

Approach Paper

# **Evaluation of IDB Support in the Area of Citizen Security and Justice in the Region**

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Office of Evaluation and Oversight  
1350 New York Avenue, N.W.  
Washington, D.C. 20577  
[www.iadb.org/evaluation](http://www.iadb.org/evaluation)

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## ABBREVIATIONS

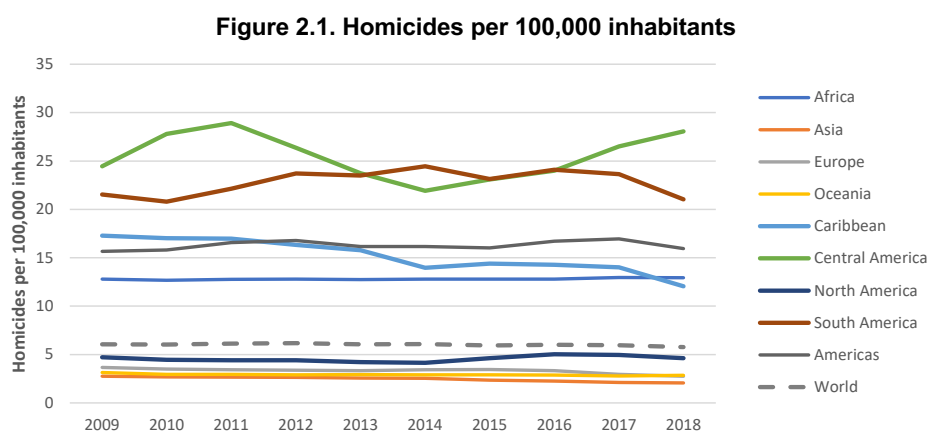
CSJ	Citizen security and justice
IDB-9	Ninth General Increase in the Resources of the Inter-American Development Bank, or “Ninth Capital Increase”
LAC	Latin America and the Caribbean
OVE	Office of Evaluation and Oversight
PCR	Project completion report
PMR	Progress monitoring report
ReTS	Evaluation Recommendation Tracking System
SFD	Sector framework document
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
WEF	World Economic Forum
WHO	World Health Organization

## I. INTRODUCTION

- 1.1 The 2021 work program of the Office of Evaluation and Oversight (OVE) of the Inter-American Development Bank (IDB) included an evaluation of IDB support in the area of citizen security and justice (CSJ) in the region. Recognizing the renewed effort being made by the IDB to support government policies and programs in the sector, and in view of the fact that fear for personal safety remains an urgent problem for development and a priority for the Bank's member countries, the work program (document [RE-551-1](#)) proposed an evaluation to update OVE's prior work on this issue.
- 1.2 OVE conducted two evaluations in the CSJ area in 2010 and 2013/2014. The first OVE evaluation (document [RE-378](#)) looked at the first generation of projects in the sector and included the review of 11 projects approved between 1998 and 2009 for an amount of approximately US\$300 million. This evaluation identified significant weaknesses in evaluability and in the theoretical framework underlying the Bank's interventions in the sector, recommending an overall restructuring of the program. The second evaluation included the review of 17 operations approved between 1998 and 2012 for an amount of approximately US\$481 million. This evaluation delivered an interim report in 2013 on the execution challenges of five projects in four countries, and a final evaluation in 2014 on the relevance of the Bank's positioning in the sector, which included a desk review of the entire portfolio. In the interim report (document [RE-456](#)), OVE highlighted the limitations in terms of diagnostic assessment and targeting of operations, as well as risk identification and mitigation. In the final report (document [RE-455-1](#)), OVE acknowledged the adequacy of the Bank's CSJ approach from a prevention standpoint and identified significant improvements in information generation and data collection. None of these evaluations analyzed the effectiveness and sustainability of the interventions, given the limitations on information and the relative youth of the portfolio.
- 1.3 This evaluation seeks to build on and add value to the previous evaluations. Accordingly, since the 2014 evaluation acknowledged the adequacy and relevance of the IDB's strategic approach in the CSJ area, and this approach has not changed substantially in recent years, nor have the major CSJ needs of the countries changed, this evaluation will focus on the alignment of the operations program with the areas of intervention identified in the IDB Group strategic documents on CSJ, the outcomes of the operations in each area of intervention, and the sustainability of the outcomes achieved thus far.
- 1.4 This document is organized as follows: After this introduction, section II provides a brief description of the regional context with its main crime and violence indicators. Section III succinctly describes the Bank's approach to CSJ in its strategic documents, the empirical basis of its conceptual framework, and the development of the portfolio. Section IV describes the objective and focus of this evaluation, defines its scope, and summarizes the evaluation questions and methodological approach.

## II. CONTEXT

- 2.1 **Latin America and the Caribbean (LAC) is the world's most violent region.**<sup>1</sup> Even as the region has made significant economic and social strides over the last decade, most indicators of crime, victimization, and perceived insecurity have remained high. Murder rates in LAC are well above the global averages (Figure 2.1). According to the World Health Organization (WHO), a country is considered highly violent when the number of homicides is greater than 31 per 100,000 inhabitants. Based on homicide data from the United Nations Office on Drugs and Crime (UNODC, 2018), four countries in the region fall into this category: El Salvador, Jamaica, Honduras, and Venezuela. The region is home to 42 of the 50 cities with the highest homicide rates in the world.<sup>2</sup> The rates of intrafamily violence and violence against women are also worrisome in the region.<sup>3</sup>



Source: UNODC, n.d.

Note: UNODC classifies Mexico as part of Central America. The most recent available data is for 2018.

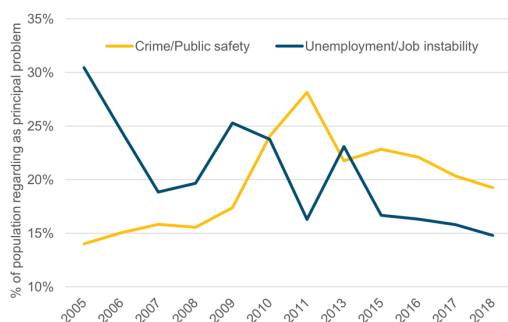
<sup>1</sup> Violence is defined as the “intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation.” Definition taken from the World Health Organization (WHO). This definition of violence is informed by a public health approach and is commonly used in relation to citizen security issues (<https://www.who.int/topics/violence/es/>).

<sup>2</sup> Consejo Ciudadano para la Seguridad Pública y la Justicia Penal A.C. (2019) (<http://seguridadjusticiaypaz.org.mx/files/Metodologia.pdf>).

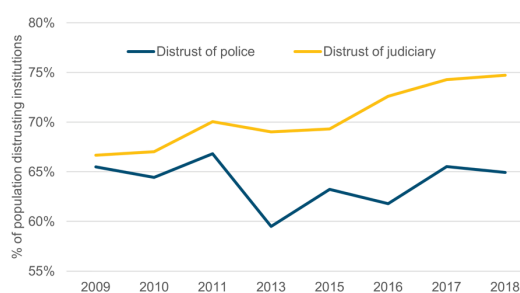
<sup>3</sup> In 2019, the Gender Equality Observatory of the Economic Commission for Latin America and the Caribbean (ECLAC) reported that the region's countries with the highest rates of femicides per 100,000 women are: Honduras (6.2), Saint Lucia (4.4), El Salvador (3.3), and Trinidad and Tobago (2.9). Moreover, one of every three women who are married or in domestic partnerships is a victim of domestic violence.

- 2.2 **In the last decade, crime and fear for personal safety have been identified by citizens in most countries of the region as one of their main problems.** According to the Latinobarómetro surveys,<sup>4</sup> whereas public safety and unemployment have been consistently perceived by the region’s citizens as their principal problems, since the beginning of the decade public safety and crime have come to be regarded as the primary concern in most of the countries (Figure 2.2). This is also reflected in the indicator that measures the population’s perception of insecurity. According to the same source, in 2018 more than 65% of the region’s population reported having frequent fears of falling victim to violent crime.
- 2.3 **The effects of violence and fear for personal safety are significant at the institutional level, as well as at the economic and social levels.** Perceived insecurity, coupled with high crime rates, undermines citizens’ trust in the institutions responsible for enforcing law and order, primarily the police and the judiciary. The Latinobarómetro survey for 2018 reported that 65% of the population has no trust in the police, and 75% has no trust in the judiciary. These high levels of distrust have been a constant throughout the last decade, trending upward in the case of the judiciary and slightly downward in the case of the police (Figure 2.3). On the whole, this has contributed to weakening social cohesiveness (Dammert, 2012). In economic terms, the costs of crime and violence are significant. An IDB study (Capriolo et al., 2017) estimated that the direct cost of crime and violence in LAC was on average equivalent to 3.5% of the regional GDP.<sup>5</sup> The region’s percentage of crime-related public debt is almost twice the average in developed economies (Cafferata, F. and Scartascini, C., 2021).

**Figure 2.2. Trends in the region’s principal problems as perceived by citizens (2005-2018)**



**Figure 2.3. Distrust of institutions (police and judiciary) (2009-2018)**



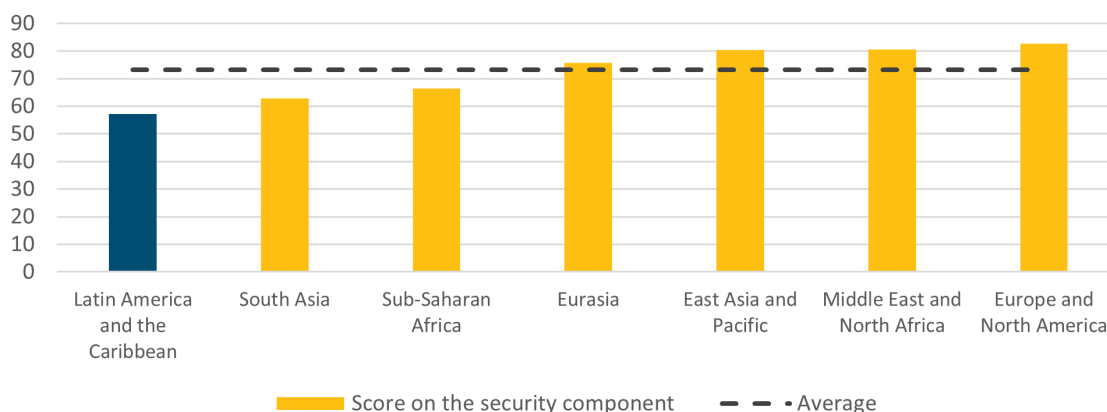
Source: Authors’ calculations using data from Latinobarómetro, n.d.  
 Note: The most recent available data is for 2018.

<sup>4</sup> Latinobarómetro is a public opinion study that annually conducts around 19,000 interviews in 18 Latin American countries: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, and Venezuela (<https://www.latinobarometro.org/lat.jsp>).

<sup>5</sup> To estimate the costs of crime and violence, the authors use the accounting method (losses and expenditures). This estimate is based on information from 17 countries: Argentina, Bahamas, Barbados, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Paraguay, Peru, Trinidad and Tobago, and Uruguay. Direct costs include the social costs of crime (imprisonment and victimization) and the expenditures incurred by the public and private sectors.

**2.4 Insecurity has also been recognized as one of the principal challenges for competitiveness.** In 2019, according to the Global Competitiveness Index of the World Economic Forum (WEF),<sup>6</sup> which regards insecurity as one of the factors inhibiting competitiveness of businesses, 64% of countries of the region were in the lowest quartile in terms of security among the 141 countries included. At the aggregate level, the LAC region has the lowest score on security<sup>7</sup> (Figure 2.4).

**Figure 2.4. Score on the security component of the 2019 Global Competitiveness Index by region**



Source: WEF, 2019.

**2.5 Lastly, the COVID-19 pandemic and the resulting containment measures have had a powerful impact on the countries of the region in the area of citizen security in 2020.** During the months of lockdown, the region experienced high social conflict. Several countries recorded increases in the sale and consumption of alcohol and reports of gender violence and domestic abuse (Pantzer et al., 2020). Countries such as Colombia, Peru, and Mexico saw significant increases in calls to emergency lines (Abizanda, 2020). The pandemic has created new challenges for police forces in terms of their responsiveness (Alvarado et al., 2020a; Isacson, 2020).<sup>8</sup> At the same time, the justice systems in the region, which for the most part suspended their services at the onset of the crisis, are faced with the urgent responsibility of ensuring and safeguarding access to justice both during and after the pandemic (UNDP, 2020).<sup>9</sup> The penitentiary systems were also affected by the public health crisis, which was aggravated by prison overcrowding and limited access to health resources

<sup>6</sup> The WEF's Global Competitiveness Index contains information for 22 countries in the region: Argentina, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad and Tobago, Uruguay, and Venezuela.

<sup>7</sup> The potential score on the security component of the WEF Global Competitiveness Index ranges from 0 to 100, where 0 is the lowest score and 100 the highest.

<sup>8</sup> An IDB comparative study published in 2020 showed that, while police forces adjusted rapidly to the new needs created by the pandemic, the opportunity cost was reflected in a decline in responsiveness on the part of the police forces (Alvarado, et al., 2020a). Moreover, in view of the increased need for public safety forces, military personnel have frequently been deployed to perform police duties (Isacson, 2020).

<sup>9</sup> At present, the justice systems are on average working on a limited basis, under emergency rules, and are making efforts to adjust to the context and ensure access to justice insofar as possible. The limited functioning of judicial services violates human rights and basic guarantees (UNDP, 2020).



(Alvarado et al., 2020b). Lastly, the pandemic also impacted the execution of government public safety programs, whether due to budgetary constraints, halted works, or the inability to carry out activities envisaged under some prevention programs.

### **III. SUPPORT FOR CITIZEN SECURITY AND JUSTICE AT THE IDB**

#### **A. The concept of citizen security**

3.1 In general terms, citizen security is defined as “the capacity of States, in partnership with the private sector, citizens, academia, and neighborhood and community associations, to foster a framework for protection of the life and property of individuals, enabling citizens to live in peace and without fear and achieve a better quality of life” (IDB, 2018).<sup>10</sup> Citizen security policies are aimed at attacking the multiple causes and risk factors associated with crime and violence in a given region. The IDB’s approach to citizen security promotes coordinated multisector collaboration among the social development, public safety, and justice systems, combining prevention, control, and law enforcement.

#### **B. Citizen security in IDB strategic documents**

3.2 **The IDB’s support for strengthening citizen security and justice (CSJ) has evolved over time, redefining its areas of intervention and incorporating the available empirical evidence:**

- Originally, the impact of violence on the low-income population was the main reason for the Bank to expand its scope of action in this area. The IDB approved its first violence reduction project in 1998 under this approach. The first operational guidelines (document [GN-2217](#)) identifying the nexus of violence, poverty, and inequality were prepared in 2002.
- In 2009, the operational guidelines were redefined (document [GN-2535](#)) to include the issues of criminal justice and comprehensive support for police and penitentiary systems and add a list of areas considered ineligible for IDB financing.<sup>11</sup>
- In 2010, with the approval of the Bank’s Ninth Capital Increase (IDB-9), the CSJ area was formally identified as an institutional priority.
- In 2012, a discussion paper was prepared on Citizen Security: Conceptual Framework and Empirical Evidence (discussion paper [IDB-DP-232](#)), providing an empirical foundation and serving as a guide for the IDB’s work in the sector. In addition, guidelines were approved for judicial and penitentiary

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<sup>10</sup> Citizen security is considered a public good that entails effective safeguarding of the human rights inherent to the individual, especially the right to life, integrity of the person, inviolability of the home, and freedom of movement (UNDP, 2013).

<sup>11</sup> The areas considered ineligible for IDB financing include: (i) military operations; (ii) activities to preserve state security; (iii) secret or undercover operations; (iv) purchase of weapons; (v) special unit operations; and (vi) weapons training.

system reforms,<sup>12</sup> and new areas of action considered ineligible for IDB financing were added to the existing list.<sup>13</sup> Lastly, the Bank sought to maintain and reinforce its comparative advantage in the sector through initiatives aimed at generating knowledge and positioning the security agenda as a priority in the region's countries.<sup>14</sup>

- In 2014, the Citizen Security and Justice Sector Framework Document (document [GN-2771-3](#)) was approved, presenting additional empirical evidence to strengthen the rationale for the areas of intervention identified by the IDB, and redefining the knowledge agenda.<sup>15</sup> In 2017, an updated sector framework document (SFD) was approved (document [GN-2771-7](#)), incorporating some further specifications related to interventions in the area of criminal justice, prison system, and rehabilitation. It also emphasized factors to consider, in order to make the interventions more targeted and effective. The Citizen Security and Justice SFDs seek to complement the SFDs in other IDB areas that have programs also intended to address the prevention/reduction of crime and violence.<sup>16</sup>

**3.3 The 2012 conceptual framework and, subsequently, the 2014 and 2017 SFDs laid the empirical foundations for the IDB's work in CSJ.** These were redefined following a review of the empirical evidence and the theoretical frameworks of various disciplines. These disciplines contributed to an understanding of criminal behavior and the many different factors associated with crime, insecurity, and violence.<sup>17</sup> With its review of the empirical evidence, IDB Management sought to identify strategies and interventions that had already been proven effective in the region or elsewhere. The 2014 and 2017 SFDs not only validated the 2012 conceptual framework but included dimensions of success and specific lines of action aimed at strengthening the design and vertical logic of the IDB's operations in the sector. In addition, the SFDs included the principles governing the IDB's work

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<sup>12</sup> The guidelines for judicial reforms include compliance with international conventions on prisons and treatment of detainees. They propose comprehensive interventions that, in addition to building or rehabilitating prison infrastructure, include alternative and restorative justice programs, as well as a focus on resocialization of juvenile offenders.

<sup>13</sup> The following were added to the 2009 list of areas ineligible for IDB financing: antiterrorism and armed conflicts operations, money laundering, frontal attack on crime, drug trafficking, and organized crime.

<sup>14</sup> These initiatives include: the Special Program and Multidonor Fund for Citizen Security (document [GN-2660](#)), the Regional System of Standardized Indicators in Peaceful Coexistence and Citizen Security, the Regional Policy Dialogue on Citizen Security, and the Citizen Security Training Clinics. In addition, the IDB Research Department launched a Visiting Research Scholars Program to strengthen collaboration among scholars in the region, Bank staff, and government officials.

<sup>15</sup> This agenda was validated by international experts at the IDB Crime Prevention Roundtable (April 2015), which resulted in 2015 in the publication "Closing Knowledge Gaps: Toward Evidence-based Crime Prevention Policies in Latin America and the Caribbean" (technical note [IDB-TN-848](#)).

<sup>16</sup> The SFDs for Urban Development and Housing (document [GN-2732-6](#)), Labor (document [GN-2741-7](#)), Education and Early Childhood Development (document [GN-2708-5](#)), Gender and Diversity (document [GN-2800-3](#)), and Poverty and Social Protection (document [GN-2784-3](#)).

<sup>17</sup> The IDB framework incorporated an economic approach to the cost-benefit of an individual committing a crime and a theory of deterrence involving three factors that raise the cost of committing a crime and may have a deterrent effect on criminal behavior: (i) likelihood of arrest and conviction; (ii) severity of punishment; and (iii) celerity of punishment (Becker, 1968; Nagin, et al., 2015). A public health approach was also included that identifies a series of risk factors during the life cycle of the individual making them more or less likely to become involved in crime and violence (Chioda, 2017).

in the sector, such as targeting of interventions, strengthening of risk identification and mitigation, generation of information and knowledge, gender mainstreaming and special attention to vulnerable groups, interagency collaboration and intersector coordination, and promotion of regional dialogue and horizontal cooperation.

**C. The IDB's CSJ portfolio**

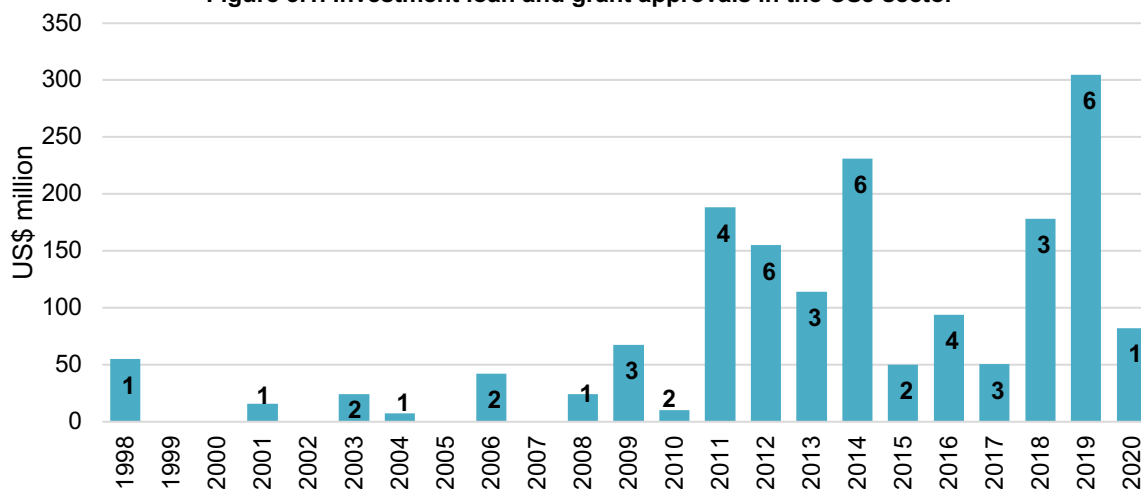
**3.4 The IDB's CSJ portfolio was defined according to the objectives of the loan and technical cooperation operations.** The CSJ portfolio thus includes IDB programs that seek to prevent or reduce crime and violence as their development objective, target populations or areas that are vulnerable in terms of perpetration of violence and victimization, and/or seek to strengthen public safety and justice institutions.<sup>18</sup> Accordingly, the IDB's CSJ portfolio includes programs to support security policies, both in terms of violence and crime prevention (i.e., social, situational, and gender violence prevention programs) and in terms of control and punishment, including programs in support of law enforcement (police), the judicial system, and the penitentiary system.

**3.5 Using this definition, the IDB's CSJ portfolio tripled in size in the last decade.** Although approvals of CSJ operations as a percentage of the IDB total portfolio are relatively small, they have been getting larger in absolute terms in the last decade. Whereas total CSJ investment loan and grant approvals in the period 1998-2008 amounted to 8 loans in 8 countries for total amount of US\$169 million, CSJ approvals in the period 2009-2020 represented 43 investment loans and grants in 17 countries for total amount of US\$1.526 billion (Figure 3.1). OVE has also identified 175 technical cooperation operations in the CSJ area during the period 2009-2020.

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<sup>18</sup> Based on this definition, and using a lexicographical analysis, OVE extracted and analyzed the language of the IDB projects' development objectives in the social investment, reform and modernization of the State, and urban development and housing sectors. In the evaluation portfolio, OVE included only those projects that had the explicit objective of contributing to the prevention of violence and crime (including gender violence) or supporting judicial system reforms. Other Bank programs in the education, social protection, and labor market sectors that could contribute to social prevention as an externality but were not targeted to populations at risk of violence (or conflict with the law) were not included.

**Figure 3.1. Investment loan and grant approvals in the CSJ sector**



Source: OVE with data from Enterprise Data Warehouse (EDW).

Note: The bars represent the approved amounts of investment loans and grants (INL and IGR), whereas the labels represent the total number of approved operations (INL or IGR).

#### **D. Previous OVE evaluations in the CSJ sector**

3.6 **OVE has evaluated the IDB's work in the CSJ sector in 2010 and in 2013/2014.** In 2010 (document [RE-378](#)), OVE looked at the first generation of projects in the sector (1998 and 2009). In 2013, OVE delivered an interim report on the challenges in the design and execution of projects (document [RE-456](#)), and, in 2014, a final report on the relevance of the IDB's positioning in the sector (document [RE-455-1](#)), which included the review of projects approved between 1998 and 2012. None of these evaluations focused on the effectiveness and sustainability of the interventions, given the relative youth of the portfolio and lack of information (Box 3.1).

### **Box 3.1. Main findings and recommendations of OVE evaluations in the CSJ sector**

**The first evaluation (2010) identified major conceptual weaknesses and an absence of evidence regarding the effectiveness of the proposed intervention models and recommended a full review of the program in the sector.** The conceptual weaknesses were seen both in the definition of crime and violence and in the distinction between prevention and control measures. The evaluation also revealed an absence of rigorous studies in the region on the effectiveness of the different programs, as well as a scarcity of data from the region's countries. At the operational level, the evaluation highlighted evaluability limitations, incomplete diagnostic assessments, lack of clarity on the theoretical basis for how the proposed activities would lead to achievement of the proposed objectives, and an absence of indicators to monitor the achievement of outcomes. This evaluation also highlighted the absence of mechanisms for institutional learning. In view of these issues, OVE recommended that the Bank should not continue financing CSJ interventions the way it had done up until 2009, and should conduct a programmatic and strategic review of the type of interventions it had been promoting in the region.

**In 2013, OVE delivered an interim report consisting of a comparative evaluation of five CSJ projects in four countries (Nicaragua, Panama, Honduras, and Jamaica) aimed at identifying design and supervision elements conducive to satisfactory execution.** Among the most important elements, OVE highlighted the following: (i) sound situational and institutional diagnostics that tailor project design to the country context; (ii) identification of core elements and best practices for selected intervention models; (iii) appropriate project implementation practices, including clear roles for participating agencies, beneficiary participation, training and feedback for practitioners, and multisector coordination; (iv) effective communication and outreach to relevant government agencies, targeted populations, the media, and other stakeholders; and (v) adequate resources and incentives for quality content-based supervision. This study did not include recommendations.

**In 2014, OVE delivered its final report on its evaluation of the IDB's strategic positioning, highlighting the Bank's pioneering role in addressing CSJ as part of the development agenda from a prevention perspective,** especially as this approach played a role in counterbalancing a trend toward repressive policies in the region. However, the evaluation also acknowledged the challenges arising from the complexity of the subject matter and the broad spectrum of IDB-financed interventions, specifically regarding the deficiencies in the empirical evidence base on the effectiveness of the different intervention models in the region and the difficulties of intersector coordination. The evaluation also highlighted the limitations of the risk analysis and mitigation framework (primarily the reputational risks for the Bank). Lastly, the evaluation recognized the strides made in strengthening the information and data collection systems, while urging the Bank to improve their targeting. The evaluation made the following recommendations: (i) focus on a narrower range of interventions to facilitate the development of in-house expertise and interagency collaboration; (ii) simplify the design, pacing, and supervision of operations, strengthening institutional analysis; (iii) develop a risk analysis tool and adopt new guidelines for risk mitigation/reduction; and (iv) define a more focused knowledge agenda to help build a stronger evidence base for project design.

**Management developed an action plan to address these recommendations that included actions to improve conceptualization, information, risk mitigation, and disclosure.** These actions included: (i) creating a CSJ sector framework document; (ii) increasing intersector collaboration and creating larger networks of experts; (iii) creating a data repository on crime and violence; (iv) developing a risk analysis and mitigation tool; and (v) developing a knowledge agenda, including publication of the document "Citizen Security and Crime in Latin American and Caribbean cities." The recommendations and Management's action plan were included in the Evaluation Recommendation Tracking System (ReTS) and validated by OVE up until 2017 (the system's graduation date). This evaluation will check their progress to date, looking at whether the problems underlying the previous evaluation's recommendations have been addressed effectively.

## **IV. EVALUATION PROPOSAL**

### **A. Evaluation objective and scope**

- 4.1 This evaluation will seek to build on and add value to the previous evaluations.** Accordingly, since the 2014 OVE evaluation acknowledged the relevance and adequacy of the IDB's strategic approach in the CSJ sector, and this strategic approach has not changed substantially in recent years, nor have major changes

been observed in the crime and violence trends in the region, this evaluation will look at the alignment of operations with the areas of intervention identified in the IDB's strategic documents on CSJ, the outcomes of the interventions, and the sustainability of the outcomes achieved thus far.<sup>19</sup>

- 4.2 **Three parameters determine the scope of this evaluation: the frame of reference, the evaluation period, and the different levels of analysis of the evaluation portfolio.** OVE first prepared a frame of reference for the evaluation based on the IDB's conceptual and strategic documents in the CSJ area (Figure 4.1). The frame of reference will serve to guide the analysis of the evaluation questions. OVE will classify and evaluate each of the investment programs according to the areas of intervention proposed in the frame of reference.<sup>20</sup> For the evaluation period, OVE will analyze the CSJ loans and technical cooperation operations (according to the definition in paragraph 3.4) approved between 2009 and 2020. The main criterion used in selecting the evaluation period was to have a large enough number of completed or substantially disbursed operations with project completion reports (PCRs) and independent PCR validation notes, to evaluate effectiveness and sustainability.<sup>21</sup>

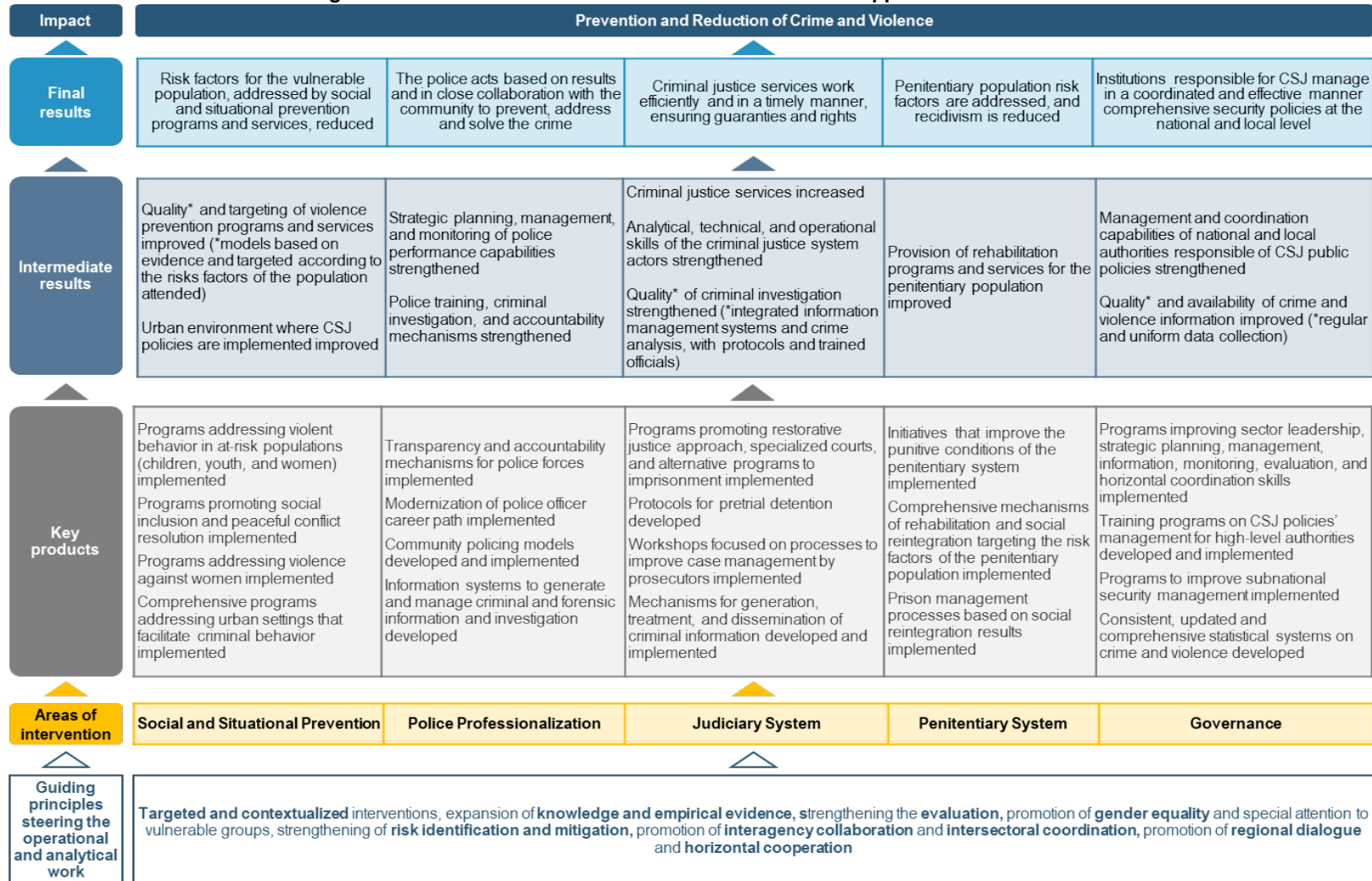
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<sup>19</sup> This evaluation is expected to serve as input for the sector framework review process.

<sup>20</sup> OVE will classify the objectives and components of all investment loans according to the areas of intervention identified in the frame of reference. OVE prepared a classification guide for this that includes the type of outputs and activities and focus of each of the areas of intervention and will serve as a reference for analyzing the components of the operations. The review process will be intersubjective; two members of the team will participate, individually classifying each one of the operation components and subsequently discussing the results, to arrive at consensus. OVE will triangulate this information with the IDB specialists during the interviews. Importantly, the areas of intervention do not represent separate compartments; instead, there are significant links and overlaps that will be considered in the evaluation. An integrated and coherent strategy is essential for achieving effective interventions, and the evaluation will try to analyze the interventions from that perspective.

<sup>21</sup> Although the first CSJ conceptual framework was prepared in 2012, the 2009 operational guidelines already included several of the issues contained in it. Thus, the intervention models proposed since 2009 are more or less aligned with the CSJ conceptual framework. Nevertheless, the approval date will be taken into account when assessing the operations' alignment with the strategic documents in effect and the relevance of their design. It is also worth noting that there is little overlap between the projects evaluated by OVE in the previous evaluation (2013/2014) and the projects included in this evaluation.

Figure 4.1. Frame of reference for the evaluation of IDB support in the CSJ area



Source: Prepared by the authors with information from IDB discussion paper [IDB-DP-232](#), "Citizen Security: Conceptual Framework and Empirical Evidence," and the Citizen Security and Justice Sector Framework Documents of 2014 (document [GN-2771-3](#)) and 2017 (document [GN-2771-7](#)).

4.3 Lastly, the CSJ portfolio will be evaluated at various levels of depth:

- For the analysis of **alignment of operations with the areas of intervention identified in the IDB's strategic documents on CSJ**, the evaluation portfolio includes all operations approved during the evaluation period, i.e., 39 investment loans (US\$1.477 billion), 4 investment grants (US\$48.5 million), and 175 technical cooperation operations (US\$100.1 million), distributed over 23 countries (Figure 4.2). The components of these investment loans cover all the areas of intervention identified in the frame of reference (Figure 4.3). Annex II provides the complete list of operations. For this portfolio, OVE will perform a descriptive statistical analysis and desk review of the loan and technical cooperation proposals, as well as the respective monitoring reports.
- For the analysis of **outcomes and sustainability of the IDB's operations in CSJ**, the evaluation portfolio includes only completed (or substantially disbursed) loan and technical cooperation operations. OVE will evaluate the outcomes of the loan operations based on their objectives, comparing the expected outcomes under the loan proposal with the outcomes actually achieved, and will verify their contribution to the project's objectives in each area of intervention.<sup>22</sup> In the case of technical cooperation operations, OVE proposes measuring the results of the operations in each area of intervention in terms of their contribution to the three objectives set in the Special Program and Multidonor Fund for Citizen Security (Citizen Security Initiative) (document GN-2660).<sup>23</sup> Lastly, OVE will evaluate the sustainability of the interventions, considering factors to ensure continuity of the outcomes: institutional (ownership and incorporation of programs into the institutional structure), technical (technical capacity of the responsible institutions), political (government commitment), financial (budgetary or other resources), and/or social (beneficiary buy-in). For this portfolio, in addition to the desk review, OVE will conduct interviews (remotely) with relevant available stakeholders (internal and external). A major limitation on this evaluation will be the inability to conduct field work (visit to infrastructure works, focus groups with beneficiaries, etc.).

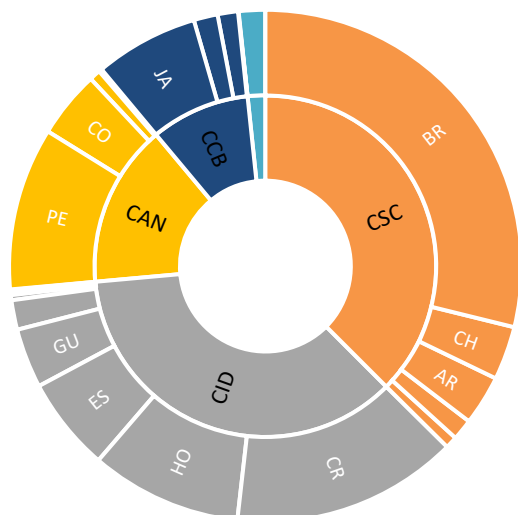
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<sup>22</sup> In line with the 2020 PCR guidelines, OVE will consider unexpected outcomes (positive and negative) only if they are duly documented, significant enough to have consequences, and plausibly attributable to the project. OVE will also consider additional indicators (approved by SPD during project execution), provided that they improve the project's evaluability (i.e., the original indicators were not appropriate, information sources were not available) and are adequately justified. In the case of canceled programs, the analysis will be conducted at the level of outputs financed with the resources actually disbursed, and the reasons for cancellation will be analyzed for learning purposes.

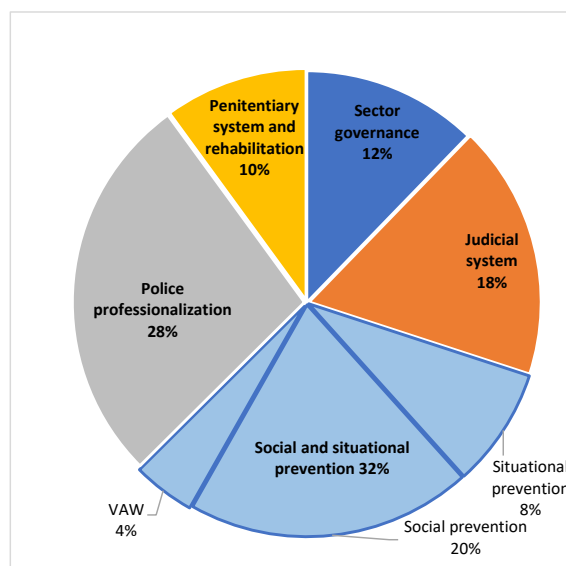
<sup>23</sup> These objectives are to: (i) generate, analyze, and disseminate quality statistical data on crime and violence to guide public policy, evaluate its effectiveness, and build knowledge on what does and does not work in preventing crime and violence; (ii) better enable the relevant public institutions to build capacity and specific professional skills for results-based management by the government officials responsible for citizen security and justice; and (iii) promote the sharing of knowledge, good practices, and capabilities among countries to help create synergies with other, relevant international or subregional agencies and foster participation by other actors from academia or the private sector.



**Figure 4.2. Percentage of US\$ amounts approved by country and region (loans and technical cooperation operations)**



**Figure 4.3. Approvals by area of intervention (US\$ amounts approved for investment loans)**



Source: OVE with data from Enterprise Data Warehouse (EDW).

Notes: <sup>a</sup> Figure 4.1 includes all operations approved in 2009-2020. <sup>b</sup> Figure 4.2 includes the investment loan amounts approved as a percentage of the total amount approved in 2009-2020, classified by area of intervention. VAW refers to operations with the objective of preventing violence against women (VAW). The areas of situational prevention, social prevention, and VAW are regarded as within a single area: social and situational prevention.

## B. Evaluation questions

4.4 **The questions that will guide this evaluation** are described in Table 4.1. The evaluation matrix (Annex I) describes the required information and sources and the data collection and analysis methodology.

**Table 4.1. Evaluation questions**

Alignment of the operations with the areas of intervention identified in the IDB's strategic documents on CSJ	
1.	Were the loan and technical cooperation operations aligned with the areas of intervention identified in the IDB's strategic documents in the sector?
2.	Did the loan and technical cooperation operations incorporate the governing principles that guide the IDB's work in the sector?
3.	Did the diagnostic work for the loan operations fully identify CSJ needs and challenges in each country?
4.	Were the design of the loan operations and the interventions proposed in them informed by evidence, and did they use the statistical information available?
5.	Did the development and implementation of risk analysis and mitigation tools and guidelines result in improvements in the risk profile of the loan operations?
Outcomes of CSJ operations	
1.	Did the loan operations achieve the expected outcomes?
2.	What were the results of the portfolio in each of the different areas of intervention?
3.	What were the main factors (positive and negative) that affected implementation of the operations and achievement of outcomes?

4.	What were the main outcomes of the (completed) technical cooperation operations in each area of intervention in terms of their contribution to the three objectives set in the Special Program and Multidonor Fund for Citizen Security (Citizen Security Initiative)?
<b>Sustainability of outcomes of CSJ operations</b>	
1.	How sustainable are the outcomes of loan operations in institutional, technical, political, financial, and/or social terms?
2.	What are the main success factors and/or obstacles contributing to guarantee and/or jeopardize the sustainability of the results achieved in the financed operations?

### C. Methodological approach

4.5 To answer the evaluation questions, OVE will gather evidence from a variety of sources (primary and secondary), using different methods of data collection and analysis (for details, see the Evaluation Matrix, Annex I).

- OVE will conduct a desk review of all relevant IDB Group strategic documents (i.e., institutional strategy, sector frameworks, operational guidelines, etc.). This desk review will utilize qualitative analysis methods, principally content analysis.
- OVE will conduct a desk review of all loan and technical cooperation documents and the administrative information available in the respective progress monitoring reports (PMRs), project completion reports (PCRs), and other documentation. This desk review will utilize qualitative analysis methods (text encoding). For each project, the results matrix will be updated, and compliance will be verified. All information at the project level will be combined and summarized in an evaluation spreadsheet.
- OVE will supplement the information from these sources with semistructured interviews conducted (remotely) with all relevant (and available) stakeholders (internal and external), including government officials, executing agencies, IDB Group specialists, and local experts. The information obtained from the interviews will be encoded using qualitative analysis methods.

### D. Team and timeline

4.6 The evaluation will be conducted by a team led by Verónica Maria González Díez (team leader) and consisting of Stephany Maqueda Gassós and Lina Rocio Pedraza Pena (senior associate economists), Anais Maria Anderson Alonso (OVE Research Fellow), and Stefania De Santis (evaluation assistant). Table 4.2 provides a general timetable for the evaluation.

**Table 4.2. Schedule of deliverables**

Outputs	Dates
Approach paper	June 2021
Draft for internal discussion	September 2021
Final report for Management	October 2021
Final report for the Board	November 2021

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## EVALUATION MATRIX

Table I.1. Evaluation matrix

Evaluation questions	Required information and source(s)	Data collection and analysis methodology	Limitations
<b>Alignment of the operations with the areas of intervention identified in the IDB's strategic documents on CSJ</b>			
<p>1. Were the loan and technical cooperation operations aligned with the areas of intervention identified in the IDB's strategic documents in the sector?</p>	<ul style="list-style-type: none"> <li>• IDB strategic documents in the sector (SFDs, operational guidelines for the CSJ sector, etc.).</li> <li>• Project documents (loans and technical cooperation operations).</li> <li>• IDB project databases (loans and technical cooperation operations) with information on objectives, components, and outputs.</li> <li>• Frame of reference for the evaluation.</li> <li>• Responses from interviews with IDB project teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Content analysis and text encoding of strategic documents and loan documents.</li> <li>• Content analysis and classification of project components based on the areas of intervention identified in the frame of reference.</li> <li>• Qualitative analysis based on responses from semistructured interviews.</li> </ul>	
<p>2. Did the loan and technical cooperation operations incorporate the governing principles that guide the IDB's work in the sector?</p>	<ul style="list-style-type: none"> <li>• SFDs and frame of reference for the evaluation.</li> <li>• Project documents (loans and technical cooperation operations).</li> </ul>	<ul style="list-style-type: none"> <li>• Content analysis and text encoding of loan documents based on the principles identified in the frame of reference.</li> </ul>	
<p>3. Did the diagnostic work for the loan operations fully identify CSJ needs and challenges in each country?</p>	<ul style="list-style-type: none"> <li>• Context sections of loan documents and IDB project databases.</li> <li>• Country strategy and notes from the strategic areas.</li> <li>• Sector statistics (DATASEG repository and others).</li> <li>• Responses from interviews with government officials, IDB project teams, and other experts.</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic reviews of the diagnostic assessments of project documents.</li> <li>• Qualitative analysis based on responses from semistructured interviews.</li> <li>• Review of sector statistics.</li> </ul>	
<p>4. Were the design of the loan operations and the interventions proposed in them informed by evidence, and did they use the statistical information available?</p>	<ul style="list-style-type: none"> <li>• Loan proposals.</li> <li>• SFDs.</li> <li>• Sector statistics (DATASEG repository and others).</li> <li>• PCRs.</li> </ul>	<ul style="list-style-type: none"> <li>• Content analysis and text encoding of loan documents based on the available evidence in the SFDs and available sector statistics.</li> </ul>	

Evaluation questions	Required information and source(s)	Data collection and analysis methodology	Limitations
<p>5. Did the development and implementation of risk analysis and mitigation tools and guidelines result in improvements in the risk profile of the loan operations?</p>	<ul style="list-style-type: none"> <li>• Responses from interviews with executing agencies and IDB project team.</li> <li>• Loan proposals.</li> <li>• Information from the ReTS system.</li> <li>• Supporting documents for the risk analysis and mitigation tools and guidelines developed by the Bank for CSJ projects.</li> <li>• Operational information (mainly PMRs and PCRs).</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative analysis based on the responses from semistructured interviews.</li> <li>• Comparative analysis of the risk profile of projects preceding and following implementation of the risk analysis and mitigation guidelines in 2016.</li> <li>• Content analysis and text encoding of loan documents and operational information.</li> </ul>	<p>There is no specific metric to analyze the risk profile of projects.</p>
<b>Outcomes of CSJ operations</b>			
<p>1. Did the loan operations achieve the expected outcomes?</p> <p>2. What were the results of the portfolio in each of the different areas of intervention?</p>	<ul style="list-style-type: none"> <li>• Loan proposals.</li> <li>• Operational information (mainly PCRs, final evaluations, and impact assessments).</li> <li>• Independent PCR validation reports.</li> <li>• Updated results matrixes of projects.</li> <li>• Responses from interviews with the IDB project team, executing agency staff, and authorities of the relevant government office.</li> <li>• Loan proposals.</li> <li>• Operational information (mainly PCRs, final evaluations, and impact assessments).</li> <li>• Independent PCR validation reports.</li> <li>• Results matrixes of projects, updated and organized by area of intervention (frame of reference).</li> <li>• Responses from interviews with the IDB project team, executing agency</li> </ul>	<ul style="list-style-type: none"> <li>• Compilation, verification, and independent evaluation of the results indicators of the projects.</li> <li>• Quantitative and qualitative analysis of the updated results matrixes of the projects.</li> <li>• Qualitative analysis of the information gathered in interviews, using semistructured questionnaires.</li> <li>• Compilation, verification, and independent evaluation of the results indicators of the projects.</li> <li>• Quantitative and qualitative analysis of project outcomes by areas of intervention (frame of reference).</li> <li>• Qualitative analysis of the information gathered in interviews, using semistructured questionnaires.</li> </ul>	<ul style="list-style-type: none"> <li>• This section will only include closed projects (with information on outcomes), limiting the ability to make generalizations due to the small number of operations.</li> <li>• Poorly defined results indicators, inability to conduct field work, and unavailable or unreliable data could limit OVE's ability to rigorously determine achievement of the expected outcomes of the operations.</li> <li>• The older PCRs may have limitations in terms of information on outcomes, and some of these PCRs (3 out of 11) have not been independently validated.</li> </ul>

Evaluation questions	Required information and source(s)	Data collection and analysis methodology	Limitations
<p>3. What were the main factors (positive and negative) that affected implementation of the operations and achievement of outcomes?</p> <p>4. What were the main outcomes of the (completed) technical cooperation operations in each area of intervention in terms of their contribution to the three objectives set in the Special Program and Multidonor Fund for Citizen Security (Citizen Security Initiative)?</p>	<p>staff, and authorities of the relevant government office.</p> <ul style="list-style-type: none"> <li>• Operational information (mainly PMRs, PCRs, interim and final evaluations, status reports from the executing agencies, project reformulation documents stemming from the COVID-19 emergency).</li> <li>• Country strategy evaluations and country programming documents.</li> <li>• Responses from interviews with the IDB project team, executing agency staff, and authorities of the relevant government office.</li> <li>• Database with information on objectives, outputs, and outcomes.</li> <li>• Operational and administrative information (technical cooperation operation approval documents, final reports to donors, and operation evaluation reports).</li> <li>• Responses from interviews with the IDB project team, executing agency staff, and authorities of the relevant government office.</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative analysis and classification of the main factors (positive or negative) that affected implementation of the operations based on operational information and interviews.</li> <li>• Content analysis of operational and administrative information on the technical cooperation operations.</li> <li>• Qualitative analysis of the information gathered in interviews, using semistructured questionnaires.</li> </ul>	<ul style="list-style-type: none"> <li>• The Bank systems do not have complete information on implementation and results for all technical cooperation operations.</li> <li>• The results will be analyzed with respect to completed technical cooperation operations for which there is information on results.</li> </ul>

Evaluation questions	Information required and source(s)	Data collection and analysis methodology	Limitations
<b>Sustainability of outcomes of CSJ operations</b>			
<p>1. How sustainable are the outcomes of (loan) operations in terms of the following factors: institutional (ownership and incorporation of programs into the institutional structure), technical (technical capacity of the responsible institutions), political (government commitment), financial (budgetary or other resources), and/or social (beneficiary buy-in)?</p> <p>2. What are the main success factors and/or obstacles contributing to guarantee and/or jeopardize the sustainability of the results achieved in the financed operations?</p>	<ul style="list-style-type: none"> <li>• Operational documents (mainly PCRs, final evaluations, and impact assessments).</li> <li>• Independent PCR validation reports.</li> <li>• Responses from interviews with the IDB project team, executing agency staff, and authorities of the relevant government office.</li>   <li>• Responses from interviews with experts, scholars, and research institutions in the CSJ area in the countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Content analysis of operational information.</li> <li>• Qualitative analysis of the information gathered in interviews, using semistructured questionnaires.</li>   <li>• Qualitative analysis of the information gathered in interviews, using semistructured questionnaires.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited availability of up-to-date information on the sustainability of outcomes of completed operations and inability to conduct field work. The information will be primarily gathered through remote interviews with the counterparts in the countries.</li>   <li>• The sustainability of some operations is being affected by external factors (including COVID).</li> </ul>

Source: OVE.



## ANNEX II – EVALUATION PORTFOLIO

Table II.1. Investment loans portfolio approved between 2009 y 2020

	Operations	Year	Approved amount (US\$)	Status - % Disburs.
JA-L1009	Citizen Security and Justice Programme II	2009	21,000,000	Closed – PCR
AR-L1074	Citizen Security and Inclusion Program	2009	25,000,000	Closed – PCR
CO-L1041	Project for Strengthening Judicial Services	2009	21,382,325	Closed – PCR
BL-L1014	Community Action for Public Safety	2010	5,000,000	Closed – PCR
CH-L1058	Judicial Reform Support Program	2010	5,120,000	Closed – PCR
CR-L1031	Violence Prevention and Social Inclusion Promotion Program	2011	132,441,110	Closed – PCR
ES-L1056	Ciudad Mujer	2011	20,000,000	Closed – PCR
EC-L1098	Citizen Security Program: Strengthening of Police Effectiveness through Improvements in the Management and Use of Criminological Information	2011	10,000,000	Closed – Termination note**
PE-L1031	Modernization of the Justice Administrative System to Enhance Services Peruvian Citizens	2011	26,000,000	Closed – PCR in preparation
HO-L1063	Program of Support for the Implementation of the Comprehensive Civic Coexistence	2012	59,800,000	Closed – PCR
UR-L1062	Local Public Safety Integrated Management Program	2012	5,000,000	Closed – PCR
CO-L1097	Program to Strengthen the Legal Defense of the State	2012	10,000,000	Closed – PCR
BR-L1187	PROCIDADES – Novo Hamburgo	2012	23,910,000	Closed – PCR
ES-L1025	Violence Prevention Strategy Comprehensive Support Program	2012	45,000,000	Active – 93
BR-L1331	Parana Secure Program	2013	67,200,000	Active – 27
BR-L1277*	Program to Support the Modernization of the Advocacia-Geral da Uniao	2013	17,100,000	Active – 0
BR-L1343	Programs of Opportunities and Rights in the state of Rio Grande do Sul	2014	50,000,000	Active – 100
JA-L1043	Citizen Security and Justice Program III	2014	20,000,000	Active – 100
GY-L1042	Citizen Security Strengthening Programme	2014	15,000,000	Active – 78
BR-L1387	Present State Project: Citizen Security in Espirito Santo	2014	56,000,000	Active – 19
PR-L1077	Citizen Security Integrated Management Program	2014	20,000,000	Active – 8
BR-L1417*	Citizen Security Strengthening Program in the State of Minas Gerais	2014	70,000,000	Cancelled – 0
BH-L1033	Citizen Security and Justice Programme	2015	20,000,000	Active – 45
ES-L1092*	Ciudad Mujer Phase II	2015	30,000,000	Cancelled
UR-L1112	Comprehensive Citizen Security Program	2016	6,000,000	Active – 75
GY-L1044	Support for the Criminal Justice System	2016	8,000,000	Active – 39
GU-L1095	Office of the Public Prosecutor Strengthening and Modernization Program	2016	60,000,000	Active – 9
HO-L1117	Ciudad Mujer	2016	20,000,000	Active – 90
JA-L1074	Security Strengthening Project	2017	20,000,000	Active – 19
AR-L1255	Federal Security Program	2017	25,000,000	Active – 15
HO-L1187	Civic Coexistence and Neighborhood Improvement Program	2018	60,000,000	Active – 44
BR-L1497	Vitória Urban Improvement and Citizen Security Program (First Stage of the Sustainable Vitória Action Plan)	2018	100,000,000	Active – 0
CO-L1236	Support for Strengthening the Institutional Capacity of the Ombudsman's Office	2018	18,000,000	Active – 12

	Operations	Year	Approved amount (US\$)	Status - % Disburs.
CO-L1251	Program for Strengthening Colombia's National Agency for Legal Defense of the State	2019	15,000,000	Active – 10
CH-L1142	Program to Strengthen the Strategic Management of Public Security in Chile	2019	48,000,000	Active – 0
CR-L1137	Citizen Security and Violence Prevention Program	2019	100,000,000	Active – 0
PE-L1224	Improvement of Crime Prevention Services in the Population Most Vulnerable to Crime and Violence in Peru	2019	40,000,000	Active – 13
PE-L1230	Program to Improve Criminal Justice Services in Peru	2019	100,000,000	Active – 0

Notes: \*Cancelled operations. \*\*Termination note due to a non-significant execution of the project.

**Table II.2. Investment grants portfolio 2009-2020**

	Operations	Year	Approved amount (US\$)	% Disburs.
JA-X1006	Second Expansion of the Citizen Security and Justice Programme II	2012	11,427,873	100
PN-X1011	Expansion of the Comprehensive Security of Panama	2013	29,891,750	64
HO-G1244	Program of Support for the Implementation of the Comprehensive Civic Coexistence and Public Safety Policy	2017	5,400,000	100
HO-G1251	Civic Coexistence and Neighborhood Improvement Program	2019	1,800,000	0

**Table II.3. Technical cooperations portfolio 2009-2020**

	Operations	Year	Approved amount (US\$)	% Disburs.
BO-T1111	Strengthening Public Safety	2009	520,000	100
BR-T1131	Community participation for the prevention of violence in the favelas of Rio	2009	125,000	100
CO-T1205	Design of the National Citizen Security Strategy	2009	250,000	100
CO-T1221	Meetings with Defense Council of Chile	2009	4,382	100
EC-T1212	Support for the implementation of the Citizen Security Strategic Plan	2009	150,000	100
ME-T1143	Support to the planning, design and urban management of Juarez City	2009	15,000	100
PN-T1072	Support to the National Institute of Statistics of Panama	2009	9,840	100
PR-T1084	Institutional innovation in citizen security to promote social cohesion and competitiveness	2009	700,000	100
RG-T1796	Promotion of Citizen Culture for the improvement of security and peace	2009	120,000	100
RG-T1673	Effective Justice: The Impact of New Technologies in Judicial Sector Reform	2009	459,000	100
BL-T1046	Support the preparation and execution of the loan operation BL-L1014	2010	350,000	100
ES-T1151	Women City Project	2010	137,040	100
NI-T1115	Strengthening of the Public Ministry	2010	173,000	100
RG-T1826	Regional Mechanism for Peace and Conflict Resolution	2010	500,000	100
RG-T1930	Techniques for Generating Capacity building for Cities Alliance for Public Safety	2010	300,000	100
CH-T1116	Healthy and Safe Schools	2011	249,500	100
CH-T1109	Support to the Development of Intelligent Management of Criminal Information	2011	300,000	100
CO-T1224	Sports for Peace	2011	250,000	100

	Operations	Year	Approved amount (US\$)	% Disburs.
ES-T1167	Visit to successful experiences with Youth Orchestra	2011	20,000	100
GU-T1180	Support to Police Reform	2011	749,000	100
JA-X1003	Support for the Expansion of the Citizen Security and Justice Programme II	2011	1,200,000	100
RG-T2028	SICA. Support to the formulation and monitoring of the Security Strategy for Central America	2011	200,000	100
RG-T2009	Regional Evaluation System of the Impact of Public Policies in Security for LAC	2011	1,250,000	10
BR-T1239	Improvement Design and Implementation of Citizen Security Program	2012	200,000	100
BR-T1261	Reducing Youth Aggression and Violence through an Integrated Program	2012	350,000	100
CO-T1246	Change Management in the National Police of Colombia	2012	500,000	100
CO-T1296	Strengthening the Ministry of Justice and Law	2012	300,000	100
ES-T1166	Community Outreach Model for the Prevention of Gender Violence	2012	675,000	100
ES-T1172	Establishment of Children and Youth Choirs and Orchestras System	2012	180,000	100
HO-X1021	Proposed Amendment to Loan 2745/BL-HO	2012	6,600,000	100
HO-T1169	Operational Support to the Implementation of HO-L1063 Program	2012	300,000	100
NI-T1159	Pilot Program for the Prevention of Youth Violence	2012	340,958	100
NI-T1165	Violence and Citizen Security in the Caribbean Coast	2012	150,000	100
RG-T2210	Feasibility Study, Adaptation, and Evaluation of the CeaseFire Model	2012	550,000	100
RG-T2196	Crime and Violence in the Caribbean	2012	1,100,000	100
RG-T2177	Comprehensive Support for the Citizen Security Initiative	2012	200,000	100
RG-T2205	Regional System Standardized for Citizen Security and Violence Prevention	2012	800,000	100
RG-T2235	Youth Perceptions - First Ibero-American Survey	2012	410,000	100
RG-T2188	Advisory Group to support the implementation of the Security Strategy for Central America	2012	300,000	100
RG-T2221	Open Dialogue and Knowledge Exchange on Citizen Security	2012	170,000	100
UR-T1077	Support Program design Prevention youth violence through sports and other activities	2012	400,000	100
UR-T1092	Social and Communitarian Integration Program for Youth in Risk	2012	950,000	100
BH-T1037	Pilot Project for a Swift Justice System in the Commonwealth of The Bahamas	2013	250,000	100
BL-T1056	Improving Analytical Capacity for Crime and Violence Statistics in Belize	2013	100,000	100
BO-T1202	Support the Strengthening of the Citizen Security Observatory of Bolivia	2013	550,000	100
BO-T1193	Support a System of Prevention of Violence against Women	2013	937,000	100
CH-T1137	Designing a long-term Public Security Strategy	2013	310,000	100
PN-T1114	Support for the capabilities of the Ministry of Protection and Assistance Victim	2013	16,800	100
ES-T1162	Support Program for Strategy for the Prevention of Violence at Local Level	2013	120,000	100
GY-T1107	Support for the implementation of the Citizen Security Strategy	2013	1,670,996	100

	Operations	Year	Approved amount (US\$)	% Disburs.
ME-T1232	Promoting youth development through a comprehensive program in marginalized urban areas of Jalisco	2013	500,000	100
ME-T1256	Experience and knowledge of the Ciudad Mujer Centers in El Salvador	2013	13,700	100
NI-T1140	Modernization of the National Police Information System	2013	440,000	100
RG-T2364	Improving Caribbean Competitiveness by addressing Crime and Violence Issues	2013	340,000	100
RG-T2316	Identification of Best Practices in Governance of Citizen Security	2013	153,000	100
RG-T2377	Governance and Public Policy for the Prevention of Crime and Urban Violence – Phase I	2013	365,000	100
RG-T2321	Applied Knowledge Generation based on Citizen Security Programs in Implementation	2013	500,000	100
RG-T2378	Participation of the Private Sector in the Economic Insertion of Youth and Women	2013	750,000	100
RG-T2297	Regional Corrections Management Model in Central America	2013	900,000	100
RG-T2362	Southern Cone Network on Strategic Management of Public Safety	2013	275,000	100
RG-T2266	Citizen Security Management and Leadership Certification Program	2013	820,000	100
RG-T2206	Prevention of Violence against Women through Microfinance	2013	677,000	100
RG-T2283	Comprehensive Management of the Citizen Security Initiative - Phase II	2013	300,000	100
RG-T1979	Community-based responses to Violence Against Women	2013	721,000	0
TT-T1047	Support to the Design and Implementation of a Trinidad and Tobago Women's City Centre	2013	450,400	100
BO-T1219	Support for the strengthening of the General Attorney of the State	2014	350,000	100
CH-T1155	Improved Management and Transparency in Citizen Services	2014	195,000	100
CO-T1372	Dare to Dream: Youth Social Entrepreneurship	2014	955,712	100
EC-T1298	Management and evaluation of orality in the criminal justice proceedings	2014	400,000	100
EC-T1303	Best Practices in Oral Judicial Proceedings	2014	20,000	100
JA-X1008	Citizen Security and Justice Programme III	2014	32,793,209	88
ME-T1253	Understanding and Preventing Youth Violence in Mexican Juvenile Centers	2014	500,000	100
ME-T1259	Support to the Design and Implementation of one Ciudad Mujer Center in Tlapa de Comonfort	2014	450,000	100
PE-T1304	Support for the quality improvement of crime and citizen security statistics in Peru	2014	600,000	100
RG-T2446	Latin America and Caribbean Adaptation of the YouthBuild Model for At-Risk Youth	2014	735,000	100
RG-T2450	Violence against Women in the Caribbean	2014	990,000	100
RG-X1219	Integral Management for Citizen Security Initiative - Phase III	2014	300,000	100
RG-T2404	Support Platform of Information on Citizen Security in Central America	2014	260,000	100
RG-T2476	Strengthening of Violence and Crime Information for the Formulation and Management of Citizen security Projects and Policies	2014	355,600	100
RG-T2322	Citizen security and Press: prevention of crime and violence through the media	2014	135,000	100
RG-T2500	Support the Development of Ciudad Mujer Initiatives in Latin America	2014	740,000	0

	Operations	Year	Approved amount (US\$)	% Disburs.
TT-T1052	Regional Best Practices for Establishing a National Offender Management System	2014	20,000	100
BH-T1046	Support for the design of a community reentry system for former offenders	2015	345,907	100
BR-T1319	YouthBuild Brazil: Mobilizing Youth and Communities for Change	2015	620,000	100
CO-T1379	Program for Strengthening the Leadership Capacities of Pacific Region Youth	2015	119,800	100
EC-T1323	Capacity Building for Analysis, Evaluation and Diffusion of the Effectiveness	2015	430,000	100
ES-T1243	Women City for Adolescents. Support their empowerment in El Salvador	2015	500,000	30
GY-T1119	Execution of a Crime Victimization Survey	2015	150,000	100
ME-T1297*	The effect of violence prevention programs in youth at risk in Mexico	2015	417,000	-
ME-T1275	Analytical Platform of Violence Against Women in Mexico	2015	300,000	100
NI-T1200	Program Violence Prevention through Music	2015	650,000	100
RG-T2523	Governance and Public Policy for the Prevention of Crime and Urban Violence	2015	515,000	100
RG-X1240	Integral Management for the Citizen Security Initiative - Stage IV	2015	253,000	100
RG-T2648	Crime and Violence in Informal Settlements in Latin America	2015	500,000	100
RG-T2679	Crime and Violence in Informal Settlements in Latin America	2015	190,000	100
RG-T2658	Open Dialogue and knowledge exchange on Domestic Violence and Citizen Security	2015	145,000	100
RG-T2549	Strengthening of social integration programs of child prisoners in Central America	2015	1,000,000	100
RG-T2596	Regional Initiative for Information on Violence Against Women	2015	700,000	100
RG-T2674	Transformation of social norms, attitudes, and Violence Against Women (VAW)	2015	270,000	100
RG-T2519	Program to behaviors to prevent Increase Women's Citizen Security in Urban Transport	2015	350,000	100
RG-T2685	Regional adaptation of new international guidelines for measuring labor statistics	2015	650,000	100
RG-T2677	Comprehensive program to improve employment opportunities of youth in conflict	2015	300,000	100
TT-T1056	Proposal for a Study Tour to El Salvador by a Delegation from Trinidad and Tobago	2015	20,000	100
AR-T1160	Support for the Federal Security Program	2016	500,000	99
BL-T1082	Support for the Preparation and Implementation of the Second Phase of the Community Action for Citizen Safety (CAPS II)	2016	225,000	79
BR-T1324	Strengthening dialogue and knowledge dissemination in Citizen Security	2016	200,000	100
CH-T1164	Strengthening Capacities and Economic Empowerment of Women Deprived of Freedom for Reintegration and Social Inclusion	2016	300,000	93
CO-T1404	Support for the Adaptation and Implementation of the Cure Violence Model in Cali	2016	625,669	100
CR-T1147	Innovating Experiences in Civilian Safety	2016	6,528	100
DR-T1141	Women's City	2016	152,974	100
HA-T1221	Enhancing Women's Economic Opportunities and Safety in Haiti	2016	380,000	100
HO-T1238	Ciudad Mujer in Honduras	2016	460,000	100
PR-T1219	Support to the Paraguayan Penitentiary Reform Plan	2016	250,000	100

	Operations	Year	Approved amount (US\$)	% Disburs.
PR-T1218	Support for Youth at Risk Social Reintegration	2016	250,000	100
RG-T2811	Improving institutional knowledge of relationship between gender equality and violence prevention	2016	230,000	100
RG-T2795	Public safety: Alternative sources of information	2016	250,000	100
RG-T2551	Strengthening data generation for correctional management in the Caribbean	2016	400,000	100
RG-T2791	Leadership Training in Citizen Security in Latin America and the Caribbean	2016	458,000	100
RG-T2801	Public Safety and Communications to Prevent Crime and Violence	2016	140,772	100
RG-T2743	Improving the quality of public spending on PS&J in LAC Phase II	2016	190,000	100
RG-T2815	Strengthening the Civic Capital to Reduce Factors that Generate Violence and Crime	2016	105,000	100
RG-T2842	Platforms and Technological Innovations for the Management of Prison Systems	2016	402,214	99
RG-T2909	Strengthening of Management Capabilities in Citizen Security and Justice in LAC	2016	200,000	92
RG-T2846	Strategic Advisories to support the agenda of Public Safety and Justice in LAC	2016	103,000	82
AR-T1189	Support to the Implementation of the National Plan for the Prevention, Assistance and Eradication of Violence Against Women	2017	200,000	70
AR-T1182	Promoting Citizen Security Innovations from Subnational Governments in Argentina	2017	350,000	47
BO-T1307	Strengthening Local Policies to Reduce Violence Against Women (VAW)	2017	450,000	100
CH-T1193	Innovating for the design of security policies in Chile	2017	300,000	100
CO-T1473	Colombian Women Building the Future	2017	100,000	74
EC-T1368	Automation of Penal Judicial Processes	2017	250,000	43
ES-T1279	Impact Evaluation of the Ciudad Mujer Program in El Salvador	2017	425,000	42
HO-T1278	Support to the social prevention of violence and promotion of civic coexistence in Honduras	2017	200,000	86
HO-T1269	Collective Education for the Prevention of Violence Against Women in the Area of Influence Associated with Ciudad Mujer	2017	360,000	80
ME-T1352	Support to the National Security Commission for the Strengthening of Security Management	2017	300,000	100
ME-T1355	Support for Justice Procurement Services Under the Accusatory Criminal Justice System	2017	100,000	100
PE-T1367	Strengthening local management of citizen security in Peru	2017	360,000	69
RG-T2957	Strengthening Data Analysis Capacities for Crime Prevention, Control and Prediction	2017	300,000	70
UR-T1159	Women Trafficking: Resources and responses for fighting on the Uruguay-Brazil border	2017	120,000	94
CH-T1206	Strengthening the Strategic Management of Public Security in Chile	2018	250,000	92
CO-T1471	Support for Strengthening the Institutional Capacity of the Ombudsman's Office	2018	250,000	83
CO-T1454	Support to Colombia in the Construction of a Modern Governance of Public Security for the Post-Conflict Stage	2018	450,000	71
DR-T1176	Support the Implementation of the Ciudad Mujer Project in Dominican Republic	2018	450,000	8
EC-T1407	Violence Against Children, Adolescents and Women in Ecuador	2018	195,000	26

	Operations	Year	Approved amount (US\$)	% Disburs.
JA-T1160	Knowledge Exchange between the Ministry of National Security of Jamaica and the Police of Colombia	2018	20,000	100
ME-T1381	Support to the Attorney General Office of Mexico to Strengthen its Criminal Investigation Capacities	2018	250,000	20
PE-T1395	Support for the Interoperability of the Criminal Justice Administration System	2018	350,000	93
RG-T3190	Citizen Security and Justice Clinic	2018	300,000	100
RG-T3239	Increasing Police Innovation and Effectiveness in Latin America and the Caribbean	2018	300,000	78
RG-T3186	Standardization of Femicide Data for its Comparability in the Region	2018	250,000	70
RG-T3191	Strengthening and Standardization of Regional Criminal Investigation Systems	2018	200,000	65
RG-T3272	Development of Predictive Model to Build Pilot Risk Tool to Identify Victims of Domestic Violence	2018	200,000	59
BR-T1406	Strengthening the Governance of Public Security in Brazil	2019	300,000	81
BR-T1420	Evidence-based Public Security Policies Platform	2019	150,000	38
CH-T1215	Support for the Strengthening of the National Reintegration System	2019	250,000	53
CR-T1204	Support for Citizen Security and Violence Prevention Program in Costa Rica	2019	200,000	81
EC-T1434	Knowledge Exchange in Legal Defense of the State	2019	18,029	100
ME-T1400	Support for the Operationalization of the Attorney General's Office of Mexico City (CDMX)	2019	200,000	60
PN-T1221	Support for the Consolidation of Prison Reform in Panama	2019	250,000	0
PR-T1280	Knowledge Exchange on the Prevention of Violence against Women through Masculinities	2019	17,880	100
RG-T3451	Citizen Security and Justice Clinic 2019	2019	150,000	100
RG-T3486	Innovation for The Prevention of Violence Against Women in the Andean Region	2019	650,000	42
RG-T3238	Strengthening Technological Innovation Capacities for Urban Crime Control and Prevention	2019	200,000	24
RG-T3436	Efficiency, Quality and Sustainability of the Initiatives of the Ciudad Mujer in Latin America in a Digital Environment	2019	400,000	13
BR-T1439	Support to PRO-SEGURANCA CCLIP	2020	250,000	42
BR-T1440	Innovation and Technologies for Citizen Security in Brazil	2020	150,000	0
CO-T1545	Support the Design and Start of Digital Transformation of Justice in Colombia	2020	400,000	50
CO-T1589	Social Prevention of Youth Violence in Urabá Antioquia, Colombia	2020	170,000	0
EC-T1445	Support for the National Service of Comprehensive Attention to Adult People Deprived of Liberty and Teenage Offender (SNAI)	2020	100,000	0
HO-T1354	Formulation of a Master Plan for Integral Modernization of the Police Service in Honduras	2020	250,000	2
RG-T3627	Citizen Security and Justice Clinic	2020	200,000	13
RG-T3662	Strengthening Social Violence Prevention Initiatives in the Caribbean	2020	300,000	11
RG-T3580	Women Deprived of Liberty	2020	250,000	9
RG-T3562	Support for Certification of Police Training to Improve Management of Citizen Security in Health Crises (COVID-19)	2020	300,000	4
CH-T1251	Support the Chilean Police Reform	2020	100,000	0

Note: \*Cancelled operations.

## Office of Evaluation and Oversight — OVE

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