**Requests for Clarification Part II**

**Evidence-Based Information Management for Citizen Security in Central America**

**United Nations Development Programme – Regional Service Centre for Latin America and the Caribbean**

*Please note that the proposed per diem in Dominican Republic is higher than the approved by the US department of State*

The UN Daily Subsistence Allowance system (DSA, or per diem) is set according to International Civil Service Commission (ICSC)[[1]](#footnote-1), which is an independent expert body established by the United Nations General Assembly[[2]](#footnote-2) of which US is a member. Each month this commission sets a per diem rate for each country, and the project budget estimates are based on these monthly rates. The DSA rate of US$ 254 for Santo Domingo[[3]](#footnote-3) has been established in the International Civil Service Commission DSA Circular Report: ICSC/CIRC/DSA/466 (Annex 1).

As the International Civil Service Commission rates are reviewed on a monthly basis (and thus subject to change), whereby there might be a possible case of conflict ie. UNDP´s DSA is higher than the per diem approved by the US Department of State, UNDP will fund the difference.

1. *Other Direct Costs - workshops: Please provide breakdown (what is the approximate cost of the premise and what is the catering amount? What the catering amount includes per person?).*

The cost of most meetings and workshops covers catering and premises. Average cost for 2-day meetings for 60 persons in El Salvador is US$ 4,000 per day. Cost of meetings for 30 persons in Guatemala and Honduras is US$ 2,500.

These costs are estimated on the basis of local price lists established by the UNDP Country Offices on the basis of regular monitoring of premise/catering costs of events funded by UNDP on each country. The *premise* costs include meeting room(s), video and sound equipment, microphones, furniture, blackboards, stationary and other conference supplies as well as basic support personnel. National event costs are calculated for an average of 30 persons in a three-star hotel. Regional events may be held in 4-star hotels and will include approximately 60 persons. The catering costs include lunch and 2 coffee breaks/coffee stations.

In the cases of some national meetings (e.g. National Identification and Engagement of Allies, BL 108), the cost only includes catering and basic conference equipment since the premises will be provided by national stakeholders. In these cases, the average catering and equipment costs are US$ 592 per day.

Please refer to pp. 6-7 of the Budget Narrative for the detailed breakdown of workshop costs.

Table I. Breakdown of Workshop Estimated Average costs per type.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Type of Workshop | No. Persons | Country | Estimated Days | Average Rate | Aver No. Coffee Breaks | Aver No. Lunch | Premise Includes |
| Regional Conferences | 30 | El Salvador | 2 | U$ 4000 per day | 60 | 30 | Meeting room(s), video and sound equipment, microphones, furniture, blackboards, stationary and other conference supplies |
| 45+ | El Salvador | 2-3 | U$ 6750 per day | 90+ | 45+ |
| National Conferences | 30+ | Honduras  Guatemala  Panamá | 2 | U$ 2500 per day | 30+ | 30+ | Meeting room(s), video and sound equipment, microphones, furniture, blackboards, stationary and other conference supplies |
| National Meetings (Within CSO/institutions) | 15+ | Salvador  Honduras  Guatemala  Panamá | 1-2 | U$ 592 Per day | 30+ | 15+ | Catering and basic conference equipment (video and sound equipment). |

1. *Please provide cost breakdown and what does the item include in the Publications and campaign line item.*

The cost of publications will include 9 publications on issues related to youth, gender, quality of data, emerging crimes among others. Publications and campaign item will cover the cost of printed material **not** included in the sub-grants and will include the Production of Monthly Citizen Reports and Publications - US$ 135,000 (Item 5. Other Direct Costs, Lines 120-121);

The US$ 15,000 under Line 120 - Monthly Citizen Reports – will cover the printing of the regional analytical compilation of the monthly citizen e-reports in the first and the second year (500 copies in year 1 and 1000 in the year 2).

The US$ 120,000 under the Line 121 – Publications will cover the cost of graphic design, formatting and printing of 6 state-of-art publications on issues related to youth, gender, quality of data, emerging crimes, etc. Following the request from CECI these funds will cover the costs of 4 publications planned by OBSICA-CECI. Finally, these funds will cover 2 OBSICA publications, one in year 1, and one in year 2.

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.

Table II. Breakdown of Publication Estimated Average costs.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Type of Publication | Budget Line | Estimated Budget | Distribution Channel | Total No. Publications | Period of production | Number of Copies per product | Aver Pages | Observations/Scope |
| Monthly Citizen Reports | 120 | U$ 5000 Per Report | Regional and National Conferences | 3 | One in 1st year, two on second year | 500-1000 | 50 | Includes printing of the regional analytical compilation of the monthly citizen e-reports in the first and the second year |
| Publications | 121 | U$ 20000 Per Report | Regional and National Conferences  OBSICA  UNDP Regional SC | 6 | One in 1st year, two on second year and three on third year. | 2000-3000 | 200 | Cover the cost of graphic design, formatting and printing of state of art publications on issues related to youth, gender, quality of data, emerging crimes |

1. *Coordination and Communication expert in Panama - this is not detailed in the technical narrative of the application. Please explain this role in your narrative.*

The position of the full-time Coordination and Communication expert has been cancelled as explained in the reviewed version of 14th March 2014, 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 (for instance, it will be required an ad hoc assistance for the launch of the most important reports). 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.

1. *The support for OBSICA/ SICA Liaison position described in the technical application is missing in the budget, there are three positions proposed in the narrative for the OBSICA/SICA Unit, but only two appear in the budget.*

Following the consultations with the CECI, OBSICA and SICA-DSD held in March/April 2014 the Coordinator of OBSICA (who will act under the supervision of Democratic Security Directorate) will serve as the Liaison between OBSICA and the project, and will be supported by two OBSICA staff funded by the project. See Item 1 of the Budget - Salaries and Wages, Line 44 – Capacity Building of OBSICA (OBSICA Support Technicians).

1. *Publications and advocacy campaigns - there is an estimate of 13 publications but it is unclear what the amount of $120,000 will cover? (i.e. production, translation, distribution?) The budget should reflect the cost for undertaking research, production costs for publications, dissemination, etc.*

In the latest version of the Budget the cost of Publications and advocacy campaigns amounts to US$135,000. This amount includes the cost of printed material, not covered by the sub-grants (please refer to point 2, table II on page 2 above).

The US$ 135,000 (provided in Item 5. Other Direct Costs, Lines 120-121) includes production of Monthly Citizen reports and Publications.

The $ 15,000 under Line 120 - Monthly Citizen Reports - covers the printing of the regional analytical compilation of the monthly citizen e-reports in the first and the second year (5,000 copies in year 1 and 10,000 in the year 2).

The $ 120,000 under the Line 121 - Publications - will cover the cost of graphic design, formatting and printing of 6 state-of-art publications on issues related to youth, gender, quality of data, emerging crimes, etc. Following the request from CECI these funds will cover the costs of 4 publications planned by OBSICA-CECI. Finally, these funds will cover 2 OBSICA publications, one in year 1, and one in year 2.

The research will be carried out by the CSOs (FUNDAUNGO, CISALVA, UNAH, etc.) and is budgeted under the Line 172-177 – Sub-grants. Research will also be part of the regular work of National Coordinators/STU Support Units and will be covered by their salaries.

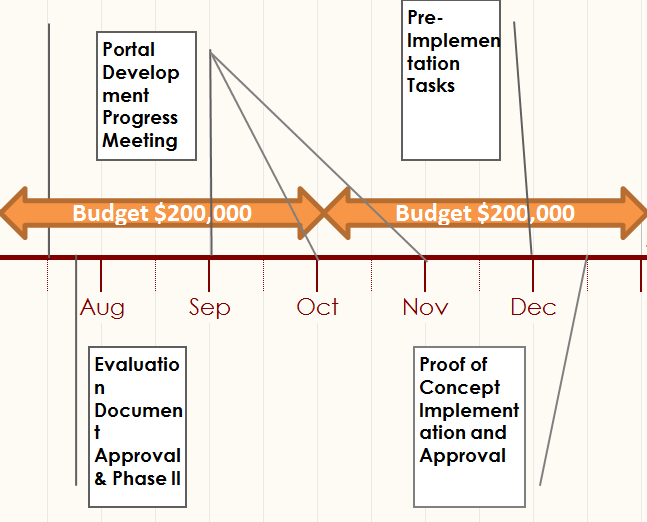
Cost of productions of factsheets, policy papers and baselines is not included in the budget as these will be published online in PDF format and distributed through the ROC platform and website.

Dissemination is not budgeted separately as the printed publications will be disseminated at the national and regional events organized by the project and OBSICA, by UNDP Country Offices and national stakeholders through their institutional channels.

1. *There is no budget for the technology to support the communication strategy: for example, costs for a web-based platform to support dissemination? What will be needed in terms of technology to support the regional observatory in OBSICA and the ROC web base platform?*

The budget for technology to support the communication strategy is US$ 426,000 (reflected in Item 9. Sub-contracts/Sub-grants, Line 168 - Grant for ROC Platform of the Budget).

It contemplates the development of the WEB based platform to disseminate the different products and results of the project, as well as to operationalize a mechanism of exchange and compilation of information among the different stakeholders of the project (both, governmental and non-governmental). This WEB based platform will be elaborated in base of the technology needs assessment conducted with OBSICA in all beneficiary countries.



The Project envisages the platform maintenance fees for the first year. The maintenance costs for the second and the third year are not estimated yet, since the platform size is not defined yet. The project has made provisions in miscellaneous component to cover the maintenance costs once defined. On the other hand the Project will work to train and engage the engineers from the participating institutions to provide basic platform maintenance not related to data structure. Costs of these trainings are not included in the sub-grant but are covered separately under Workshops lines 114 and 116.

1. *Please provide detailed information and clarification regarding the Sub-grant information. What are the expected products/outputs? The proposed partners are important and key to the activity; however, the budget for Sub-grants needs to provide more detail. The narrative of the technical application does not provide explanation for these Sub-grants, thus the budget proposed does not translate. For example:*
   1. *What is included in the $990,000 for the victimization survey?*

The US$ 990,000 is the cumulative cost of three types of surveys: one victimization survey; two Monitoring and Evaluation (M&E) Surveys; and three additional surveys and opinion polls[[4]](#footnote-4).

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

2. The project allocated US$ 100,000 for two M&E surveys, one to establish a baseline and the second to assess the progress of the project in the midterm for possible adjustments. The costs will cover the design of questionnaires, pilot and implementation (Line 169).

3. The budget also includes provisions for 3 additional surveys and opinion polls, which will be defined as a result of the situation analysis and consultations with the civil society. Possible issues include citizen culture, emerging crimes and/or institutional indicators for capacity development (Line 169 - US$ 150,000).

The following table provides an overview of the proposed surveys:

Table III. Breakdown of Surveys.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Survey | Number of countries | Aver. No. Questionnaires | Aver. No of questions per questionnaire | Implementation mechanism | Includes | Price per beneficiary (country level) | Total Cost |
| Grants To Victimization Survey (Design, Implementation, and tender) | 5 (El Salvador, Guatemala, Honduras, Panama, and Costa Rica) | 6000 per country | 25 | Formulation and implementation through national statistical institute. | Development of the questionnaire, pilot of survey in one city, implementation of the survey for national representation | 148,000.00 | 740,000 |
| Grants To M&E Survey | 4 (El Salvador, Guatemala, Honduras, Panamá[[5]](#footnote-5)) | 70-100 per country | 40 | Formulation and implementation with private institution. | Estimates the beneficiaries of project, such as state institutions, SICA, SES SUT coordinators, would be applied among representatives of STU institutions. | 25,000.00 | 100,000 |
| Grants To in depth surveys and focus groups | 5 (El Salvador, Guatemala, Honduras, Panama, and Costa Rica) | 2000 per country | 20-50 | Formulation and implementation through private or public institutions. | Development of the questionnaire, pilot of survey in one city, implementation of the survey for national representation. It estimates representation for capitals, to develop studies on other issues, as Coexistence, Citizen Culture among others. | 30,000.00 | 150,000 |
| Total | | | | | | | 990,000 |

The survey cost estimates are based on standard price ranges established in consultation with the national institutions. The average estimated *per country* cost for the above 5 countries is US$ 148,000 assuming an average of 6000 questionnaires and around 25-40 questions per survey. Depending on the context, the national governments may opt to conduct separate victimization surveys instead of including victimization modules in the household surveys. In such case, funds allocated for the victimization modules will be channeled to the national statistical institutes to support the implementation of surveys and data disaggregation.

The exact number and subject of surveys will be defined after the situation analysis by SICA, which will identify potential recipients of funds among national statistic offices, which will conduct the surveys. Therefore, it was decided to merge several surveys into one general Survey category, with the total cost of US$ 990,000, which will cover the Victimization, M&E and Other surveys.

* 1. *What is included in the $426.000 for establishment of the ROC?*

As mentioned in question number 6, the budgeted amount covers the cost of development of a web-based platform, its software design, tests, indicator formats, hosting and maintenance for the entire period of the project.

* 1. *What is the $200,000 for CISALVA including? CISALVA is playing a critical role, and this total amount seems an under estimation for the role that they will play in providing technical assistance;*

The funding of US$ 200,000 covers the technical assistance of CISALVA for its support to strengthen the Sub-Technical Units and to provide support to develop technical capabilities. This amount has been agreed with CISALVA based on their own estimate of their proposed role as technical provider. The proposed project considers other activities to guarantee the institutional development of the Sub-Technical Units such as workshops, equipment and direct support. The technical support provided by CISALVA covers 2 components:

**1. Strengthening of the Sub Technical Units - STU**: As a basic structure of the platform of the SES in each country, these inter-institutional entities allowed articulated work of the various citizen security authorities that produce citizen security information in each country. The purpose of the STUs is to enhance the use of information for decision-making and to support the creation of local, national and regional public policies on public safety as an essential component of the SES.

Two approaches are proposed:

1. Enhance the STU structure with an additional staff to contribute to strengthening of national capacities and knowledge.
2. Organize thematic trainings and seminars on key issues related to indicator management by sector in order to build institutional competencies for public safety. These regional encounters will include the following:

* Working group of criminological issues related to the production of information and its criminological analysis for planning purposes.
* Working group within the STUs, comprised of public universities from the region. The Working group will produce complementary analysis for public policies on public safety with the CSO participation.
* Working group of regional forensic medical institutes, which will continue efforts initiated in 2011 and discontinued for the lack of funds.
* Regional working group of public ministries, which will build on the work initiated in 2011 and discontinued for the lack of funds.

The products of this component are described in Sub-grants on p. 6 of the Technical Proposal.

**2. Development of technical capabilities:** Continues to be a critical priority for the production of information on citizen security in the region. The project proposes to strengthen two areas:

1. Strengthen the planning capacities of police delegates to STUs for dissemination and production of citizen security information.
2. Strengthen the capacities for the production and analysis of local-level information through consolidation of inter-institutional methodologies and information systems through the creation of violence prevention and citizen security observatories.
   1. What is the support for the Chamber of Commerce in Panama, and how will this be a benefit to the work regionally?

The participation of private sector organizations has been considered as part of the engagement with civil society within this project. On this regard, the Chamber of Commerce in Panama offers an important add value for its relevance on this topic. The Panamanian Chamber of Commerce is a civil society organization that is comprised of registered businesses of Panama and is a key focal point in the country for providing citizen security analysis from a non-governmental standpoint. Four years ago the Chamber established a Citizen Security Observatory within its structure, which was supported by UNDP. The Chamber of Commerce has been selected given that it has already implemented a series of activities in citizen security information management, has strong linkages with other chambers of commerce in the region, facilitating the engagement of peer organizations at the regional level, and has established working relationships and common language with the Government and other CSOs.

As described in the component Sub-grants on p. 7 of the previous request for clarification, the sub-grant will cover activities aimed at disseminating the Chamber of Commerce experience in indicator monitoring, participation in victimization surveys and research on conflictivity issues from the private sector perspective. The sub-grant is expected to produce the methodology of exchange of experiences and collaboration between the civil society and state institutions and support South-South Cooperation exchanges among the civil society.

* 1. Provide an explanation/narrative for the grants to support local observatories, FUNDAUNGO, UNAH, etc. There are sub-grants proposed for local organizations in El Salvador, and in Honduras, but there is no sub-grant proposed for local organization in Guatemala? Also, do you anticipate Sub-grants to local organizations to conduct research projects, is this under the ROC?

Grants of civil society and academic organizations have been considered at regional and national level.

At regional level, the partnership with organizations such as FLACSO is considered as important to improve the academic and research capacity of the region. FLACSO is an established regional partner with local branches in several countries of Central America and strong academic reputation. FLACSO will receive a sub-grant to publish 2-3 state-of-art publications on priority issues identified by the Project, which may include gender-based violence, homicides and youth. The sub-grant will cover both the research and printing costs.

At the national level, some partnerships will be established with key organizations according to their relevance and capacity on the topic. For instance, UNAH is the leading university of Honduras and since 2009 has run a highly successful and respectable Violence Observatory through its Institute of Democracy, Peace and Security with a renowned capacity for civil society data analysis. The sub-grant will support the analysis and methodological support for academic exchange on security issues; elaboration of methodology for information exchange with civil society organizations; methodological support to regional civil society encounters and South-South exchanges; and publication of 2 methodological guidelines on establishing/strengthening local observatories and key partnerships with universities.

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

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

There are resources estimated to develop a similar work with civil society organizations of Guatemala, but the engagement of CSOs on this topic (information management for citizen security) is much more limited in Guatemala than in other countries. Additional assessments will be required (particularly in terms of organization capacity and technical capacity) to identify a key stakeholder in Guatemala for this purpose. The project will continue working to identify and strengthen an institution in Guatemala as a contribution to enhancing the civil society capacities for information management and analysis. Tentative institutions in Guatemala include IEPADES and CEG, however, the final selection will be done after the situation analysis conducted in Guatemala during the first quarter of the project. The selection criteria will include capacity and expertise and will consider the best value for money and potential impact in the area of citizen security.

At this stage it is not anticipated that the project will engage with local organization to conduct research. Should the STUs and/or OBSICA identify and suggest local institutions for research projects, the project management will consult with the USAID to discuss possible mechanism to support these local institutions.

* 1. What is this work related to "Cómo Vamos"? The technical application does not provide a clear description of this initiative, but is reflected in the budget.

*Cómo vamos* is a citizen-driven monitoring mechanism which created the methodology to assess the quality of urban coexistence variations by technical and perception-based indicators. The Bogota Chamber of Commerce developed a think-tank to develop this methodology in other contexts. *Cómo vamos* are pioneers in the area of social audit and monitoring citizen security and coexistence indicators from the civil society standpoint and complementing the government analysis with their own unique methodology. Their experience, requested by different countries of the region such as El Salvador, will be used to adapt the existing methodology for Central America, conduct trainings and provide technical support to the participating countries for its implementation. The sub-grantee has been selected based on the fact Cómo vamos is the only entity with the methodology to link CSOs and state institutions in the area of citizen security in the region. (See the case of Bogota <http://www.bogotacomovamos.org/acerca-de/quienes-somos/>).

Please see Footnote 38 on page 13 of the technical proposal for a reference to the activity. Please also refer to the description on p. 12 of this document.

**Equipment**

In general, a cost breakdown and more detailed information/narrative are needed in this line item.

1. The overall estimation of equipment needed (by SICA and at the national level) seems under-estimated. There is no funding for the purchase of projectors for example, or an estimate for the purchase of computer equipment for OBSICA and national level institutional needs.

The project envisions procurement of 82 computers and basic office equipment for focal national points and STU support Units. This investment will be conducted as a complement of the ongoing efforts conducted by other donors, including USAID and UNDP. For instance, UNDP has already invested US$ 5,660,768 in information management infrastructure, software and support to the National Management System in Guatemala, through the Integrated Technological Platform of the Governance Ministry. The US$ 2,724,000 of UNDP/USAID funds allocated for the Crisis Prevention and Recuperation Project in Honduras included a strong infrastructure component for local observatories and local government offices. There are other donors investing in infrastructural capacity in El Salvador to allow the implementation of the project without additional investments in infrastructure. Likewise, there is sufficient information management infrastructure in OBSICA, which includes servers, projectors, networks and the like.

All equipment purchased by the project will be provided to the stakeholders with the demonstrated need for computers and other equipment for analysis. These needs will be identified my means of the situation analysis conducted at the beginning of the project. The detailed cost breakdown for the computer equipment for OBSICA and national institutions is given on p 8-9 of the Budget Narrative.

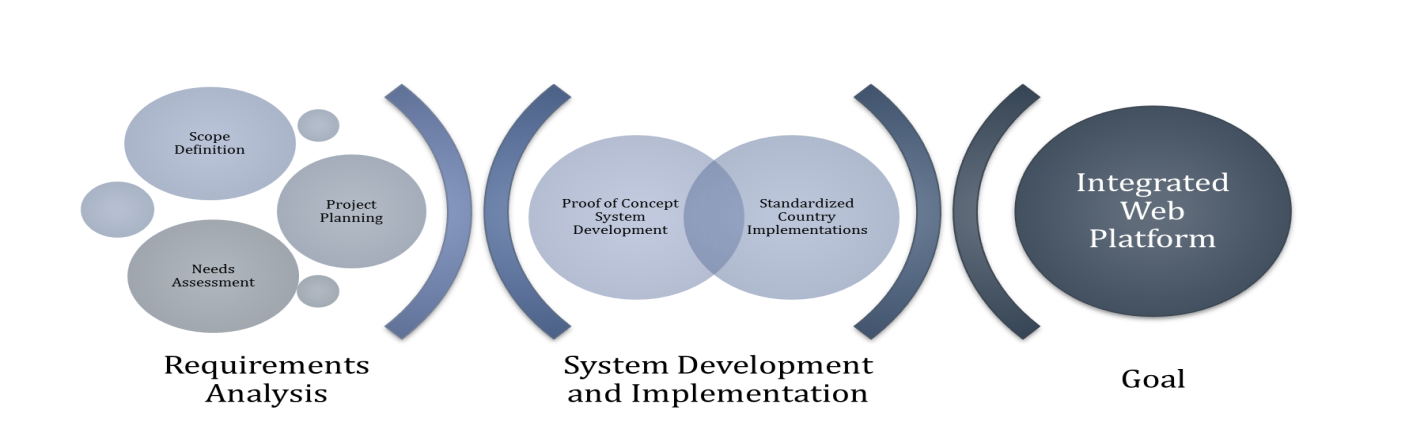
In line with the UNDP policy on ensuring national ownership of project results and assets, at the end of the project all the purchased equipment will be transferred to OBSICA and national counterparts as appropriate.

Table IV. Breakdown of Equipment (Laptops).

|  |  |  |  |
| --- | --- | --- | --- |
| Budgeted Equipment | Unit Cost | Estimated Units | Total |
| Computers for Regional Coordination Unit | 2,000 | 4 | 8,000 |
| Computers for OBSICA Analysts | 2,000 | 2 | 4,000 |
| Computers for STU Support Units | 2,000 | 12 | 24,000 |
| Computers for institutions (Govt. and civil society organizations) who are part of STU | 2,000 | 64 | 128,000 |
| TOTAL | | 82 | **164,000** |

1. The technological support for a web-based platform for knowledge sharing for OBSICA and for the ROCs is unclear?

As mentioned in question 6, the project proposes the development of a WEB based platform to disseminate the different project products and results, in addition to operationalizing a mechanism for exchange and information compilation among the different project stakeholders (governmental and non-governmental). The WEB based platform will be designed both to respond to a needs assessment and to harmonize technology and data input with OBSICA and beneficiary countries.

The following are the proposed stages of platform development:

The Integrated Web Platform delivery schedule will be defined as a result of Phase I – Scope Definition and Needs Assessment and presented to the UNDP as part of the Needs Assessment Evaluation Document.

The web will disseminate different indicators of the project, the ones built from national STU´s institutions, digital forums for national statistical institutes, public ministries and other national sources, it will have online ROC bulletins, press releases and consultation material in Citizen Security, such as project state of art publications, factsheets, reports, minutes of meetings, contact lists among others.

This platform will also be an important linking point among OBSICA, STU´s and national institutions, as it will provide access to complete information of the selected indicators.

1. Administrative Cost Recovery: Does the UNDP have an approved document by the Delegated Cooperation Secretariat (DCS) for the Administrative Cost Recovery of 8%?

Administrative Cost Recovery is the UNDP management fee designated to provide general management and implementation support services to non-UNDP funded programmes.

We attach the approved document for the Administrative Cost Recovery of 8%, duly signed by our Executive Board. This policy has been endorsed by the Decision 2004/30 and Decision 2007/18 of UNDP’s Executive Board of which the U.S. is a member.

In its first regular session of 2014, the UNDP Executive Board, of which the US Government is a member, approved a new policy regarding Administrative Cost Recovery (the UNDP equivalent of the USAID Overhead). According to “Decisions adopted by the Executive Board at its first regular session 2013-DP/2013/10” the new policy establishes:

*“4. Endorses a general, harmonized cost-recovery rate of 8 per cent for non-core contributions that will be reviewed in 2016, with the possibility of increasing the rate if it is not consistent with the principle of full cost recovery, proportionally from core and non-core funding sources, as mandated by the quadrennial comprehensive policy review of operational activities for development of the United Nations system; and decides that the review of the cost-recovery rate will take place after the analysis and independent assessment of the reports…”[[6]](#footnote-6).*

Please see Annex 2 of this document, which was included as Annex 6 of the Proposal submitted on 18 November 2013.

The provisions or reports emanating from the Executive Board are considered as validated by the member states and therefore also apply to the U.S. Since the Executive Board is accountable to the member states, the minutes of the Executive Board meetings are a tool for the endorsement of cost recovery policies with the Member States.

1. <http://icsc.un.org/rootindex.asp> [↑](#footnote-ref-1)
2. <http://www.unsceb.org/content/rates-subsistence-allowance-diem> [↑](#footnote-ref-2)
3. According to Foreign Per Diem Rates In U.S. Dollars established by the US Government in <http://aoprals.state.gov/web920/per_diem_action.asp> on publication date 04/01/2014, the Per Diem in Dominican Republic is US$ 250 [↑](#footnote-ref-3)
4. Victimization surveys are to measure levels of subjective perception on violence; M&E surveys are needed to ensure the monitoring and evaluation strategy, and other minor surveys and polls are used to detect levels of cross cutting issues and emerging events on Citizen Security. [↑](#footnote-ref-4)
5. Panamá Unit will held the survey in the non-core countries as Costa Rica, Dominican Republic, Belize, Panama and Nicaragua. [↑](#footnote-ref-5)
6. <http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2013/Annual-session/English/dp2013-10.doc>. [↑](#footnote-ref-6)