence stabilize, leading to the conclusion that the rapid increase in femicide rates in these Central American countries is related to the increase in murders taking place in public places or due to gang or street violence.[[6]](#footnote-6)

Although gang related homicides affect mostly young males, the region experiences significant levels of violence against women. However, lack of statistics makes it difficult to understand the real breadth of the problem. Only a fragment of total crimes against women goes reported due to fear of retaliation, economic dependence by victims on their aggressors, and lack of protection services. In some countries, the legal procedures are extremely complicated and often require women to make long and repeated trips to report their cases. The United Nations Population Fund (UNFPA) health surveys reported that 26.1 percent of women in Nicaragua, 26 percent in El Salvador, 19 percent in Honduras, and 15.7 percent in Guatemala who experienced physical or sexual violence by a partner reported not seeking help because they were afraid of the perpetrator.[[7]](#footnote-7) In addition, high rates of impunity perpetuate mistrust of the justice system, and explain the high number of unreported cases.

There are an estimated 2.2 million registered firearms in Central America, of which 870,000 are registered to the security forces and 1.4 million are registered to civilians. In addition, there are an estimated 2.8 million unregistered firearms. If these estimates are correct, then there are theoretically enough firearms in the hands of civilians to arm one out of every three men in the region. In practice, however, many of these weapons are likely tied up in caches or private collections.[[8]](#footnote-8)

Crime and violence in Central America have multiple drivers. Studies on Human Development point at greater gender, social and economic inequalities in Honduras, El Salvador, Guatemala as well as the weaknesses of the democratic systems and public sector institutions, particularly in the area of criminal justice, which contribute to the increased levels of violence in the region. After the fall of the military regimes, the young Central American democracies had to re-establish and rebuild the institutions founded during the authoritarian regimes and therefore, “transitions to democracies have been significantly fragile”[[9]](#footnote-9). This fragility was reinforced by the low quality of democracy as well as a marked decline in the populations’ support to democracy, primarily among the citizens of Honduras, Guatemala and El Salvador, as well as Nicaragua and Panama[[10]](#footnote-10). Lack of confidence in democracy is one of the factors that weakens the support to the Rule of Law and promotes the hard approach to security. This climate of hard approach is motivated largely by the high levels of crime and opens doors to a military treatment of what essentially is a civil problem. While the military have largely retreated from the politics in the entire region, to a different extent they are still present in various countries. Military patrols in the cities of El Salvador, Guatemala, Honduras and appointments of ex-military as advisors and public servants point to a certain remilitarization of the Citizen Security in the region.[[11]](#footnote-11)

A range of individual, family, community, cultural and societal factors contribute to the engagement of the youth in gangs and illicit activities, proliferation of violence and high levels of impunity[[12]](#footnote-12). These factors include the lack of opportunities for young people, a culture that validates violence as a primary mechanism for resolving conflicts, availability of a large number of weapons among the population, permissive laws for their possession and carrying, and poor or no coordination between the agencies responsible for crime control (police, prosecutors and judiciary). According to the Inter-American Development Bank, search for identity and a sense of belonging combined with the appeal of easy money make the marginalized youth more susceptible to recruitment by criminal gangs, starting with petty crimes, and graduating to more serious crimes such as extortion, assassinations and mugging (*fleteo)[[13]](#footnote-13)*. The IADB data suggests, that the maximum age of 30 years does not represent the inflection point by age group, but falls under a normal distribution, given that the limits of a normal life cycle of a perpetrator or homicide victim are from 15 to 44 years old.[[14]](#footnote-14)

Another driver of violence in the region is the increased drug trafficking related to the shift in shipment routes from the Caribbean to Central America. According to the IADB data, an estimated 90 percent of the cocaine arrives into the US through Central America and is associated with substantial financial flows.[[15]](#footnote-15) The value added of the Central American corridor’s cocaine flow could be close to five percent of the regional GDP.[[16]](#footnote-16) The World Bank considers drug trafficking as “both an important driver of homicide rates in Central America and the main single factor behind rising violence levels in the region”[[17]](#footnote-17).

This situation is aggravated by the presence of transnational criminal organizations that are involved in the international trafficking of persons, drugs, and arms across Central America, Mexico, the US, and Canada. These groups are divided into territorial groups and trafficking (*transportista*) groups. Territorial groups, such as the Guatemalan crime families, focus on maintaining control over a geographic area and taxing all criminal activity therein, including drug trafficking. Some display of violence is necessary to maintain this control. *Transportistas*, in contrast, prefer to fly under the radar, simply moving contraband from place to place, paying tribute to territorial groups when necessary.[[18]](#footnote-18)

The increasing crime and homicide levels pose heavy human and financial costs and present serious development challenges to the region. At the community and individual level, crime and violence, including gender based violence and femicides, cause severe emotional and physical trauma; at the macro level, they impede sustainable economic growth and undermine citizen support for democratic stability[[19]](#footnote-19).

According to a World Bank (WB) Enterprise Survey, security costs add approximately 10 to 30 percent to the price of doing business, and the “shadow price” of crime is somewhere between 4.8 percent and 10.8 percent of GDP (depending on the inclusion of health costs). Both figures are higher than the Central American average, and more than double the figure for Costa Rica, the only country in Central America not classified as having an “epidemic” level of crime. [[20]](#footnote-20) In terms of percentage of the Central American GDP public expenditures on justice and security have increased significantly since 2006 reaching 4 billion dollars in 2012[[21]](#footnote-21).

*Honduras*

The causes of crime and violence in Honduras have not changed over the last five years, but have been reinforced by a number of root causes such as greater gender, social and economic inequalities, lack of opportunities for young people, a culture that validates violence as a conflict mechanism for resolving conflicts, availability of a large number of weapons among the population and permissive laws for their possession and carrying, weakness and disarticulation between the agencies responsible for crime control (police, prosecutors and judiciary) and high levels of impunity. The situation is further exacerbated by an alarming expansion of international drug trafficking organizations fighting to control Honduras’ central transshipment corridors and undermining security and justice efforts through bribery, targeted killings and co-optation of public servants, mayors and elected officials. The Honduran state also lacks control of significant parts of national territory, especially in the Western and Northeastern areas.

According to the data from the Violence Observatory of the National University of *Honduras* (UNAH)[[22]](#footnote-22), the homicide rate in Honduras was 85.6 per 100,000 in 2012, which is one of the highest rates in Latin America. 83.4% of crimes were committed with the use of firearms and 33.9 of these were committed by paid assassins. Despite these alarming numbers, very few cases result in convictions given that the inability of the State security and justice systems to confront these challenges. As a result, the impunity rate in Honduras reached almost 95%.

Violence against women is one of the main problems of Honduras, as documented by the Violence Observatory. In 2012, 606 women were murdered and 12,554 cases of violence against women were filed with the National Criminal investigation Directorate (DNIC), including rapes and domestic and intra-family violence.

### *El Salvador*

Violence tops the list of preoccupations of the *Salvadorian* citizens as well, 49% of which identify insecurity as the main problem faced by the country.[[23]](#footnote-23) Surveys conducted by the Public Opinion Institute of the Central American University (IUDOP) indicate that the citizens feel unprotected in public spaces. Thus, 53,2% of the polled have limited the number of shopping places and 63% have abandoned visiting leisure areas completely; 22,5% have closed their businesses and 19,6 have felt obligated to change the residence.

During the last decade, El Salvador has been repeatedly identified as one of the most violent countries in the world with approximately 70 out of 100,000 inhabitants assassinated every year. The largest share of homicides (more than 200 deaths per 100,000 of population) was registered among young men aged 18-30, with the crimes committed predominantly by firearms in urban areas of the country. Men are predominantly assassinated in public places whereas femicides take place in the households.

The truce with the leading Salvadorian Maras brokered by the Catholic Church and backed by the Government entered into force on 8 March 2012 and opened up a possibility for promoting a comprehensive strategy for preventing violence and crime and socio-economic reintegration of youth who had previously been members of the gangs. As a result of the truce, the homicide rate in the country has been reduced by slightly more than 30%. According to the National Civil Police (PNC) data, 2012 ended with the homicide rate of 41 per each 100,000 persons, which means a 41,37% reduction as compared to 2011. In the case of women, the rate fell by 50,5% from 19,1 in 2011 to 9,7 in 2012.

However, despite the gravity of the homicide situation and its social repercussions, homicides do not constitute the largest share of the denounced crimes. According to the National Civil Police, crimes that have strongest impact on the population are larceny, robbery and extortion, together adding up to approximately 75% of all reports.

### *Guatemala*

In *Guatemala* the homicide and women’s violent death rates had increased during the last decade, according to the Ministry of Interior,[[24]](#footnote-24) almost doubling from 1999 to 2006. The year 2007 marked a brief descent in the homicide rates, followed by a new surge of violence in 2009, when the homicide rated reached 49 per 100,000 inhabitants, well above the western hemisphere average of 27,5. As of 2010, the homicide rate decreased significantly, from 5,974 in 2009 to 5,193 in 2012 and 5,252 in 2013, reaching the homicide rate of 34 per 100,000 inhabitants. Compared to 2011, the homicide rate was reduced by 11%, marking the third consecutive year of decreasing violence. This reduction is largely related to the decrease of violence against men and a slight decrease of the number of violent deaths of women (from 695 in 2010 to 560 in 2012 according to the National Civil Police data). However, according to the National Civil police of Guatemala, the number of violent deaths increased again in 2013, reaching 653 cases of violent deaths of women. This implies 8.2 cases per 100,000 inhabitants or 11% increase as compared to 2012)

As in Honduras and El Salvador, impunity continues to be a major problem in Guatemala, especially in the case of violence against women (95%). However, there has been a significant increase in the effectiveness of the criminal investigation of crimes against life in the metropolitan area (from 5% in 2010 to 30% in 2013), which in turn lowered the impunity rates for these crimes from 95% in 2010 to 70% in 2013

Guatemala has been advancing in the process of security and justice system reform, especially in the creation of new institutions, approval of more solid legislative frameworks and development of technical capacities and inter-institutional coordination mechanisms. xamples of this progress include the creation of the Vice-Ministry for Prevention of Violence and Crime, which recently launched the National Policy for Violence Prevention; and creation of the Vice-Ministry for Technology in the Minsitry of Home Affairs, which is the in charge of technoclogical policies for security and manages the Information Technology Platform.

# institutional context

In order to address the proliferation of crime and citizen security issues, members of the System of Central American Integration (SICA) adopted the Central American Security Strategy (CASS)[[25]](#footnote-25) in 2011, aimed at strengthening the security of persons and property in Central America and achievement of Sustainable Human Development. The CASS serves as the SICA’s guiding framework for defining common objectives, areas of intervention, and the legal measures to be taken by countries to harmonize and coordinate regional security interventions. The CASS also ensures that all projects emanating from the CASS are based on planning and results-based management. The CASS contains four core components[[26]](#footnote-26), 14 priorities and 22 regional projects to translate the Security Strategy into a tangible and coordinated action for the region:

In 2010, SICA established the Observatory of Democratic Security Index in Central America (OBSICA) to provide the SICA Member States with regular and systematized information for improved decision-making on and formulation of security and coexistence policies. The OBSICA serves as a regional mechanism for a) monitoring, evaluation and analysis of official information on Democratic Security; and, b) monitoring and systematization of progress indicators of the CASS of specific regional projects derived from it. The two components of OBSICA - *Monitoring of Democratic Security situation in Central America* and *Research and Analysis* - focus on Regional Security, Citizen Security/Security of Persons and Property, and Democratic Governance/Rule of Law.

Currently the OBSICA, in cooperation with the CISALVA[[27]](#footnote-27) is collecting the regional citizen security data in the framework of the project *Regional System of Standardized Indicators (SES)* supported by the IADB, OAS, UNODC and UNDP. This data includes 12 Citizen Security indicators from administrative registers and 10 indicators from national surveys[[28]](#footnote-28).

The SICA Consultative Committee (CC-SICA) was established in 1996 as an independent and autonomous civil society body, aiming at strengthening the integration, development and democracy in Central America. Its mission is to promote active participation of civil society to ensure that the integration process responds to the reality, necessities and interests of the regional populations, contributing to effective observance and execution of the Tegucigalpa Protocol, which establishes the basis of Central American integration.

The main source of violence and crime statistics in *Honduras* is the Directorate of Statistics of the National Police. The Directorate has received funds from IADB and the NACMIS software from the United States Embassy to improve its data analysis capacity, however, there capacities are still lacking. Other relevant institutions include the General Prosecutor’s office, Electronic Center for Documentation and Judicial information of the Supreme Court of Justice (CEDIJ), National Institute of Statistics (INE), Ministry of Security, Honduran Institute of Alcoholism Prevention (IHADFA), Honduran Institute of Children and Family (IHNFA), National Institute for Women (INAM), Ministry of Interior, Health Secretariat, University Institute for Democracy, Peace and Security (IUDPAS), all of which comprise the STU under the Regional System of Standardized Coexistence and Citizen Security Indicators (SES). All these institutions require strengthening of capacities for data capture, analysis and information management for policy formulation.

IADB, CISALVA, OAS and UNDP have been strengthening national data collection and analysis capacities in Honduras to address the differences in the figures reported by each institution, security and justice. The differences are mostly due to under-reporting of crimes; lack of technical capacity for the capture, processing, and analysis of the information; different mechanisms of data collection (based on 3 basic variables: time, space and individual characteristics); discrepancies in the geographical scope of data; vested interests of involved institutions; and lack of knowledge of the importance of data for decision making and planning in public policy (including formulation of plans and programmes).

In *El Salvador* the main source of crime related information is the National Civil Police (PNC). The Forensic Medicine Institute of the Supreme Court of Justice (IML) is an important source on homicides and lesions. General Prosecutor’s Office of the Republic (FGR), Institute for the Women Development (ISDEMU), Ministry of Public Health and Social Care (MSPAS[[29]](#footnote-29)) and the Salvadorian Institute for Integrated Development of Children and Youth (ISNA) all have own information systems.

El Salvador established a System for Inter-institutional Indicator and Data Analysis on gender violence (SIVGE) under the leadership of the Institute for the Women Development and in coordination with the Ministry of Justice and Public Security (MJSP) and the National Statistics and Census Directorate (DIGESTYC). This effort responds to the *Law on Equality, Equity and Eradication of Discrimination Against Women* as well as the *Special comprehensive Law on Life Free of Gender Violence for Women,* which call for the urgent creation of a comprehensive information system to register cases of gender violence and serve as the main reference point for formulation and implementation of relevant policies.

Since 2010 El Salvador has also been participating in the Regional System of Standardized Coexistence and Citizen Security Indicators (SES). The National STU is comprised of the Ministry of Justice and Public Security, Institute for the Women Development, Technical Executive Unit of the Justice Sector (UTE), National Civil Police, Supreme Court of Justice, Forensic Medicine Institute, Prosecutor General’s Office and Ministry of Health. However, the work of the STU has been irregular and no significant advances have been reported so far.

As in the other countries of Central America, strengthening of institutional capacities in the area of citizen security and coexistence has been a constant objective of numerous national and international development projects since the signing of Peace Accords in 1996 in *Guatemala*. Financial and human resources have been provided by donors (AECID and SDC, among others) to improve national decision-making processes and capacities for strategic, tactical and operational planning in the area of combat and prevention of crime and violence. Specific efforts have been made to improve the production of relevant statistical information and its adequate application by different citizen security and coexistence institutions. However, inter-institutional coordination still has not been properly improved to ensure the decision-makers’ access to information for planning purposes.

The following national and local institutions are responsible for citizen security data production in Guatemala: Analysis and Statistics Section of the General Directorate of National Civil Police and National Observatory of Violent Deaths (24-0 Observatory) – both Ministry of Interior; Health Information Management site of the Ministry of Public Health and Social Assistance; Department of Information System for Case Control of the Attorney General’s Office, Social Statistics Section of the National Statistics Institute; Police Tracking and Forensics Concept Issuance Unit of the National Institute of Forensic Sciences, and national Centre for Judicial Analysis and Documentation the Supreme Court of Justice. These institutions comprise the STU established with the purpose of standardization of Citizen Security Indicators in accordance with the Regional System of Standardized Coexistence and Citizen Security Indicators (SES). Recently, as a result of inter-institutional efforts and technical advise from UNDP, the Ministry of Home Affairs announced the creation of the Criminal Statistics and Strategic Analysis Unit, in charge of processing, analysis and dissemination of data related to citizen security and justice.

# Problem description

Despite the existence of the above institutions, there are no mechanisms in place that would allow unification and harmonization of data and its systematic analysis, which will in turn improve the quality of national and regional citizen security policies. Data reported by each institution differs due to a number of reasons: different collection mechanisms (tables, software, etc.); geographic limits covered by each institution, which sometimes do not coincide with the official departmental, municipal or regional geographic limits and make data classification and reporting difficult; frequency of data collection; poor comparability of data; lack of gender disaggregation and gender indicators; technical capacity of responsible teams; available communication sources and even the purpose for which the data is collected and systematized.

At the regional level, SICA is the only regional institution with the mandate from Central American Governments to work on regional integration issues. Since its establishment in 1993, SICA has received significant support from various international organizations and donors, including the AECID, GIZ, SDC, OAS, and UNDP.[[30]](#footnote-30) However, despite the advances in strengthening of SICA’s institutional structure and technical expertise, there still is a notable lack of capacities to implement the CASS and to measure the impact of the CASS projects.

Efforts have also been made to strengthen the OBSICA’s information collection and analysis capacity through the *Canadian Centre for International Studies and Cooperation* *(CECI)* [[31]](#footnote-31) 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 capacities to collect and process reliable and uniform regional citizen security data that would contribute to national and regional CS 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.

Engagement of civil society organizations (CSOs) with public sector 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 interventions[[32]](#footnote-32) and were often ignored or discredited by governments. SICA has made little progress in working with the CSOs at the regional level and currently there are no policy debates in SICA that would effectively engage the governments and civil society leaders on citizen security issues[[33]](#footnote-33). The CC-SICA remains inoperative, due to the complex convening procedures. Furthermore, vast regional experience on crime prevention initiatives, including best practices, lessons learned and research is not broadly shared. This lack of knowledge sharing limits the replication of effective strategies to tackle common citizen security problems.

National consultations conducted by UNDP Offices in Honduras, Guatemala, and El Salvador revealed three key problems: *a. lack of reliable and comparable national and regional statistics; b. weak institutional capacities and coordination at national and regional levels;* and, *c. 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.

# intervention logic

In view of the above problems, the project aims to support SICA in *strengthening the regional and national institutional capacities for collecting, monitoring and processing security information and for its application for decision-making and policy formulation at regional and national levels.* It intends to strengthen the civil society participation in the collection, analysis and processing of quality citizen security data and in the formulation and monitoring of the Citizen Security policies and programmes, for improved democratic governance in Central America. The project intends to support regional initiatives and mechanisms to share and learn from national and regional Citizen Security best practices, to enhance knowledge and understanding of root causes of all types of violence and insecurity, to share the voices of the beneficiaries and evidences on changes in their lives and to promote successful citizen security policies and practices.[[34]](#footnote-34)

The project intervention logic is based on the corporate priorities identified in the UNDP Strategic Plan or 2014-2017. According to the Area of Work 1 of the Plan, “better measurement and monitoring of development conditions and poverty will be critical to understanding the issues, taking account of differences by gender, income, location and other non-income characteristics. Improved data, disaggregated appropriately, will enable policy analysis — including application of gender analysis, assessment of climate change impacts and, where appropriate, analysis for conflict prevention — focused on the convergence between poverty, social equity, environmental and governance issues.”

To effectively support the SICA in strengthening the regional information management capacities, engagement of the civil society in the national and regional initiatives and knowledge sharing, the project will address a number of specific challenges identified through the continuous engagement of USAID and UN Agencies in the region and the informal needs assessments conducted by the UNDP Country Offices in Guatemala, El Salvador and Honduras:

**1. Different definitions of concepts, indicators and uses of information:**

Currently, municipal-level data is collected in El Salvador and Honduras, through municipal data collection observatories, which function mostly prior to elections and cease operation afterwards. In other target countries efforts are being made to collect data at national level through innovative mechanisms, such as 24-0 of Guatemala[[35]](#footnote-35) or Integrated Criminal Statistics System (SIEC) of Panama. In general, none of the target countries have permanent mechanisms for comprehensive local-to-national-level data analysis, discussions, and policy dialogue.

**2. Dispersion of information and multiplicity of information sources;**

Lack of reliable and timely information is often due to the existence of multiple national entities that generate statistics related to crime, delinquency, co-existence and conflict without clear and uniform guidelines, inter-institutional coordination and information sharing.

**3. Multiplicity of sporadic initiatives in the area of Information Management;**

Different institutions[[36]](#footnote-36) working with the local and national observatories have used the Citizen Security monitoring systems to include both prevention and control in the citizen security concept. These initiatives have not been continuous and adequately institutionalized to ensure their continuity and sustainability.

**4. Lack of unified technical criteria and permanent technical capacities within the national and regional institutions;**

Currently, national statistical experts generate and analyze information for internal use of institutions they work for. There is no common crosscutting criterion for the analysis of the collected data among the national institutions of the Northern Triangle countries, which complicates its analysis at the regional level.

**5. Absence or lack of understanding of a preventive focus guided by Human Security criteria (Life+Property+Integrity of Citizens are protected and secure);**

At present, the collected prevention data only include life indicators and do not consider property and personal integrity indicators, such as domestic violence (including gender based violence and child maltreatment), rape, injuries, traffic related injuries and deaths, sexual violence including child abuse etc., which are essential components of the personal security concept of UNDP’s Human Security paradigm[[37]](#footnote-37). Absence of these indicators makes the prevention data incomplete and insufficient for adequate assessment and monitoring of prevention efforts. In turn, existing public policies do not have preventive focus, which presents a serious challenge for successful handling of crime and violence in Central America.

**6. Low citizen participation in discussions on Citizen Security;**

Citizen participation in the discussions on and formulation of citizen security policies has been low due to insufficient organization, weak capacities for the analysis of crime statistics, lack of access to state-generated information on crime and violence, and general mistrust between and state and civil society institutions[[38]](#footnote-38).

**7. Absence of adequate mechanisms and capacities to mainstream gender into the analysis and management of Citizen Security related information and public policies.**

Gender considerations are largely missing in many national security policies and procedures (e.g. Guatemala and Belize), making it harder to understand the extent of crime phenomena and situation. Absence of reliable gender disaggregated data combined with the lack of gender awareness among the decision-makers and the general public make it difficult to formulate gender-sensitive preventive citizen security policies. There is also a need to consolidate collection mechanisms for data on victimization and perceptions of violence, especially in case of violence against women, youth and children and LGBT persons.

# Strategy and approach

The general *strategy* of the project is framed by the Central America Security Strategy (CASS) of the Central American Integration System (SICA), especially by three of its four strategic pillars: *Combating crime, promoting crime prevention initiatives and strengthening key institution.* The project is also directly tied with the two goals of the USAID’s Central America Regional Security Initiative (CARSI*): Support the development of strong, capable and accountable Central American Governments and Foster enhanced levels of security and rule of law coordination and cooperation between the nations of the region.*

Finally, the project responds directly to the Outcome 5 of the UNDP Strategic Plan for 2014-2017: *Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.*

At the *programmatic* level the project is anchored with the USAID and UNDP programming frameworks for the region. Within the USAID Central America Regional Program Plan the project responds to the Strategic Objective *Ruling Justly: More Responsive, Transparent Governance* and the following Intermediate (IR) and Sub-Intermediate Results (Sub-IR): IR 1 *Strengthened Rule of Law;* Sub-IR 1.1. *Crime Prevention Programmes Implemented;* and, IR 2 *Greater Transparency and Accountability of Government*; Sub-IR 2.3 *More Opportunities for Citizen Participation in and Oversight of National and Local Government Decision-Making.*

Within UNDP, the project is directly linked with the Regional Programme Document (RPD) for Latin America and the Caribbean for 2014-2017, namely, the Outcome 4, *Countries are able to reduce the likelihood of conflict and lower the risk of natural events, including those resulting from climate change* and related *Output 4.2. Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence.*

The project is aligned with the design parameters of the UNDP Strategic Plan 2014-2017 in the following manner: *targeting –* the project targets information management capacities of key Governmental institutions and CSOs in the area of citizen security in the Northern Triangle countries of Central America in order to improve the security and wellbeing of vulnerable populations in the Northern Triangle countries, which suffer from high levels of insecurity and violence; *issues-based approach ­*– the project employs a cross-disciplinary, issues based approach linking the intervention with the wide range of ongoing initiatives aimed at strengthening gender-sensitive democratic governance and citizen security in Central America; *Scalability –* the project builds on the achievements and practices of the previous initiatives implemented by in Central America, especially the CISALVA project and aims at further strengthening national capacities and improvement of citizen security policies to amplify the benefits for the vulnerable populations of Central America; *Sustainability –* the project aims at strengthening the capacities of national counterparts (Government and civil society organizations) involved in the security and justice sector of participating Central American countries (see Chapter X. Project Sustainability); *Ensuring Voice and Participation –* the project directly engages the beneficiaries through the participating CSOs and provides participation and coordination mechanisms aimed at ensuring constant feedback and engagement of beneficiaries in the project implementation; *Partnerships and South-South Cooperation ­–* the project builds on the existing partnerships with the key national and international organizations and engages South-South Cooperation mechanisms to disseminate knowledge and experiences to strengthen national capacities.

Through this project, the UNDP proposes 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 build on the existing institutional and human “assets” existing in the target countries and contribute mechanisms and tools for their strengthening and development. The project will not create new institutional structures but seek to reinforce and streamline the existing ones and improve the cooperation, coordination and information exchange between them for improved information management and policy formulation.

The project will aim at enhancing the OBSICA analysis capacities through strengthening the STUs in Guatemala, Honduras, El Salvador and Panama[[39]](#footnote-39) 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 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 contemplates a two-prong approach, staging interventions at *a) regional* and *b) national* levels to engage national and regional institutions and civil society in the achievement of both results. This approach ensures closer collaboration between the national citizen security institutions and their enhanced integration within regional data collection and information management systems, allowing for improved information flow and exchange, development of more coherent citizen security programs and policies and better cross-border coordination for regional security[[40]](#footnote-40).

The project will take advantage of UNDP’s presence and strong working relationships with key stakeholders in the target countries, including state and civil society organizations. The project will use the RSC-LACcoordination and technical support mechanisms to consolidate and enhance the efficiency and effectiveness of national interventions, ensure closer linkages between the national citizen security institutions and their enhanced integration within the regional data collection and information management systems, improve information flow and exchange and elaboration of coherent citizen security programmes and policies and facilitate cross-border coordination for regional security. The project will tap into the knowledge and expertise of the RSC-LAC policy advisers through inter-cluster collaboration with the Knowledge, Innovation and Capacity Group, Monitoring and Evaluation, Gender and Communication Clusters.

The project will apply 5 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 experiences[[41]](#footnote-41), 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 platform[[42]](#footnote-42). 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 UNDP’s corporate knowledge platform Teamworks, America Latina Genera[[43]](#footnote-43), the global Human Development Report platform and the UNDP’s Virtual School to promote knowledge and information exchange.
5. *Monitoring and Learning for Change:* The Project will formulate *The Project Monitoring and Learning for Change Strategy* following the logic of the Theory of Change articulated during the design phase, which is an integral part of the corporate Result Based Management approach. The *Monitoring and Learning Strategy for Change* will aim at establishing synergies with the monitoring system of OBSICA focusing on two objectives: *Strategic monitoring* through outcome level indicators; and *operational monitoring* of key milestones through performance indicators. The project will engage the beneficiaries (SICA, national institutions, civil society) in the monitoring process; demonstrate achievement of development results at *outcome and output levels;* and encourage development of capacities through learning from the experiences, knowledge and best practices generated by the project.

The following figure represents the interrelation between the five strategies:

Figure 1. Project Strategy

Within this strategic and programmatic framework the project intends to *strengthen the gender sensitive evidence-based information management for improved Citizen Security public policies in Central America*. The Objective will be achieved by producing two key outputs:

**Output 1**: Tools and mechanisms for strengthening gender sensitive evidence-based policy making capacities developed;

**Output 2:** Mechanisms for regional collaboration and networking on citizen security in place.

The Theory of Change provided in Annex 7 offers the description of the change process leading to the achievement of the results and linkages between the problem and the proposed strategy.

# previous interventions

UNDP engagement in the area of citizen security in Central America 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 Nicaragua, 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 Nicaragua, 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, Venezuela 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 PREPAZ[[44]](#footnote-44) 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 Policy development in Nicaragua and Honduras. In Costa Rica, where UNDP supported the National Policy on Peace and Security (POLSEPAZ) though 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.

At the regional level UNDP has been supporting the SICA since 2009 as part of its Citizen Security mandate. The Central American Security Project (implemented by UNDP in coordination with the Democratic Security Unit of the General Secretariat of SICA, and with funding from Spain-UNDP Fund) supported the implementation of the Central American 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 Violence prevention at local level, Child & Adolescents and Youth Violence Prevention, Prevention of Gender-based and Armed Violence. UNDP has supported the formulation of a project on gender violence and development of capacities on security and gender of administrative, technical and operational staff of the SICA Democratic Security Directorate, working with the CASS projects.

# 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.

UNDP has been supporting the SICA since 2009 as part of its Citizen Security mandate. The Central American Security project[[45]](#footnote-45) supported the implementation of the Central American 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.

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 Nicaragua[[46]](#footnote-46) 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[[47]](#footnote-47). 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 at 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 CISALVA[[48]](#footnote-48) 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 publications[[49]](#footnote-49) with the support to Technical consultations with partners/stakeholders and support resource mobilization efforts to finance the elaboration and dissemination of new knowledge products.

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 Survey[[50]](#footnote-50) 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.

# Gender Equality and Mainstreaming

*Gender mainstreaming* is the cornerstone of the project Strategy and is aligned with a number of USAID and UNDP political and strategic documents, namely: the *USAID Gender Equality and Female Empowerment Policy*, the *UNDP Global Gender Strategy,* *Gender Parity Strategy for 2013-2017* and the BCPR *8-point Agenda* *for Women’s Empowerment and Gender Equality in Crisis Prevention and Recovery*. The project’s gender mainstreaming strategy is focused on increasing and improving security for male and female citizens of the target countries through enhanced inter-institutional coordination, improved generation and analysis of citizen security information from gender equality perspective and mainstreaming gender into the Citizen Security public policies and projects. This approach is harmonized with the UNDP Strategic Plan for 2014-2017, which emphasizes gender-based violence as a critical concern in the process of consolidation of justice and the rule of law, transitional justice measures, and longer-term recovery of justice and security sector institutions in the developing countries.

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.[[51]](#footnote-51)

UNICEF, WHO/PAHO, ECLAC, UNDP have developed gender-sensitive indicators and supported observatories[[52]](#footnote-52) 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. SICA has been working to include the gender dimensions in the citizen security debate and has initiated the formulation of relevant training and knowledge management strategies through COMMCA-SICA, including the methodological proposal for the collection and registration of statistical and non-statistical information on gender and democratic security. However, the COMMCA-SICA efforts to compile gender-related statistical and non-statistical indicators have not been comprehensive, continuous and sustainable.

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 [[53]](#footnote-53) 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 Affaires 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 [[54]](#footnote-54), 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.

# Project Sustainability

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.[[55]](#footnote-55)
* 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 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.

# Results and Resources Framework

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project title:** Evidence-Based Information Management for Citizen Security in Central America | | | | | | | | |
| **Intended Outcome as stated in the Regional Programme Document:** Outcome 4: *Countries are able to reduce the likelihood of conflict and lower the risk of natural events, including those resulting from climate change;* Output 4.2*. Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence* | | | | | | | | |
| **Applicable Outcome from 2014-207 Strategic Plan: Outcome 5:** Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change | | | | | | | | |
| **Partnership Strategy:** The Regional Project will be implemented in close cooperation with the Governments of El Salvador, Guatemala and Honduras for Outputs 1 and 2, and in close cooperation with Civil Society Organizations of Panamá, Costa Rica, Belize, Dominican Republic and Nicaragua for Output 2. The Project will pursue partnerships with the SICA, the UN Agencies (on specific technical issues related to health, women and children, Human Rights etc.) and international donor organizations. The project will establish synergies with other regional projects and seek alliances with relevant local actors (civil society, academia, private sector and media). | | | | | | | | |
| **Project title and ID (ATLAS Award ID):** Evidence-Based Information Management for Citizen Security in Central America | | | | | | | | |
| **Output 1. Tools and mechanisms developed for strengthening gender sensitive evidence-based policy making capacities [[56]](#footnote-56)** | 1.1. Number of gender-disaggregated citizen security (CS) indicators tracked by the project and reported to SICA.  1.2. Number of research reports, and publications incorporating gender parameters conducted on citizen security (national and regional) trends and analysis  1.3 Number of consultation sessions discussing action plans to tackle citizen security  1.4. Number of people trained on quality, capture and gender sensitive analysis of information for policy-making.  1.5. Number of gender sensitive evidence-based policy recommendations[[57]](#footnote-57).  1.6. Number of gender-sensitive evidence-based policy change proposals.  1.7. Number of research reports and publications incorporating gender perspective produced by SICA to inform policy dialogue on citizen security  1.8. Number of public institutions with defined mechanisms for gender sensitive data gathering and analysis | 1.1. Three citizen security indicators reported to SICA  1.2. To be defined by the end of year one  1.3. One annual regional consultation citizen security within SICA  1.4. To be defined by the end of year one  1.5. No national policy recommendations by STUs  1.6. One evidence-based policy change proposal in Honduras in 2012  1.7. One research publication produced by SICA in 2013  1.8. One national institution in each target country | 1.1.1. At least 12 gender-disaggregated regional indicators are reported by SICA in 2017.  1.2.1. At least five research reports and publications on CS trends and analysis incorporating gender parameters  1.3.1. At least three national and one regional annual consultations on CS  1.4.1. At least 60 persons trained on data quality, capture and gender sensitive analysis for policy-making  1.5.1. At least four gender sensitive policy recommendations submitted to SICA  1.6.1. At least three gender sensitive evidence-based policy change proposals  1.7.1. At least six research publications incorporating gender produced by SICA  1.8.1. At least two public institutions in each target country have defined processes/units in place to effectively gather, analyze and disseminate gender sensitive data | Activity Result 1.1: Quality and comparable citizen security indicators incorporating gender focus   * + Action 1.1.1. Formulate technical factsheets and protocols of understanding between the project units   + Action 1.1.2. Carry out meetings of the Project Steering Committee   + Action 1.1.3. Carry out regional technical meetings and conferences   + Action 1.1.4. Provide technical assistance to OBISCA by regional and national Coordinators   + Action 1.1.5. Provide technical assistance for strengthening of SICA/OBSICA   + Action 1.1.6. Establish the regional indicator baseline   + Action 1.1.7. Map available information sources   + Action 1.1.8. Map institutions for situation assessment   + Action 1.1.9. Identify possible national allies and a pivot organization to be strengthened | UNDP Country Offices, USAID Missions, UN Agencies, STU member institutions, WB and IADB representation in the countries, CISALVA, INEGI, SES-OBSICA, | **Assumptions**:  1.1. Governments have political will to review internal institutional procedures to harmonize and analyse the indicators.  1.2. Regional and national stakeholders accept enhancement recommendations and apply the improved information to make informed policy decisions.  1.3. Regional and national stakeholders carry out regular analysis and develop knowledge products to improve the quality and use of citizen security information for evidence-based public policy formulation.  1.4. Improvement of data quality should be accompanied by coordinated national and regional efforts to translate the raw data into concrete policy recommendations and reforms.  **Risks**:  1.5. National elections (Presidential Elections in Honduras, Nov. 2013; Two rounds of Presidential Elections El Salvador, Feb. and Mar. 2014; Presidential Elections Costa Rica, Feb 2014; Presidential Elections Panama, May 2014; first round of Presidential Elections in Guatemala Sep. 2015) tend to politicize the use of citizen security and public safety statistics and delay the implementation of initiatives that involved ministries of national security or citizen security.  1.6. Post-electoral turnover of high and medium level staff in SICA and government may affect the project implementation as well as the measurement of change in stakeholder awareness and capacities.  1.7. The project delays victimization surveys, after the other national and regional surveys have defined their questions and criteria. | *Regional*  *Regional*  *Regional*  *Regional*  *Regional*  *Regional*  *Regional*  *Regional*  *Regional*  *Regional* | ***Sub-total Activity Result 1.1. US$ 1,523,225***  *25,000*  *89,160*  *743,280*  *14,400*  *234,000*  *372,000*  *45,385* |
|  | Activity Result 1.2: Analysis capacity to inform citizen security policy decisions   * + Action 1.2.1. Update the technical factsheets of each participating institution in the three countries (Technical factsheets of Governmental Departments for administrative register)   + Action 1.2.2. Organize national pilot encounters to generate reports on citizen security and coexistence based on the actual systems.   + Action 1.2.3. Identify gaps in the reports through peer review   + Action 1.2.4. Development of the National Enhancement Plan to strengthen institutional capacity to generate primary information   + Action 1.2.5. Development of a roadmap to strengthen capacity for quality, capture and analysis of information   + Action 1.2.6. Organize a National encounter to present the results of the Youth meeting   + Action 1.2.7. Identify potential agreements and partnerships between the state institutions and universities for the improvement of information production   + Action 1.2.8. Formulate national policies based on the indicators   + Action 1.2.9. Operation of the Regional Coordination Unit   + Action 1.2.10 Operation of the STU Support teams in El Salvador, Guatemala and Honduras, Panama and Nicaragua[[58]](#footnote-58) | UNDP Country Offices, UN Agencies, USAID Missions, STU member institutions, WB and IADB representatives in the countries, OBSICA, CECI, CISALVA, research groups, institutes, and universities | *National*  *National*  *National*  *National*  *National*  *National*  *National*  *National*  *National*  *Regional*  *National* | ***Sub-total Activity Result 1.2. US$ 3,776,321***  *4,786*  *15,120*  *Peer Review*  *15,888*  *9,500*  *25,000*  *15,466*  *246,038*  *1,322,523*  *2,122,000* |
| **Output 2. Mechanisms for Regional collaboration and networking on citizen security in place. [[59]](#footnote-59)** | 2.1. Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions. CARSI mandated 2.4.1-10  2.2. Number of gender-sensitive evidence based policy recommendations initiated by civil society  2.3. Number of partnership MoUs signed across civil society institutions for information exchange  2.4. Number of joint forums/meetings between the CSO and SICA  2.5. Number of research reports, meetings, forums and publications conducted on citizen security regional trends and analysis addressed by regional committees or SICA Security committees  2.6. Number of civil society representatives actively participating in regional and online conferences and forums.  2.7. Number of USG-funded events to share best practices and successful initiatives on citizen security across the region  2.8. Number of indicators tracked by the CSOs and reported to ROC.  2.9. Number of enhancement plans for citizen security elaborated | 2.1. To be defined with USAID  2.2. Two evidence based policy recommendations in 2010 (with FLACSO)  2.3. One MoU with the -UNAH in Honduras  2.4. No joint meetings between CSO and SICA  2.5. To be defined by the end of the year 1. | 2.1.1. At least 3 CSOs receiving USG Assistance engaged in Advocacy interventions  2.2.1. At least eight gender-sensitive policy recommendations developed through coordinated CSO effort  2.3.1. At least nine partnership MoU for information exchange is signed in the national level between CSOs and a governmental institutions  2.4.1. At least four joint regional efforts between the civil society and SICA  2.5.1. At least two regional state of art publications on citizen security and indicators compiled and disseminated with the participation of civil society  2.5.2. At least five regional policy papers with gender perspective generated by joint efforts between the CSOs and SICA  2.5.3. A regional civil society network (ROC) and web platform in place to collect and analyze gender sensitive data and propose policy recommendations on citizen security  2.6.1. At least 90 CS representatives participating in regional and national conferences and forums  2.7.1. At least three annual regional conference to share best practices, ideas and expertise  2.7. At least six best practice models on citizen security researched and shared  2.8.1. At least 12 indicators are regionally reported and used for policymaking by CSO´s  2.9.1. At least three national enhancement plan for Citizen Security elaborated and published to ensure capacity assessment and mapping of CSO´s | Activity Result 2.1: Dialogue on citizen security issues between civil society and government institutions   * + Action 2.1.1. Develop the “*Como vamos*” survey with the Chamber of Commerce networks and participation of National Statistics Institutes   + Action 2.1.2. Organize annual coordination meetings with CCSICA   + Action 2.1.3. Develop a virtual platform for the Regional Network of Civil Society Observatories (ROC)   + Action 2.1.4. Carry out the regional ROC conference with a UN presentation on crime prevention   + Action 2.1.5. Compile regional baseline indicators on victimization and citizen perceptions by means of a regional survey   + Action 2.1.6. Carry out M&E survey, other public opinion polls and surveys   + Action 2.1.7. Conduct meetings of civil society to develop security and coexistence policies   + Action 2.1.8. Document the meetings and experiences   + Action 2.1.9. Develop a guide on the role of civil society in the construction of security and coexistence policies   + Action 2.1.10. Provide grants for CSOs | UNDP Country Offices, UN Agencies, USAID Missions, STU Member institutions, and CSOs identified through mapping and integrated into ROC, CC-SICA, LAPOP, NCVIS, IUDOP, FLACSO and other national research and academic institutions, media and universities[[60]](#footnote-60) | Assumptions:  2.1. Governments and donors support the initiative and consider investments in support of SICA and national citizen security capacities  2.2. Regional and national CSO conduct data research and analysis and use the information to prepare recommendations for citizen security policies.  2.3. Governments and national institutions responsible for citizen security and coexistence recognize the benefits of the regional program, support the implementation of the IR2 and participate actively in the project  2.4 Civil society organizations, research institutions and other stakeholders are interested in citizen security and increased citizenship engagement for security and coexistence  2.5. SICA and member governments are willing to work with civil society  Risks:  2.6. Specific interventions in each country will have different level of engagement depending on the country context  2.7. Some national experiences and best practices may not obtain sufficient support and interest from Central America members for their replication at regional level | *Regional/National*  *Regional/national*  *Regional*  *Regional*  *Regional*  *Regional*  *Regional*  *Regional*  *Regional*  *National*  *Regional* | ***Sub-total 2.1. US$ 2,491,984***  *120,000*  *7,500*  *426,000*  *128,424*  *990,000*  *128,960*  *691,100* |
|  | 2.6. To be defined by the end of the year 1.  2.7. To be defined by the end of the year 1 with USAID Missions.  2.8. No indicators tracked.  2.9. 1 Enhancement plans (STUs 2010). | Activity Result 2.2: Exchange of citizen security best practices and effective strategies   * + Action 2.2.1. STU Support Teams identify a pivot organization for generating information   + Action 2.2.2. Organize coordination meetings between the national level, governments and civil society representatives   + Action 2.2.3. Establish the baseline of civil society experiences and/or capacity to generate information for the design of citizen security public policies, including the citizen factsheets to identify opportunities and gaps in information analysis.   + Action 2.2.4. Document the meetings   + Action 2.2.5. Organize monthly meetings “Citizens for Security”   + Action 2.2.6. Develop monthly reports on “Citizenship for Citizen Security”   + Action 2.2.7. Develop an Enhancement Plan or a roadmap for strengthening the civil society aptitudes for accountability on security   + Action 2.2.8. Provide systematization and RBM support   + Action 2.2.9. Organize national ROC meetings   + Action 2.2.10. Carry out M&E, documentation and knowledge management activities   + Action 2.2.11. CPR Policy and Communication expert   + Action 2.2.12 Implement the Gender Strategy   + Action 2.2.13. Elaborate Regional Publications   + Action 2.2.14. Implement workshops on gender equality, RBM, M&E, quality control, youth and crime, *Como Vamos* south-south cooperation, media awareness, and diploma courses for police and media.   + Action 2.2.15. Provide computer equipment for selected national institutions.   + Action 2.2.16. Ad-hoc consultancies   + Action 2.2.17. Various | UNDP Country Offices, UN Agencies, USAID Missions, STU member institutions, CSOs identified through mapping and integrated into ROC, CC-SICA, LAPOP, NCVIS, IUDOP, FLACSO and other national research and academic institutions, media and universities | ***Regional/National***  *National/Regional*  *National*  *National*  *National*  *National*  *National*  *National/regional*  *National/regional*  *National*  *National/regional*  *National/regional*  *National/Regional*  *Regional*  *Regional*  *National/Regional*  *National/Regional*  *National/Regional* | ***Sub-total 2.2. US$ 3,319,581***  *46,500*  *153,000*  *17,558*  *432,000*  *55,000*  *49,972*  *35,916*  *96,000*  *108,000*  *126,000*  *42,000*  *120,000*  *1,238,000*  *243,200*  *353,962*  *202,473* |
| **SUB-TOTAL without Indirect Operational Costs** | ***11,111,111*** | | | | | | | |
| **Indirect Operational Costs** | ***888,889*** | | | | | | | |
| **GRAND TOTAL** | ***12,000,000*** | | | | | | | |

# Annual Work Plan

**Year: 2014**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUT** | **PLANNED ACTIVITIES** | **TIMEFRAME** | | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| Q1 | Q2 | | Q3 | Q4 | Funding Source | Budget Description | Amount |
| **Related RPD Outcome 5: *Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.*** | | | | | | | | | | |
| **Output 1:** **Tools and mechanisms developed for strengthening gender sensitive evidence-based policy making capacities**  ***Indicators:***  1.1. Number of gender-disaggregated SC indicators tracked by the project and reported to SICA.  1.2. Number of research reports, and publications incorporating gender parameters conducted on citizen security (national and regional) trends and analysis.  1.3 Number of consultation sessions discussing action plans to tackle citizen security  1.4. Number of people trained on quality, capture and gender sensitive analysis of information for policy-making.  1.5. Number of gender sensitive evidence-based policy recommendations[[61]](#footnote-61).  1.6. Number of gender-sensitive evidence-based policy change proposals.  1.7. Number of research reports and publications incorporating gender perspective produced by SICA to inform policy dialogue on citizen security  ***Baseline:***  1.1. 3 citizen security indicators reported to SICA  1.2. To be defined by the end of year 1  1.3. One annual regional consultation citizen security within SICA  1.4. To be defined by the end of year 1  1.5. No national policy recommendations by STUs  1.6. One evidence-based policy change proposal in Honduras in 2012  1.7. One research publication produced by SICA in 2013  ***Targets (2014):***  1.1.1. At least 2 gender-disaggregated regional indicators are reported by SICA in 2017  1.2.1. At least 2 research reports and publications on CS trends and analysis incorporating gender parameters  1.3.1. At least 1 national and 1 regional annual consultations on CS  1.4.1. At least 20 persons trained on data quality, capture and gender sensitive analysis for policy-making  1.5.1. At least 1 gender sensitive policy recommendations submitted to SICA  1.6.1. At least 1 gender sensitive evidence-based policy change proposals  1.7.1. At least 2 research publications incorporating gender produced by SICA | 1. Activity Result 1.1: Quality and comparable citizen security indicators incorporating gender focus   * + Action 1.1.1. Formulation of Technical factsheets and protocols of understanding between the Project Units   + Action 1.1.2. Meetings of the Project Steering Committee   + Action 1.1.3. Regional Technical Meetings   + Action 1.1.4. Technical assistance to OBISCA by Regional and National Coordinators   + Action 1.1.5. Permanent assistance and strengthening of SICA/OBSICA   + Action 1.1.6. Establishment of the regional indicator baseline   + Action 1.1.7. Mapping of available information sources   + Action 1.1.8. Mapping of institutions for situation assessment   + Action 1.1.9. Identification of possible national allies and a pivot organization to be strengthened |  | x | x | | x | RSC-LAC CPR  UNDP Country Offices in El Salvador, Guatemala and Honduras,  SICA/OBSICA | USAID |  | ***Sub-total Activity Result 1.1. US$ 617,865***  *25,000*  *39,520*  *257,160*  *4,800*  *84,000*  *162,000*  *45,385* |
| 2. Activity Result 1.2: Analysis capacity to inform citizen security policy decisions   * + Action 1.2.1. Actualization of the technical factsheet of each participating institution in target countries (Technical factsheets of Governmental Departments for administrative register)   + Action 1.2.2. Organization of national pilot encounters to generate reports on citizen security and coexistence based on the actual systems.   + Action 1.2.3. Identification of gaps in the reports through peer review   + Action 1.2.4. Development of the National Enhancement Plan and strengthening of capacities of institutions in charge of generating primary information   + Action 1.2.5. Development of a roadmap for strengthening the capacities for quality, capture and analysis of information   + Action 1.2.6. Organization of a youth national encounter to present the UN situation reports   + Action 1.2.7. Identification of potential agreements and partnerships between the state institutions and universities for the improvement of information production   + Action 1.2.8. Formulation of national policies based on the indicators nationally agreed with the technical panel   + Action 1.2.9. Operation of the Regional Coordination Unit   + Action 1.2.10 Operation of the STU Support teams in El Salvador, Guatemala Honduras, and Panama |  | x | x | | x |  | USAID |  | ***Sub-total Activity Result 1.2*. *US$ 1,415,595***  *4,786*  *15,120*  *Peer Review*  *15,888*  *9,500*  *25,000*  *15,466*  *121,908*  *447,927*  *760,000* |
| **Output 2: Mechanisms for Regional collaboration and networking on citizen security in place.**  ***Indicators:***  2.1. Number of Civil Society Organizations (CSOs) receiving USG assistance engaged in advocacy interventions. CARSI mandated 2.4.1-10  2.2. Number of gender-sensitive evidence based policy recommendations initiated by civil society.  2.3. Number of partnership MoUs signed across civil society institutions for information exchange.  2.4. Number of joint forums/meetings between the CSO and SICA  2.5. Number of research reports, meetings, forums and publications conducted on citizen security regional trends and analysis addressed by regional committees or SICA Security committees  ***Baseline:***  2.1. To be defined with USAID.  2.2. 2 evidence based policy recommendations in 2010 (with FLACSO)  2.3. One MoU with IUDPASS-UNAH in Honduras  2.4. 0 joint meetings between CSO and SICA  2.5. To be defined by the end of the year 1.  ***Targets (2014):***  2.1.1. At least 1 CSO receiving SG Assistance engaged in Advocacy interventions  2.2.1. At least 2 gender-sensitive policy recommendations elaborated through coordinated CSO effort  2.3.1. At least 2 partnership MoU for information exchange is signed in the national level between CSOs and a governmental institutions  2.4.1. At least 1 regional state of art publication on citizen security and indicators elaborated and disseminated with the participation of civil society | Activity Result 2.1: Dialogue on citizen security issues between civil society and government institutions   * + Action 2.1.1. Organization of biannual technical support meetings with CCSICA   + Action 2.1.2. Development of a virtual platform for the Regional Network of Civil Society Observatories (ROC) and Regional System of Unified Information (SRIU)   + Action 2.1.3. Regional Conference of ROC with the UN presentation on crime prevention   + Action 2.1.4. Compilation of regional baseline indicators on victimization and citizen perceptions by means of a regional survey   + Action 2.1.5. M&E survey, other public opinion polls and surveys   + Action 2.1.6. Systematization of the Meeting and experiences   + Action 2.1.7. Elaboration of the Guide on the Role of Civil Society in the construction of security and coexistence policies   + Action 2.1.8. Grants for CSOs |  | x | x | | x | RSC-LAC CPR  UNDP Country Offices in El Salvador, Guatemala and Honduras,  SICA/OBSICA | USAID |  | ***Sub-total Activity Result 2.1. US$ 861,308***  *2,500*  *426,000*  *42,808*  *100,000*  *80,000*  *210,000* |
| Activity Result 2.2: Exchange of citizen security best practices and effective strategies   * + Action 2.2.1. Identification by the STU Support Teams of a pivot organization (or a group thereof) for generating information (organized civil society and private sector)   + Action 2.2.2. Organization of meetings between the national level coordination, Governments and civil society representatives   + Action 2.2.3. Organization of monthly meetings “Citizenship for Citizen Security”   + Action 2.2.4. Elaboration of monthly reports on “Citizenship for Citizen Security”   + Action 2.2.5. Elaboration of an Enhancement Plan or a roadmap for strengthening the civil society aptitudes for accountability on security   + Action 2.2.6. Identification of potential agreements and partnerships between the CSO´s and the private sector for improved analysis of and feedback on citizen security.   + Action 2.2.7. M&E, systematization and Knowledge Management   + Action 2.2.8. CPR Policy and Communication Expert   + Action 2.2.9 Implementation of Gender Strategy   + Action 2.2.10. Elaboration of Regional Publications   + Action 2.2.11. Implementation of workshops on Gender equality, RBM, M&E, Quality Control, Youth and Crime, *Como Vamos* Bogota, South-South Cooperation, Media Awareness, Diploma Courses for Police and Media.   + Action 2.2.12. Ad-hoc consultancies   + Action 2.2.13. Procurement of computer equipment for select national institutions   + Action 2.2.14. Various |  | x | x | | x | RSC-LAC CPR  UNDP Country Offices in El Salvador, Guatemala and Honduras,  SICA/OBSICA | USAID |  | ***Sub-total Activity Result 2.2. US$ 1,305,341***  *46,500*  *51,000*  *144,000*  *15,000*  *49,972*  *36,000*  *42,000*  *14,000*  *20,000*  *426,000*  *147,669*  *243,200*  *70,000* |
| **Subtotal 2014** | ***4,200,109*** | | | | | | | | | |
| **GMS 8%** | ***336,009*** | | | | | | | | | |
| **Total 2014** | ***4,536,118*** | | | | | | | | | |

# Management Arrangements.

The project will be directly implemented (DIM) by the RSC-LAC aided by the UNDP Country Offices in El Salvador, Guatemala and Honduras.

**1. Organizational structure for project execution and implementation**

**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:

1. 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.
2. 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 Leader[[62]](#footnote-62) 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. Project funds will be transferred to the project account in RSC LAC and distributed between two Output IDs in ATLAS according to the Results and Resources Framework. Direct and GSM funds will be made available to Country Offices according to the share of activities implemented/supported by each CO. 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 according to the Procurement Plan provided in the Annex 8. Given that ISS costs have not been included in the project budget, all additional costs related to project management must be included in the direct costs on the basis on reasonable estimation and upon approval from USAID. Total amount of additional costs should not exceed the 10% of total project costs.

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; and the Director of Democratic Security Unit of SICA.[[63]](#footnote-63) 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

## UNDP Regional/National Offices Regional Coordination Unit (RCU) National STU support Units

**UNDP**

**Project Steering Committee**

**Project Team Leader**

**STU support unit Honduras**

**STU support unit Guatemala**

**STU support unit El Salvador**

**UNDP Country Offices**

**El Salvador, Guatemala, Honduras, Panamá**

**Regional Coordinator**

**M&E Especialist**

**Financial and Grants Manager**

**Statistics/Epidemiology Expert**

**SICA Team**

**Short Term Technical Experts (Gender, CD, ICT…)**

**STU support unit CR, NIC\*, PAN, D**R

#### 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. [[64]](#footnote-64)

***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.

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.

**Statistics/Epidemiology[[65]](#footnote-65) 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, communication[[66]](#footnote-66) 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.[[67]](#footnote-67) 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 Liaison[[68]](#footnote-68)** 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 Guatemala, Honduras, El Salvador and Panama. The latter will cover activities in Belize, Costa Rica, Dominican Republic, Nicaragua[[69]](#footnote-69) 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, Nicaragua[[70]](#footnote-70)) 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.

**2. Resource Mobilization**

The CPR Practice Area and the UNDP Country Offices will carry out the necessary activities to mobilize more financial resources and to broaden the Project scope in regard to projected outputs. The total volumes of resources mobilized will include amounts for the payment of General Management Services (GMS) of UNDP

**3. Cost Recovery**

Total budgeted resources for the Project are US$ 12,000,000, from a contribution of the USAID. Of this contribution, 8 % will be allotted to cover expenses associated with General Management Services provided by diverse UNDP units. The amount of GMS received by the Country Offices in El Salvador, Guatemala and Honduras will be proportional to the amount of funds executed by each Country Office.

**4. Audit Arrangements**

The project will be audited through the UNDP Office of Audit and Investigation (OAI) in accordance with the audit requirements for the DIM Projects as stipulated in the POPP. Project audit reports will be shared with the USAID.

**5. Branding, Intellectual Property Rights and Use of Logos**

The project branding strategy, use of logos and Intellectual Property Rights are described in detail in Annex 2. Branding Strategy and Marking Plan.

# Monitoring Framework And Evaluation

The project Monitoring and Evaluation (M&E) planis 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 s*trategic 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):

As noted in Chapter V. Strategy and Approach, the project Monitoring and Evaluation framework will follow the Monitoring and Learning for Change Strategy (MLCS) (Annex 3) and will be implemented in accordance with the UNDP Programme and Operation Policies and Procedures (POPP). By the end of the first trimester, the project M&E Specialist will elaborate a detailed M&E plan, which 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):

Within the annual cycle

* On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
* An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
* Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
* Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
* A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
* A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

* **Annual Review Report**. An Annual Review Report shall be prepared by the Regional Project Coordinator and shared with the Project Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
* **Annual Project Review**. Based on the above report, an annual project review shall be conducted 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. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Mid-term Project Review

* By the end of 18 months the Project will finance the 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 purpose of the Mid-Term Evaluation is to review the Project progress and key challenges and advise if adjustments need to be made to the Project document and/or the budget.

End of Project Cycle

* An independent *final external evaluation* will be conducted upon completion of the project activities by an external consultant hired and financed by the USAID. The evaluation report will feed the consultations on the potential extension/continuation of the project.
* All relevant findings of the evaluation will be shared with all the stakeholders involved in the implementation of the project. Stakeholders that will be interviewed during the evaluation will include regional institutions, such as SICA, particularly the Directorate of Democratic Security, SICA country members, the regional observatory (OBSICA), public sector institutions in charge of crime data collection in El Salvador, Guatemala, and Honduras, civil society organizations, other donors, and other relevant stakeholders.
* The extension of the project will be evaluated on the basis of the evaluation results.

**Quality Management for Project Activity Results**

|  |  |  |  |
| --- | --- | --- | --- |
| **OUTPUT 1:** Tools and mechanisms developed for strengthening gender sensitive evidence-based policy making capacities | | | |
| **Activity Result 1.1 Quality and comparable citizen security indicators incorporating gender focus**  **(Atlas Activity ID)** | *Quality indicators incorporating gender focus* | | Start Date: June 2014  End Date: July 2017 |
| **Purpose** | *To improve the quality of citizen security indicators, make them comparable and adaptable to other methodologies/indicators and incorporate gender-related criteria* | | |
| **Description** | *The Activity result will be achieved by means of formulation of technical factsheets and protocols of understanding between different Project units, Project Steering Committee and regional technical meetings, provision of technical assistance to OBISCA by Regional and National Teams, and strengthening of SICA/OBSICA capacities, establishment of the regional indicator baseline, mapping of available information sources and institutions, and identification of possible national allies and a pivot organization to be strengthened.* | | |
| **Quality Criteria** | | **Quality Method** | **Date of Assessment** |
| Formulate Technical factsheets and protocols | | Inventories of factsheets and signed protocols | End of each fiscal year |
| Organize Project Steering Committee and regional technical meetings | | Meeting records, minutes, correspondence, financial records, evaluations |
| Elaborate baselines and maps | | Physical/virtual records of baselines/maps |
| Identify national allies and pivot organizations | | Inventories of allies/organizations |
| Carry out Project Steering Committee and regional technical meetings, workshops and consultations with OBSICA | | Meeting/workshop records, minutes, correspondence, financial records, evaluations |
| **Activity Result 1.2. Analysis capacity to inform citizen security policy decisions (Atlas Activity ID)** | *Analysis capacity for policy discussions* | | Start Date: June 2014  End Date: July 2017 |
| **Purpose** | *To strengthen the capacity of national and regional institutions to analyse and interpret citizen security data for improved policy formulation and decision-making* | | |
| **Description** | *he Activity contemplates actualization of the technical factsheets of each participating institution in target countries (Technical factsheets of Governmental Departments for administrative register); Organization of national pilot encounters to generate reports on citizen security and coexistence based on the actual systems; Identification of gaps in the reports through peer review; Development of the National Enhancement Plan and strengthening of capacities of institutions in charge of generating primary information; Development of a roadmap for strengthening the capacities for quality, capture and analysis of information; A youth national encounter to present the UN situation reports; Identification of potential agreements and partnerships between the state institutions and universities for the improvement of information quality; Formulation of national policies based on the indicators nationally agreed with the technical panel; Operation of the Regional Coordination Unit; and Operation of the STU Support teams in El Salvador, Guatemala, Honduras, and Panama.* | | |
| **Quality Criteria** | | **Quality Method** | **Date of Assessment** |
| Update technical factsheets | | Inventories of factsheets | End of each fiscal year |
| Organize national pilot encounters | | Meeting records, minutes, correspondence financial records, evaluations |
| Peers review CS and coexistence reports | | Peer review notes and comments |
| Develop National Enhancement plans | | National enhancement plan reviews by stakeholders |
| Develop the roadmap for strengthening the capacities | | Roadmap analysis and comments by stakeholders and KICG-LAC |
| Organize National Youth encounter | | Meeting records, minutes, correspondence, financial records, evaluations |
| Identify Partnership agreements | | Inventory of partnership agreements |
| Formulate national policies | | Reviews of national policies by stakeholders |
| Operate STU Support Teams and the Regional Coordination Unit | | Monthly, quarterly and annual reports, financial records |
| **OUTPUT 2:** Mechanisms for Regional collaboration and networking on citizen security in place. | | | |
| **Activity Result 2.1: Dialogue on citizen security issues between civil society and government institutions**  **(Atlas Activity ID)** | *Citizen society dialogue* | | Start Date: June 2014  End Date: July 2017 |
| **Purpose** | *Promote and support the dialogue between the state and civil society institutions on citizen security to improve identification and analysis of information and decision-making* | | |
| **Description** | *The Activity requires the organization of biannual technical support meetings with CCSICA, development of a virtual platform for the Regional Network of Civil Society Observatories (ROC), organization of a Regional Conference of ROC with the UN presentation on crime prevention, compilation of regional baseline indicators on victimization and citizen perceptions by means of a regional survey, establishment of baseline for M&E through a M&E survey and other public opinion polls and surveys, knowledge management through systematization of meetings and experiences, elaboration of a Guide on the Role of Civil Society in the construction of security and coexistence policies.* | | |
| **Quality Criteria** | | **Quality Method** | **Date of Assessment** |
| Organize biannual meetings with CCSICA | | Meeting records, minutes, correspondence, financial records, evaluations | End of each fiscal year |
| Develop the virtual ROC Platform | | Virtual traffic, interactions |
| Organize the regional ROC Conference | | Meeting records, minutes, correspondence, financial records, evaluations |
| Compile the regional victimization baseline indicators | | Indicator baseline |
| Systematize meetings and experiences | | Systematization documents |
| Elaborate a Civil Society guide | | Civil Society Guide reviews by stakeholders |
| **Activity Result 2.2. Exchange of citizen security best practices and effective strategies**  **(Atlas Activity ID)** | *Exchange of best practices* | | Start Date: June 2014  End Date: July 2017 |
| **Purpose** | *To foster the exchange of successful and relevant best practices and models of information management for citizen security in order to adapt and replicate them in Central America for improved CS policy-making* | | |
| **Description** | *The Activity implies identification of pivot organizations (or groups) among organized civil society and private sector by the STU Support Teams for generating CS information, organization of meetings between the national level coordination, Governments and civil society representatives, organization of monthly meetings “Citizenship for Citizen Security” and elaboration of monthly reports on the subject, elaboration of an Enhancement Plan or a roadmap for strengthening the civil society aptitudes for accountability on security, identification of potential agreements and partnerships between the CSO´s and the private sector for improved analysis of and feedback on citizen security, implementation of M&E, systematization and Knowledge Management, Communication and Gender Strategies, elaboration of regional publications, organization of workshops on Gender equality, RBM, M&E, Quality Control, Youth and Crime, Como Vamos Bogota, South-South Cooperation, Media Awareness, Diploma Courses for Police and Media.* | | |
| **Quality Criteria** | | **Quality Method** | **Date of Assessment** |
| Identify pivot civil society organizations | | Inventory of pivot organizations | End of each fiscal year |
| Coordination meetings with Governments and CS representatives | | Meeting records, minutes, correspondence, financial records, evaluations |
| Monthly *Citizenship for Citizen Security* meetings | | Meeting records, minutes, correspondence, financial records, evaluations |
| Elaborate the Enhancement plan/roadmap for CS strengthening | | Enhancement plan/roadmap reviews by the stakeholders |
| Identify potential CSO/private sector partnership agreements | | Inventory of partnership agreements |
| Monitor and evaluate the Project | | M&E strategy, reports |
| Carry out Communication strategy | | Communication strategy, events |
| Carry out Gender strategy | | Gender Strategy, gender-sensitive documents, events |
| Organize trainings and workshops | | Workshop records, minutes, correspondence, financial records, evaluations |

# Legal Context.

UNDP as the Implementing partner shall comply with the policies, procedures and practices of the United Nations Safety and Security Management System

**1. Countries participating.**

The governments of the countries participating in this regional project are: El Salvador, Guatemala and Honduras.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of El Salvador and UNDP, signed on 21 March 1975.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Guatemala and UNDP, signed on 21 May 1992.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Honduras and UNDP, signed on 17 January 1975.

**2. Executing agency.**

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAAs for the specific countries.

The executing agency of this regional project will be the UNDP itself, represented by its Regional Centre in Panama.

The responsibility for the safety and security of the Regional Centre and its personnel and property, and of UNDP’s property in the Regional Centre custody, rests with the Regional Centre.

The Regional Centre shall:

1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the regional project has its headquarters.
2. assume all risks and liabilities related to the Regional Centre security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Regional Centre agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

# ANNEXES

Annex 1. Offline Risk Log

Annex 2. Branding Strategy

Annex 3. Monitoring and Learning for Change Strategy

Annex 4. USAID Proposal

Annex 5. Award - Regional Security Activity- PIO Grant AID-596-IO-14-00001

Annex 6. Terms of References of Key Project Personnel

Annex 7. Theory of Change

Annex 8. Draft Procurement Plan

*bundp20mm***ANNEX 1: OFFLINE RISK LOG**

|  |  |  |
| --- | --- | --- |
| **Project Title:** Evidence-based Citizen Security Information, Public Policy and Projects in Central America | **Award ID:** | **Date:** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Description** | **Date Identified** | **Type** | **Impact &**  **Probability** | **Countermeasures / Management response** | **Owner** | **Submitted, updated by** | **Last Update** | **Status** |
| 1 | Lack of political will and engagement of participating governments and national institutions responsible for citizen security and coexistence |  | Political  Strategic | Overall results and long-term sustainability of the Project will be affected if the Governments do not accept and institutionalise the improved internal institutional procedures, harmonize and analyse the indicators, and improve decision-making processes.  P = 3  I = 5 | Following the initial consultations conducted by the UNDP Country Offices, the Project will conduct a rigorous communications and advocacy strategy to build awareness of and engage the concerned Government officials in the achievement of Project results | Team Leader |  |  |  |
| 2 | Lack of engagement and coordination among SICA, regional and national institutions and civil society organizations |  | Strategic  Political | The impact of the Project will be greatly reduced if the CSOs and state institutions fail to engage in consultations and implement concrete policy recommendations provided by the civil society.  P = 3  I = 4 | Team Leader and the Regional Coordinator will foster the participation of the regional and national counterparts through regional conferences, workshops and trainings | Team Leader,  Regional Project Coordinator |  |  |  |
| 3 | National elections (first round of Presidential Elections in Guatemala Sep. 2015). |  | Political  Strategic | Election campaigns may politicize the use of Citizen Security and Public safety statistics in Guatemala and delay the implementation of initiatives that involve ministries of national security or citizen security.  P=4  I=3 | The Project will engage the civil society organizations as the watchdogs and alternative sources of data to counter the possible mishandling of available statistics. | Team Leader  Regional Project Coordinator |  |  |  |
| 4 | Post-electoral turnover in SICA and government |  | Political  Strategic  Operational | The expected turnover may affect the Project implementation as well as the measurement of change in stakeholder awareness and capacities.  P=4  I=3 | The Project will target middle level managers through the STUs and target national institutions as the potential HR backup to ensure the continuity and sustainability of installed capacities. | Team Leader |  |  |  |
| 5 | Delays in Project Implementation |  | Operational  Strategic  Financial | Delays in the approval of procurement and contracting requests, reports and transfers of fund will result in overall delay of project implementations and affect the achievement of results. Commencement of victimization surveys after the other national and regional surveys have defined their questions and criteria will make it more difficult to harmonize the survey indicators and data and will affect the recommendations and advocacy activities in the medium run.  P=3  I=4 | The Project will engage additional operational staff of the COs and the RSC LAC to ensure timely the implementation and strengthen the operational capacity | Team Leader |  |  |  |
| 6 | Lack of interest among Governments and donors to support SICA |  | Strategic  Political  Operational  Financial | The Governments and donors are expected to support the initiative and consider future investments in support of SICA to further strengthen information management and decision-making capacities for Citizen Security  P=4  I=5 | The Team Leader will enhance the advocacy and communication activities to ensure timely and targeted information sharing and awareness building among the Government and donors | Team Leader, Regional Project Coordinator |  |  |  |
| 7 | Low level of replication and application of best practices and models |  | Strategic | Some national experiences and best practices may not obtain sufficient support and interest from CAM members for their replication at regional level  P=3  I=3 | The Project will promote the successful models and practices through advocacy and communication campaigns, regional conferences and publications | Team Leader |  |  |  |

1. 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. [↑](#footnote-ref-1)
2. UNDP, (2009). *Human Development Report 2009-2010: Opening Spaces for Citizen Security in Central America*. New York, NY. [↑](#footnote-ref-2)
3. *The Northern Triangle’s Drug-Violence Nexus*, Debate Papers, UNDP RSC LAC, November 2012 [↑](#footnote-ref-3)
4. *Discussion Paper # IADB-DP-302*, International Development Bank, Institutions for Development (IFD), Division of Institutional Capacity of the State (ICS), July 2013 [↑](#footnote-ref-4)
5. *Global Homicides Report*, UNODC, 2011. [↑](#footnote-ref-5)
6. *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*. UNWOMEN-UNDP, Jan 2013. [↑](#footnote-ref-6)
7. *Report on Health, Justice, for Women and Sexual Violence in Central America*, UNFPA, 2011. [↑](#footnote-ref-7)
8. *Transnational Organized Crime in Central America and the Caribbean*, UNODC. 2012 [↑](#footnote-ref-8)
9. *Gangs and Social Capital in Central America.* Cruz JM 2004, In ERIC, IDESO, IDIES, IUDOP. *Maras y pandillas en Centroamérica.* Vol. II. San Salvador. UCA [↑](#footnote-ref-9)
10. Ibid [↑](#footnote-ref-10)
11. *Central American Human Development Report*, UNDP, 2009-2010. [↑](#footnote-ref-11)
12. For example, according to the study conducted by the Institute of Comparative Studies in Penal Sciences of Guatemala, in the last 12 years, of 100 cases filed at the Ministry of Interior only 9 have been solved. [↑](#footnote-ref-12)
13. Criminal practice that involves armed robbery of a person who has withdrawn cash from a banc, by motorized criminals. [↑](#footnote-ref-13)
14. *Discussion Paper # IADB-DP-302*, International Development Bank, Institutions for Development (IFD), Division of Institutional Capacity of the State (ICS), July 2013. [↑](#footnote-ref-14)
15. Ibid [↑](#footnote-ref-15)
16. *Crime and Violence in Central America: A Development Challenge*, World Bank Report, 2011 [↑](#footnote-ref-16)
17. Ibid. [↑](#footnote-ref-17)
18. *Transnational Organized Crime in Central America and the Caribbean*, UNODC. 2012 [↑](#footnote-ref-18)
19. *Global Homicide Report*, UNODC, 2011. [↑](#footnote-ref-19)
20. *Crime and Violence in Central America: a Development Challenge*, World Bank Report, 2011 [↑](#footnote-ref-20)
21. Ibid. [↑](#footnote-ref-21)
22. *Violence Observatory of Honduras*; 2011 Bulletin, UNAH/ IUDPAS. <http://iudpas.org/publicaciones/obsnacional.html> [↑](#footnote-ref-22)
23. Between 2002-2012 the average homicide rate in El Salvador reached 55,6, which is more than double of the average for Latin America and triple the global average. The homicide rate of young men between 18-30 is now 80 per 100,000, which is the double of the national rates. [↑](#footnote-ref-23)
24. Ministry responsible for security in the country, including formulation of policies, articulation of judicial systems for maintaining public order and peace in the country, safety of property, guaranty of rights, execution of judicial orders and resolutions, migratory policies as well as national Penitentiary System and National Civil Police. [↑](#footnote-ref-24)
25. CASS was updated on April 8, 2011 to respond to the new challenges of regional and hemispheric security. [↑](#footnote-ref-25)
26. Fighting crime; prevention of violence; Rehabilitation, reintegration and prison security; and, Strengthening institutional coordination and monitoring of the regional strategy. [↑](#footnote-ref-26)
27. Research Institute on Prevention of Violence and Promotion of Social Coexistence, Valle University, Colombia [↑](#footnote-ref-27)
28. UNDP, as well as the WB, IADB and OAS consider improvement of security statistics and institutional coordination as the key contributor to regional development. [↑](#footnote-ref-28)
29. The MSPAS manages the SILEX - Information System on Lesions Due to External Causes. [↑](#footnote-ref-29)
30. More detailed information about UNDP support to SICA is given in Chapter 6. Relevant Organizational Experience of Recipient and Key Partner Organizations. [↑](#footnote-ref-30)
31. 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. [↑](#footnote-ref-31)
32. E.g. Central American University and FLACSO in El Salvador, National Autonomous University of Honduras - UNAH with the National Citizen Security Observatory. [↑](#footnote-ref-32)
33. Since the regional CSOs require the approval of all Member states to convene, the CC-SICA still has not been able to call its first meeting of Civil Society Organizations. [↑](#footnote-ref-33)
34. 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, engagement of civil society in Victimization Surveys in Panama, among others. [↑](#footnote-ref-34)
35. Information units to monitor crime indicators, mainly homicide trends [↑](#footnote-ref-35)
36. CISALVA through the SES Project, OAS through the Latin American ALERTAMERICA initiative, CDC through Injury Observatories etc. [↑](#footnote-ref-36)
37. According to UNDP Human Security is a necessary condition for enjoying freedoms, opportunities and options provided by Human Development. [↑](#footnote-ref-37)
38. This is particularly true for women’s organizations, which have a wide spectrum of work on gender-based violence and femicides. [↑](#footnote-ref-38)
39. Panama STU support unit will act as a coordination unit for non-core countries. [↑](#footnote-ref-39)
40. The project will consider the possibilities of using cutting edge technologies such as GPS, GIS systems and cellphones for online reporting of cross-border issues in ROC Platform. [↑](#footnote-ref-40)
41. 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. [↑](#footnote-ref-41)
42. A 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. [↑](#footnote-ref-42)
43. <http://www.americalatinagenera.org/es/> [↑](#footnote-ref-43)
44. General Directorate of Social Prevention of Violence and Culture of Peace, Ministry of Justice and Public Security of El Salvador. [↑](#footnote-ref-44)
45. This 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. [↑](#footnote-ref-45)
46. 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. [↑](#footnote-ref-46)
47. The project will engage with CISALVA at national and regional levels and will not carry out interventions at local level. [↑](#footnote-ref-47)
48. 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. [↑](#footnote-ref-48)
49. 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. [↑](#footnote-ref-49)
50. 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> [↑](#footnote-ref-50)
51. USAID/Guatemala Project Appraisal Document for the Citizen Security Project Annex L: Gender Analysis. [↑](#footnote-ref-51)
52. 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). [↑](#footnote-ref-52)
53. DEVINFO, EDGE, ECLAC, IADB, WB, and UNSTATS among others. [↑](#footnote-ref-53)
54. 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). [↑](#footnote-ref-54)
55. In Guatemala, the Project will aim at operationalization and institutionalization of the Criminal Statistics and Strategic Analysis Unit of the Ministry of Home Affairs. [↑](#footnote-ref-55)
56. Output 1 will focus mainly on the three countries of the Northern Triangle. Other participating countries will be considered for regional events. [↑](#footnote-ref-56)
57. Including the ones adopted by SICA and those emerging from CSOs. [↑](#footnote-ref-57)
58. Costa Rica and Dominican Republic will hire specific consultants as needed. [↑](#footnote-ref-58)
59. Output 2 will engage all participating countries with the special emphasis on the three countries of the Northern Triangle. [↑](#footnote-ref-59)
60. The project may consider involving other potential counterparts, such as FUNDAUNGO and UTEC, for this output within the framework of the existing funding allocation. [↑](#footnote-ref-60)
61. Including the ones adopted by SICA and those emerging from CSOs. [↑](#footnote-ref-61)
62. The Practice Leader coordinates UNDP Crisis Prevention and Recovery (CPR) interventions in Latin America and the Caribbean. [↑](#footnote-ref-62)
63. 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. [↑](#footnote-ref-63)
64. Please see Annex 6 for the description of key project posts. [↑](#footnote-ref-64)
65. 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. [↑](#footnote-ref-65)
66. 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. [↑](#footnote-ref-66)
67. 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. [↑](#footnote-ref-67)
68. 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. [↑](#footnote-ref-68)
69. No federal funds will be used with State institutions in Nicaragua; UNDP will cover the participation of those representatives, prior to USAID approval. [↑](#footnote-ref-69)
70. 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. [↑](#footnote-ref-70)