

TC ABSTRACT

I. Basic Project Data

▪ Country/Region:	REGIONAL/Regional
▪ TC Name:	Increasing police innovation and effectiveness in Latin America and the Caribbean
▪ TC Number:	RG-T3239
▪ Team Leader/Members:	Alvarado, Nathalie Tatiana (IFD/ICS) Team Leader; Villa Mar, Karelia; Restrepo Restrepo, Andres De Jesus; Rivera Arteaga, Cesar Augusto; Sojo Lara, Gloriana; Garcia Mejia, Mauricio; Catano Guzman, Mariana; Alvarez Ruiz, Lucciana; Serrano Berthet, Rodrigo (IFD/ICS); Verissimo Da Silva, Carolina; Azevedo, Andrea Pereira (LEG/SGO)
▪ Taxonomy:	Research and Dissemination
▪ Number and name of operation supported by the TC:	N/A
▪ Date of TC Abstract:	29 Apr 2018
▪ Beneficiary:	The 26 IDB beneficiary countries
▪ Executing Agency:	Inter-American Development Bank
▪ IDB funding requested:	\$ 300,000.00
▪ Local counterpart funding:	\$ 0.00
▪ Disbursement period:	24 months
▪ Types of consultants:	Individuals; Firms
▪ Prepared by Unit:	Innovation in Citizen Services Division
▪ Unit of Disbursement Responsibility:	Institutions for Development
▪ TC included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and rule of law

II. Objective and Justification

- 2.1 The main aim of this TC is to support institutional effectiveness and capacity building among police in LAC by producing a practical guide on the success of different policing reforms and strategies. This “go-to-reference” guide will be unique as it will be the first one to build cross-country comparable data and systematic evidence in the region. As such, it will serve as practical tool, to distill and translate common lessons from the highest quality evidence, for police agencies in the region, many of which have demanded advice on how best to implement reforms.
- 2.2 To achieve this goal, the intermediate objectives are to: i) objectively define the quality of police forces in the region: officer profile, how officers are trained, recruited and paid; ii) characterize a coherent typology of various police reforms that have taken place in the region and trace any evidence of impact; iii) consolidate the regional evidence-base on what policing strategies have proven effective to reduce crime and increase trust in the police; and iv) develop a foundation for future work in areas of persistent knowledge gaps which are of great interest to police in the region (i.e. use of technology and digital solutions, criminal investigation, police oversight and accountability mechanisms).
- 2.3 Latin American and Caribbean (LAC) is the most violent region in the world: the conservative estimate of the cost of crime to the region is 3.5 percent of GDP annually. By international comparison, LAC countries are spending a higher share of their national budgets on security than developed countries (two or three times higher), the efficiency of expenditure is questionable. While spending on education and health for example

appears positively correlated with improved outcomes in those sectors, spending on citizen security has not necessarily been associated with improved security and lower crime rates.

- 2.3 Governments in LAC have responded to high crime predominantly by increasing spending on large police forces. However, LAC does not seem to have a problem in terms of numbers of police officers, as much as it does with police productivity (low clearance rates, low conviction rates, low trust in the police and high crime rates in the region). Law enforcement in the region is still plagued by deficiencies in personnel selection and training processes, the absence of a career path for officers, insufficient financial and technological resources, and precarious working conditions and pay. This is compounded by the lack of effective accountability and transparency mechanisms, and the lack of evaluation tools. Many countries have undergone, or are implementing, a variety of costly police reforms. The extent and success of these are still not well understood. Additionally, many law enforcement agencies have or are interested in implementing policing strategies found to be effective in developed countries - such as hot spot and problem-oriented policing – yet they are often unsure of exactly which strategies are most appropriate for their unique contexts. Finally, new technologies can significantly enhance crime-analysis, monitoring, prevention, detection and response. However, while technology acquisition is a high-priority topic for many police forces, it is unlikely to lead significant gains if the agency's approach to policing more generally does not involve evidence-based policing.
- 2.4 The problem: Ministries of Security and law enforcement leaders in the region are ill prepared to make decisions about how improve institutional police effectiveness. While policing is a cornerstone of citizen security, it remains one of the least understood in LAC. The difficulty here is two-fold: First, that police history in the region is incoherent, its lessons hard to read. Second, while research on what policing strategies work has flourished in developed countries over the last 30 years, in LAC it is still in its infancy. For this reason, policy makers in the region often turn to the US and Europe for answers despite the extensive differences in police culture, organizational structures and crime contexts

III. Description of Activities and Outputs

- 3.1 **Component 1: Reference guide design and validation.** The expected result of this component is to design a reference guide with policing experts and practitioners. For the tool to be useful, recognized and based in sound research, it is essential that a wide range of institutions, including academics and practitioners, be involved a priori. These institutions will be engaged to provide specific input on the study design, validate and support data collection efforts and review results. A team (IDB team plus selected experts for specific topics) will oversee the design, monitoring and analysis of all the data collected in Component 2. Guided by this expert alliance, the research team will develop methodological frameworks, literature reviews and data collection protocols for the various aspects of the study. Analysis and report writing will be completed after the execution of Component 2 and, as a result, enable dialogue with member countries on effective policing reforms and strategies.
- 3.2 **Component 2: Systematic review of the evidence and analysis of data from the region.** The expected result of this component is to have collected and analyzed necessary data and evidence for the tool. To ensure that the Reference Tool is rooted in sound evidence and analysis of data, this component will consist of: i) Application of a questionnaire to gather data on key institutional indicators about the various dimensions that affect the quality of police organizations. ii) A synthesis of the literature and 3-5 case studies about police reforms implemented and any evidence of impact. iii) A systematic review of evidence in LAC (from Bank supported initiatives and others) on what policing tactics (i.e. hot spot policing, community policing, problem-oriented

policing, etc.) have had positive impact on reducing crime and increasing trust. iv) Finally, it will include international literature review on topics where evidence is scarce in LAC – such as use of new technology and digital records systems, police oversight and cooperation with prosecutors for investigation. For example, while the adoption of new policing technologies is relatively incipient in the region, in countries with more experience there are valuable lessons learned about which technologies have worked, for which types of outcomes and under what necessary conditions. This information can be valuable for ongoing work developing and evaluating pilots in the region.

- 3.3 **Component 3: Dissemination and Capacity Building.** This component will strategically disseminate knowledge to key actors in the region to ensure that the product enables capacity building in governments, particularly in police institutions. The team plans to organize a series of events and meetings to disseminate the product to different audiences in the various sub-regions and design future pilot interventions. Specifically, this TC will fund the product's initial launch in a side-event during IDB's Citizen Security Week 2019, Latin America and the Caribbean's annual flagship event on crime and violence. Doing so will leverage other efforts and resources involved in bringing high-level government officials, practitioners and experts from around the world to Citizen Security Week. Finally, the contents of the practical guide will also be included in an online MOOC developed by the IDB for the training of policy makers and practitioners in citizen security.

IV. Budget

Indicative Budget

Activity/Component	IDB/Fund Funding	Counterpart Funding	Total Funding
Component 1: Reference guide design and validation	\$ 160,000.00	\$ 0.00	\$ 160,000.00
Component 2: Systematic review of the evidence and analysis of data from the region	\$ 110,000.00	\$ 0.00	\$ 110,000.00
Component 3: Dissemination and Capacity Building	\$ 30,000.00	\$ 0.00	\$ 30,000.00
Total	\$ 300,000.00	\$ 0.00	\$ 300,000.00

V. Executing Agency and Execution Structure

- 5.1 As this TC will generate knowledge and dissemination products originated by the Bank, the operation will be implemented by IFD/ICS.
- 5.2 In accordance with Annex 10 of the Operational Guidelines for Technical Cooperation Products (document GN-2629-1), the Bank may be the executing agency of a TC in "research and dissemination" to generate rigorous evidence in a critical area of intervention for which requires further research. IFD/ICS has technical expertise in citizen security issues and can ensure that other LAC countries can benefit from the findings of this TC. All procurement of services will be carried out in accordance with the applicable Bank policies and procedures.

VI. Project Risks and Issues

- 6.1 The main risk of this project is that it is not possible to collect all data required given that the data may not be publicly available and the sensitivity of the issue in some countries. For this reason, the team of this TC will rely upon contacts within the police in countries with existing citizen security loans and already established contacts with some countries

where similar data has been collected under RG-T2579 and RG-T2743.

VII. Environmental and Social Classification

7.1 The ESG classification for this operation is "undefined".