



RE-408

***APPROACH PAPER: VIOLENCE AND CRIME
PREVENTION IN LATIN AMERICA AND THE
CARIBBEAN: OPERATIONAL AND
STRATEGIC EVALUATIONS OF THE IDB'S
CONTRIBUTION 2012-2013***

Office of Evaluation and Oversight, OVE

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ACRONYMS

CS	Country Strategy
GDP	Gross Domestic Product
IDB	Inter-American Development Bank
LAC	Latin America and the Caribbean
OECD-DAC	Organization for Economic Cooperation and Development - Development Assistance Committee
OVE	Office of Evaluation and Oversight
UN	United Nations
UNODC	United Nations Office on Drug and Crime
WB	World Bank
WHO	World Health Organization

I. INTRODUCTION

- 1.1 **Latin America and the Caribbean is one of the regions with the highest homicide rates in the World.** Recent data from official statistics put the Caribbean's homicide rate at 21 homicides per 100,000 inhabitants, South America's at 22 and Central America's at 25.¹ This corresponds to three to four times the World average². The only other region with these levels is Africa, which sees rates of 29 homicides per 100,000 inhabitants.³ These aggregated figures hide large differences among countries⁴ and over time. While Jamaica and Trinidad and Tobago, for example, show increasing homicide rates over the period 2000-2008, going respectively from 34.4 to 59.5 and 9.3 to 41.1 homicides per 100,000 inhabitants, Nicaragua, Uruguay and Chile present stable rates during the same period, at 9.4-13.1, 6.4-6.6 and 5.1-3.5 homicides per 100,000 inhabitants respectively.⁵
- 1.2 **Feelings of insecurity in the region are widespread.** Citizens surveyed across Latin America place insecurity as the first or second top priorities for their respective country, after or with unemployment.⁶ A 2008 IDB study also shows that 60% of LAC citizens do not feel safe in their neighborhoods,⁷ and even though perceptions of violence and insecurity do not necessarily match data on crime and violence, they negatively affect quality of life.⁸
- 1.3 **Violence is multidimensional and occurs in many forms along a continuum from the home to the streets.** Violence is commonly defined as “the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community that results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation.”⁹ It includes domestic violence and child maltreatment, assaults, robberies, rapes and other aggressions with or without firearms. In terms of gender-based violence for example, studies show that 20 to 60 percent of women in the region have experienced or will experience physical violence

¹ This data is for 2010 or the latest year available, which could go back as far as 2008, UNODC (2011). This latter study reports homicide rates both from Criminal Justice and Health Sources. For the Central American and South American subregions the figures are similar across these sources, but for the Caribbean they differ: criminal justice data shows a figure of 21 homicides per 100,000 inhabitants, but health sources show a figure closer to 13. We report figures from criminal justice sources for all three subregions. Number of homicides per 100,000 inhabitants is cited first, as it is the most reliable and comparable indicator across countries and over time. However, homicides are often only the tip of the iceberg, as violence and crime encompass a large variety of manifestations as explained below.

² UNODC 2011 reports a world average of 6.9 homicides per 100,000 inhabitants.

³ UNODC 2011 reports a single figure of 17.4 for the whole of Africa, but it also shows in a graph separate figures for Eastern, Western, North and South Africa, being approximately 22, 17, 6 and 32, respectively. This data is also for 2010 or the latest year available.

⁴ Even within countries, differences can be very important from one city to the other. For example, in Brazil, in 2010, Sao Paulo and Rio de Janeiro had respectively 13 and 24.3 homicides per 100,000 inhabitants while Curitiba, Recife and Maceio had homicide rates of 55.9, 57.9, and 109.9 (Waiselfisz, 2011, p.48- using preliminary data from SIM/SVS/MS).

⁵ Data for Chile comes from PAHO for 2000 and from Criminal Justice for 2008, according to UNODC 2011.

⁶ Latinobarometro 2009:77.

⁷ Lora 2008, cited in GN-2587:26, IDB.

⁸ Cf. Briceño-León (2001:19-20) who emphasized the impact on mobility among others.

⁹ WHO, 2002. The evaluations proposed by OVE focus solely on inter-personal violence and common crime in urban contexts. As such, they do not cover suicide, armed conflict or organized crime. These latest forms of violence will nevertheless be included in the contextual part (diagnostic) for both evaluations.

from their intimate partner during their lifetime.¹⁰ Although there are no reliable statistics on psychological violence in LAC, it is reasonable to expect that this number would be substantially higher if psychological abuse is taken into consideration.

- 1.4 **The costs of violence are enormous and make violence a serious development issue.** According to a recent study, 13 percent of GDP on average is lost due to the excessive rates of violence in Latin America.¹¹ This includes direct costs to health and mortality and costs to the business climate. This is nearly three times the public expenditure dedicated to education in countries like Brazil or Mexico (respectively, 5.1 and 4.8 percent of GDP in 2007).¹² Other indirect costs and negative impacts span from loss of productivity and earnings of victims to lower school attendance of children victims or witnesses of abuse in their home or their community, and a tendency for children to reproduce violent behaviors when adults.¹³
- 1.5 **Different disciplines have studied the causes of violence.** The biomedical and psychological disciplines tend to focus their analyses at the individual level, insisting on the pathological aspect of violence (looking at genetic, physiological or psychological traits of violent persons),¹⁴ while political science studies point out the institutional context, including the weakness of criminal justice systems (widespread impunity and corruption), state violence, and structural violence.¹⁵ The rational choice theory sees the decision to commit a crime as dependent on the net utility that individuals or groups of individuals expect from doing it.¹⁶ Sociological studies emphasize cultural factors, in particular the inheritance of a history of conflict (legitimization of the use of force to resolve conflict), the phenomenon of anomie (inadequacy between expectations and potentialities in an unequal society)¹⁷, and social control (positive or negative connection with institutions, from family to the school or the state)¹⁸. More recently, public health and gender approaches have underlined the link between different levels of causality and have developed or adapted what is currently referred to as the *ecological model* (see below).¹⁹ Criminology and geography have also combined different disciplines to study the causes of crime and violence and have incorporated them into development studies. In particular, explanations combining rapid urbanization (massive numbers of people arriving to cities that could not offer jobs, housing or basic services, forcing them to survive in minimal conditions) with high levels of inequality, lack of attractive

¹⁰ Morrison, Ellsberg, and Bott, 2007, referring to the 2005 World Health Organization survey in 15 sites in 11 countries that shows that 48.6 percent of women in urban Peru, 61% in rural Peru and 33.8% in rural Brazil have suffered physical violence at some point in their lives (p. 2).

¹¹ Soares and Naritomi 2010, cited in IDB, 2010. OP502-4, p. 19.

¹² World Bank EdStats 2010.

¹³ Willman 2009: 63-64. It is important to note that the relationship between experience of violence during childhood and violent behaviors in adulthood should be understood retrospectively and not predicatively: most of the adults who are violent have suffered from experiences of violence in their childhood. However, not all children who experience violence as witnesses or victims will become violent adults.

¹⁴ Please see Mellwaine 1999:457.

¹⁵ Keane 1996, Pécault 1999, Galtung 1969, Bourdieu 1989.

¹⁶ Cf. Becker (1968).

¹⁷ Merton 1957, as cited in Hein, A. 2010, pp. 4-10.

¹⁸ Hischi 1995, as cited in Hein, A. 2010, pp. 4-10.

¹⁹ WHO 2002, Turpin and Kurtz 1997.

opportunities, the presence of drug-related criminal organizations, and the availability of firearms have been very present in debates in the 2000s.²⁰

- 1.6 **Today, a growing consensus acknowledges the multi-causality of violence and crime and the need to analyze predominant risk factors by form of violence and type of crime.** The complexity of comprehending and addressing violence²¹ indeed lies in its ingrained multi-causality. No factor explains by itself the occurrence of violence. Instead, a *combination* of risk factors²² in a specific environment helps us understand why individuals or groups of individuals behave violently. As mentioned above, the ecological model is often used to comprehend the multi-causality of violence, organize risk factors and clarify their interaction. This model synthesizes the individual, community and societal factors that interact and influence violent behaviors in specific contexts. Figure 1 in the Annex illustrates the ecological model, and Table 1 in the Annex summarizes the risk factors most often identified in the literature.²³
- 1.7 **Because violence is context-specific, a large body of literature highlights the importance of working at the local level with strong participation of communities affected by violence.**²⁴ Community participation encompasses participatory diagnosis, for example through mechanisms to identify the main sources of fear in a given community when data are scarce. Community participation can also involve prioritization processes where community leaders propose the most important reforms requested by the inhabitants. It also encompasses accountability mechanisms to monitor the contribution of each party, as well as communication strategies so that all stakeholders and beneficiaries share enough information to ensure support for the interventions undertaken.

II. THE IDB'S PRESENCE IN CITIZEN SECURITY²⁵

- 2.1 **Since 1998, the IDB has supported national and sub-national governments of the region in responding to the challenge of insecurity.** IDB's assistance includes sixteen approved "citizen security" loans (see Table 1) for a total amount of 439 million USD.²⁶ This does not include the loans in other sectors with specific components to prevent

²⁰ Please see for instance Briceño-León 2002, Concha-Eastman 2002, Moser *et al.* 2005, Pécault 1999, Koonings and Krujt 1999, Fajnzylberg *et al.* 1998.

²¹ Crime and violence are not synonymous. Not all forms of violence are considered as a crime: in some countries for instance domestic violence or corporal punishment of children are not considered criminal acts; while not all crimes are violent: money laundry or corruption for example do not necessarily involve violence as defined as the abuse of force to impose one's will on another person or group of persons.

²² Risk factors are characteristics that increase the likelihood of an individual to behave violently or be victim of violence (Cf. World Bank Institute, 2011. *Urban Crime and Violence Prevention Course*, module 1:13).

²³ Please see WHO 2002 for a full explanation on the ecological model. Figure 1 and table 1 are reproduced from the WHO.

²⁴ Cf. UN-Habitat, *Safer Cities Programme. 2010. Prevention of urban crime*, www.un-habitat.org; Shaw Margaret. 2000. *The role of Local Government in Community Safety*. International Centre for the Prevention of Crime (ICPC). <http://www.crime-prevention-intl.org>; World Bank. 2003. *A resource for municipalities: Community-based crime and violence prevention in urban Latin America*. Washington, DC.

²⁵ The IDB most often uses the term of Citizen Security to refer to violence and crime prevention. In this approach paper, we use both terms interchangeably to fit in the terminology chosen by the institution.

²⁶ Approved amounts, i.e. including amounts that have been cancelled after approval.

violence.²⁷ **In 2010, OVE reviewed the evaluability of the first eleven citizen security projects funded by IDB from 1998 to 2009.** That study reviewed 250 million dollars in investment in 11 different operations throughout LAC.²⁸ The review was produced prior to the adoption of the *Operational Guidelines for Program Design and Execution in the Area of Civic Coexistence and Public Safety* (GN-2535) by the Board of Directors. OVE's evaluation led to the publication of two ex-post impact evaluations of programs in Cali and Bogota, Colombia. OVE also published impact evaluations of the Chile safer program and the Jamaica's Citizen Security and Justice Program, both financed by the IDB, as well as evaluations on justice reforms and youth programs (see Annex Table 3).

2.3 **Since 2009, the IDB's institutional mandate and normative response to citizen security challenges in the region have changed.** The Ninth General Capital Increase identifies citizen security as one of the most important challenges for the region and includes targets in its result framework.²⁹ In July 2009, the Board approved the *Operational Guidelines for Program Design and Execution in the Area of Civic Coexistence and Public Safety* (GN-2535) prepared by the Division of Institutional Capacity of the State (ICF/ICS) to update and complement the preliminary guidelines approved in 2002. In 2011, the new Sector Strategy for Growth and Social Welfare (GN-2587-2) included one component that targeted the reduction of insecurity and violence, and the new Social Policy Strategy also approved in 2011 set youth-at-risk as a priority for the Bank.³⁰ According to meetings with IFD/ICS (previously ICF/ICS), the Bank also began preparing a conceptual framework for interventions in citizen security in the region in 2012, involving the collaboration of IFD/ICS the Social Sector Division (SCL/SCL).

2.4 **The issue of violence and citizen security has rapidly become a central policy concern in the region.** Despite the variety of situations and levels of severity among countries, almost all countries in LAC today have national security plans. Since 2001 at each Summit of the Americas Heads of State and Government have expressed their commitment to strengthen public security, both at the national and regional level, and to increase the collaboration and exchange of information on this issue. In 2008 in Merida, Mexico the Ministers of Health met for the first time on Violence and Injury Prevention with the objective to further innovate, develop, implement, and evaluate plans for violence prevention.³¹ This emphasis by IDB's borrowers is expressed in the policy dialogue with the IDB, as exemplified by the recent growing number of projects approved since 2009 (6 out of 16 in total since 1997), and the inclusion of the sector as a priority within Country Strategies (CS), as for instance in the recent CSs of Uruguay, Costa Rica, and Guatemala.

2.5 **Despite the increased attention and importance of the topic of citizen security in LAC, there is limited region-specific evidence regarding the effectiveness of public**

²⁷ Most of citizen security projects incorporate components or interventions in these areas, but the loans and technical cooperation approved within the portfolio of these divisions are not included in this study.

²⁸ This amount corresponds to the total amount approved, i.e. including cancelled and reformulated projects.

²⁹ Bank output contribution to regional development goals (2012-2015), output 3.3.5: Cities benefited with citizen security projects: 32, IDB 2011, GCI9 Report, p. 13.

³⁰ in particular through the male gender prevalence of youth violence, early pregnancies and gender-based and domestic violence.

³¹ Please see Declarations and Plans of Action of Third and Fifth Summit of the Americas, available at: http://www.summit-americas.org/sp_summit.html, accessed January 12, 2012.

policies in addressing the problem of violence and crime. There is a mounting body of evidence in industrialized countries regarding the effectiveness of different public policies in addressing the problem of crime and violence. For instance, the 1998 Sherman Report has evaluated more than 500 interventions to reduce crime and violence in the US; the Campbell Collaboration systematically reviews the effects of interventions in education, crime and justice and social welfare; and the WHO has published a report on the effectiveness of interventions to prevent intimate partner violence.³² In contrast, there is comparatively little evidence in Latin America and the Caribbean. Only few programs have been evaluated in the region, including the community-based prevention programs *Fica Vivo* in Belo Horizonte³³ and *My Safe Neighborhood* in Dominican Republic³⁴ that have reduced homicide rates by 69% and 68%, respectively, after 6 months of implementation. In Diadema, Brazil, the restriction of alcohol sale at certain hours has led to a reduction of 44% in homicide rates.³⁵ *Programa H* in Brazil has shown that it is possible to change men's attitudes towards gender norms, which might lead to a reduction in intimate partner violence since support for inequitable gender norms was associated with both physical and sexual violence against a partner.³⁶

III. OBJECTIVES AND SCOPE OF OVE'S EVALUATIONS FOR 2012 AND 2013

- 3.1 OVE aims to help to strengthen the contribution of the IDB in violence and crime prevention through two complementary evaluations. In 2012, OVE will undertake an in-depth comparative review of citizen security projects with the objective of drawing practical lessons on what works best in the design and implementation of inter-agency, multi-level and participatory operations that seek to lessen crime and violence in the region. Building on these findings, in 2013 OVE will conduct a comprehensive evaluation of C&V prevention at the IDB that will investigate the strategic positioning of the institution in the area.
- 3.2 The two proposed evaluations build on the previous work undertaken by OVE in 2010 and complement it. The 2010 OVE evaluation focused on the evaluability of the citizen security projects. It concluded that more emphasis should be given to monitoring and evaluation so as to be able to learn more from the projects' effectiveness. However, this evaluation did not address the implementation of the projects and could not offer more specific recommendations as to what the operational teams of the IDB should pay particular attention to. The 2012 evaluation aims to address these questions. It will do so by studying in depth what factors were determinant for explaining the ease or the

³² The Office of Justice of the US Government has also developed a website gathering evidence-based projects in criminal justice, juvenile justice, and crime victim services. More information can be found at: www.crimesolutions.gov.

³³ Silveira et al. June 2010, "Impact of Staying Alive Program on the reduction of homicides in a community in Belo Horizonte, Rev. Saúde Pública vol.44 no.3 São Paulo June 2010, available at http://www.scielosp.org/scielo.php?pid=S0034-89102010000300013&script=sci_arttext&lng=en

³⁴ Cunningham et al, 2008, Youth at risk in Latin America and the Caribbean, Washington D.C: The World Bank, p. 196.

³⁵ WHO, case study on homicide reduction, "Reducing Homicide in Diadema Brazil", available at www.who.int/violenceprevention/about/participants/Homicide.pdf

³⁶ Pulitzer, J., Barker, G., Segundo, M. and Nascimento, M., 2006. *Promoting More Gender-equitable Norms and Behaviors Among Young Men as an HIV/AIDS Prevention Strategy*, Horizons Final Report, Washington DC: Population Council

difficulties in executing IDB's projects, taking into consideration the context and the particular complexity of an area such as violence and crime prevention. The third evaluation to be delivered in 2013 will build on the two previous ones to draw recommendations for the overall strategy of the institution on violence and crime prevention. It will take stock of the contributions across divisions and will propose areas where the comparative advantage of the IDB may be the strongest.

IV. METHODOLOGY AND EVALUATION QUESTIONS

- 4.1 This approach paper presents the methodology and evaluation questions for the 2012 comparative review only. An update of the approach paper will be prepared during the last trimester of 2012 to present the specific methodology and evaluation questions of the 2013 comprehensive evaluation.
- 4.2 The 2012 comparative review will use the standard OECD -DAC guiding framework of relevance, effectiveness, efficiency and sustainability. The framework is flexible enough to accommodate most evaluative questions, yet is also useful as a mechanism of ordering evaluative questions. In lieu of traditional measures of efficiency, which are difficult to measure in this type of projects, the analysis will look at implementation experience. This approach is broader than the prior OVE work, which focused exclusively on estimating treatment effects of selected operations. In terms of scope, the 2012 study focuses on citizen security stand-alone projects. It does not include the work done by the institution in other divisions relevant to violence and crime prevention, such as education, social protection, gender and justice.
- 4.3 The 2012 study consists of a comparative analysis of five case studies. Each case study will combine (i) a comprehensive review of the literature (international and local literature on crime and violence, including IDB studies, as well as on the institutional capacity for each country), (ii) a desk review of the project documentation (loan documents, PPMRs, PMRs, PCR), related technical assistance and other instruments such as policy/technical dialogue that complemented the selected projects, and country strategies³⁷, (iii) semi-structured interviews of project stakeholders, and (iv) review of the existing data on results. The interviewees will include IDB's staff (in Headquarters and Country offices, including IFD, SCL, CCB and CID as per the team composition for each project), Governmental counterparts in charge of the project, executing agencies, as well as other stakeholders. Semi-structured interviews and focus groups with beneficiaries of the projects will also be undertaken when possible. OVE will triangulate results across case studies to provide generalizable findings. The data on results will be assessed on a case-by-case basis, utilizing project-specific data as well as data from country systems—mainly from police, the judiciary, and country health systems—to the extent that these are available for review. Data on country characteristics, institutions, and the nature and gravity of the violence problematic can also be used to answer the question on relevance.
- 4.4 The study will address four main questions:
 - A. **Relevance: To what extent did the project address important issues related to violence and crime in the country/targeted municipalities (relevance of objec-**

³⁷ The team will analyze the selected operations within the Bank country strategies and assess to what extent projects from other divisions complemented them.

tives)? Were the projects well-designed to address these issues (relevance of design)?

- 4.5 All programs are executed in a complex public policy environment. Likewise, countries face very distinct challenges and risk characteristics, which shape the needs of their citizenry in terms of crime and violence. The evaluation will look at country crime and violence profiles, including trends, forms/types of violence and crime, and main causes. It will also look at the institutional context and at the contribution of other multilateral and bilateral agencies in addressing crime and violence. This diagnostic of needs will be compared to the *de facto* targeting of project interventions, vis-à-vis beneficiary populations and populations at risk, as well as *vis-à-vis* other partners. In addition, the evaluation will examine the design of the projects to try to assess whether the projects are appropriately designed to address the problems identified, considering experience elsewhere and the characteristics of the particular context.

B. Implementation: Were the actors in charge of implementation able to execute the project according to the design and to respond to the challenges that arose in implementation? What evidence exists on the comparative costs of different approaches?

- 4.6 The evaluation of the implementation of the projects will pay particular attention to the interagency coordination both across sectors (ministries and/or secretaries) and across level of interventions (municipal and national). Multi-sectorial projects aim to address the multi-causality of violence and crime. Yet this might be particularly complex to implement in practice, in particular when considering that governments traditionally work through Ministries in charge of specific sectors and that the decentralization process might be more or less functional in different countries. The evaluation will seek to identify the incentives and mechanisms that are required to achieve adequate coordination among actors and project implementation. In addition, and according to the initial project design, it will review the role of different activities designed to promote community participation, including communication strategies.

C. Effectiveness: Did the project contribute to lessen risk factors?

- 4.7 Whenever possible given data availability, the evaluation will assess the project's ability to address risk factors associated with violence and crime as well as to strengthen the institutional capacity for reforms in the area. The evaluation will also attempt to empirically identify these results in a causal way—when the data environment allows this to be done. In order to interpret results, the evaluation will look in more depth into the contextual factors that explain the progress (positive or negative) towards the objectives of the project. The contextual factors include characteristics of the political economy in each country, including the strength and political positions of various interest groups, the level of accountability of different stakeholders, the institutional capacity of executing agencies, and the degree of stability of teams in charge of the project in different agencies, among others. The evaluation will also evaluate observed versus planned results, and will assess to what degree objectives were realistic or achievable given contextual factors.

D. Sustainability: Are the benefits of the intervention financed by the project continuing or likely to continue after IDB's support?

4.8 In addition to the traditional question of whether or not the project was financially sustainable, the evaluation will analyze which mechanisms were considered essential to ensure that the benefits brought about by the project continued. Particular attention will be placed on the role of community participation, the existence of a strong coalition supporting changes introduced by the project, and the institutional capabilities of local and national government actors.

V. SELECTION CRITERIA FOR THE OPERATIONS TO BE ANALYZED IN THE 2012 PROJECTS REVIEW

5.1 OVE proposes to analyze five citizen security projects in Central America and the Caribbean, as these regions face the most severe challenges in terms of crime and violence (cf. 1.1). In addition to geography, OVE has defined the following selection criteria to determine the sample of projects to analyze: (i) having disbursed at least 40%; (ii) showing common features including, interagency collaboration and engagement of municipal levels of government; (iii) if closed, having been closed less than four years to facilitate the tracing and interviewing process of key informants.

5.2 Following the criteria above mentioned, five projects constitute the universe for the evaluation: Honduras (HO0205, 2003-active); Nicaragua (NI0168, 2004-closed); Panama (PN-L1003, 2006-active); and Jamaica (JA 0105-closed and JA-L1009, 2009-active).³⁸ Table 1 identifies the list of approved citizen security projects from 1998-2011, eligible projects are marked with a star*.

Table 1: List of Citizen Security projects funded by IDB (1998-2011) [eligible projects are marked with*]

Country	Title	Operation number	Amount in millions USD	Approval date	Status
Colombia	Support for Peaceful Coexistence and Citizen Security	CO0213	57	1998	Closed 2007
Uruguay	Program for citizen Safety: Crime and Violence Prevention	UR0118	17.5	1998	Closed 2005
Jamaica*	Citizen Security and Justice Program	JA0105	16	2001	Closed 2009
El Salvador	Project to Support the social Peace Program	ES0116	27.9	2002	cancelled
Honduras*	Peace and Citizen Coexistence Project for the Municipalities of the Sula Valley	HO0205	14	2003	Active
Chile	Program Safer Chile	CH0178	10 (a)	2003	Closed 2010
Nicaragua*	Citizen Security Program	NI0168	7.2 (b)	2004	Closed 2010

³⁸ Colombia (CO0213) and Uruguay (UR0118) have been closed respectively in 2007 and 2005, more than four years ago and are therefore not included; El Salvador (ES0116) is not included because it has been cancelled; Guatemala (GU0163) is not included because the project has been reformulated; Argentina (AR-L1074) is not included because so far it has only disbursed 2% of the loan; Belize (BL-L1014) has been approved in December 2011 and signed in April 2011, Costa Rica (CR-L1031) has been approved and signed in May 2011, Ecuador (EC-L1098) has been approved in September 2011 therefore those three projects are not included because they have less than a year of implementation. Trinidad y Tobago TT-L1003 is not included because it has disbursed only 19.35% to date. Chile (CH0178) and Guyana (GY0071) are not included for geographic reasons.

Country	Title	Operation number	Amount in millions USD	Approval date	Status
Guatemala	Violence Prevention Program	GU0163	29	2006	Reformulated
Guyana	Citizen Security Program	GY0071	19.8	2006	Active
Panama *	Integral Security Program	PN-L1003	22.7	2006	Active
Trinidad and Tobago	Citizen Security Program	TT-L1003	24.5	2008	Active
Jamaica*	Citizen Security and Justice Program II	JA-L1009	21	2009	Active
Argentina	Citizen Security and Inclusion Program	AR-L1074	25	2009	Active
Belize	Community action for Public Safety	BL-L1014	5	2010	Active
Costa Rica	Violence Prevention and Social Inclusion Promotion Program	CR-L1031	132.4	2011	Active
Ecuador	Citizen Security Program for Social Cohesion	EC-L1098	10	2011	Active

Notes: (a) 1.929 cancelled; (b) 0.15 cancelled;

Source: IADB's operations portal: <http://www.iadb.org/en/projects/projects.1229.html>, accessed Nov 12, 2011.

VI. TIMELINE AND STAFFING

6.1 OVE will undertake the comparative projects review in 2012 for delivery in November 2012, and the comprehensive evaluation on crime and violence prevention in 2013 for a delivery in December 2013. The proposed timeline is the following:

Objective	Activity	Timeframe
Preparation of Comparative Projects Review	Approach paper	January 2012
	Consultation with Management and Selection of case studies for the project review	January 2012
	Desk review for first two case studies (C&V country diagnostic and projects' documentation), preparation of interviews (IDB staff and in country)	February-March 2012
	Missions to two countries for data collection and interviews	April 2012
	Analysis of data for first two case studies	April-May 2012
	Desk review for other two case studies (C&V country diagnostic and projects' documentation), preparation of interviews (IDB staff and in country)	May-June 2012
	Missions to two other countries for data collection and interviews	June 2012
Preparation continues for Comparative review and Preliminary work begins for Comprehensive Evaluation on Crime and Violence Prevention at the IDB	Analysis of data for two case studies	July-August 2012
	Begin literature review for comprehensive evaluation	
	Synthesis of findings and first draft	September-October 2012
	Continue with literature review for comprehensive evaluation	
	Internal review	October 2012
	Update of Approach paper on methodology and evaluation questions for 2013 comprehensive evaluation; and prepare ToRs for contracting consultants	
	Submission of the Comparative projects review to the Board	November 2012

6.2 The team will be composed of Yuri Soares, Chloe Fevre and Santiago Ramirez. In addition, consultants will be hired for country diagnostics or impact evaluations for some components of the projects.

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