

INCREASING POLICE INNOVATION AND EFFECTIVENESS IN LATIN AMERICA AND THE CARIBBEAN

RG-T3239

CERTIFICATION

I hereby certify that this operation was approved for financing under the **Ordinary Capital Strategic Development Program for Institutions (INS)** through a communication dated July 3, 2018 and signed by Dimas Tejero (ORP/GCM). Also, I certify that resources from said fund are available for up to **US\$300,000** in order to finance the activities described and budgeted in this document. This certification reserves resource for the referenced project for a period of four (4) calendar months counted from the date of eligibility from the funding source. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, representing a risk that will not be absorbed by the Fund.

Certified by:

ORIGINAL FIRMADO

10/09/2018

Sonia M. Rivera  
Chief

Date

Grants and Co-Financing Management Unit  
ORP/GCM

Approved by:

ORIGINAL FIRMADO

10/10/2018

Joel Korn  
Acting Division Chief  
Innovation in Citizen Services Division  
IFD/ICS

Date

## TC Document

### I. Basic Information for TC

▪ Country/Region:	Regional
▪ TC Name:	Increasing police innovation and effectiveness in Latin America and the Caribbean
▪ TC Number:	RG-T3239
▪ Team Leader/Members:	Team Leader: Nathalie Alvarado (IFD/ICS); Members: Lucciana Alvarez, Karelía Villa, Andres Restrepo, Rodrigo Serrano, Cesar Rivera, Gloriana Sojo, Mauricio García, Mariana Catano (IFD/ICS); Carolina Verissimo da Silva (LEG/SGO)
▪ Taxonomy:	Research and Dissemination
▪ Date of TC Abstract authorization:	June 29, 2018
▪ Beneficiary:	All the member countries of the Inter-American Development Bank (IDB)
▪ Executing Agency and contact name:	The Inter-American Development Bank (IDB)
▪ Donors providing funding:	Ordinary Capital Strategic Development Program for Institutions (INS)
▪ IDB Funding Requested:	US\$300,000
▪ Local counterpart funding, if any:	N/A
▪ Disbursement and execution period:	24 months
▪ Required start date:	October 2018
▪ Types of consultants:	Consulting Firms & Individual Consultants
▪ Prepared by Unit:	Innovation in Citizen Services Division (IFD/ICS)
▪ Unit of Disbursement Responsibility:	Institutions for Development Sector (IFD/IFD)
▪ TC Included in Country Strategy (y/n):	N/A
▪ TC included in CPD (y/n):	N/A
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and the rule of law

### II. Objectives and Justification

- 2.1 **The Latin American and Caribbean Region (LAC) is the most violent in the world<sup>1</sup>: the conservative estimate of the cost of crime to the region is 3.5 percent of the annual GDP.<sup>2</sup>** By international comparison, LAC countries are spending a higher share of their national budgets on security than developed countries (two or three times more)<sup>3</sup>, 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

<sup>1</sup> While Latin America and the Caribbean (LAC) is home to less than 9% of the world population, it accounts for 33% of the world's homicides. Its homicide rate of over 20 per 100,000 population –more than thrice the world average ([UNODC Global Homicide Report 2014](#)). Nearly one in every four murders around the world takes place in just four countries: Brazil, Venezuela, Mexico and Colombia according to UNODC data.

<sup>2</sup> Jaitman, L., *The costs of crime and violence: new evidence and insights in Latin America and the Caribbean*, Inter-American Development Bank, 2017.

<sup>3</sup> IADB

security has not necessarily been associated with improved security and lower crime rates.

- 2.2 **Governments in LAC have responded to high crime predominantly by increasing spending<sup>4</sup> on large police forces<sup>5</sup>.** 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<sup>6</sup>, low conviction rates, low trust in the police<sup>7</sup> and high crime rates in the region<sup>8</sup>). 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.<sup>9</sup> This is compounded by the lack of effective accountability and transparency mechanisms<sup>10</sup>, and the lack of evaluation tools<sup>11</sup>.
- 2.3 Many countries have undergone, or are implementing, a variety of costly **police reforms**<sup>12</sup>. 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<sup>13</sup> 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 to 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 to improve institutional police effectiveness.** While policing is a cornerstone of citizen security, it remains one of the least understood in LAC<sup>14</sup>. The difficulty here is two-fold: First, that police history in the region is incoherent, its lessons hard to read. Second, while research on which policing strategies work has flourished in developed countries over the last 30 years, in LAC it is still in its infancy<sup>15</sup>. 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.
- 2.5 **The Inter-American Development Bank (IDB) has been at the forefront of supporting police reform and modernizations efforts in LAC.** These include deep reforms focused on

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<sup>4</sup> An analysis of 11 LAC countries shows that 63% of security budgets are spent on police and that spending on police increased from 2011-2015 by 29 million.

<sup>5</sup> On average, there are around 400 police officers per 100,000 populations in LAC, compared to the international average of 300 and approximately 200 in the United States (United Nations Office of Drugs and Crime- UNODC-data 2015 or latest available year).

<sup>6</sup> To start, the homicide clearance rate (percent of cases where the suspect is identified and there is enough to turn over to the prosecution) in the Americas was 50% in 2012, 10% less the global average (calculated with data from UNODC, see footnote 1). In some countries in the region this is as low as 10%. In comparison homicide clearance stands at 75% and 90% in Canada (2010) and the UK (2013) respectively.

<sup>7</sup> Trust in the police in LAC, as measured by opinion polls (LAPOP 2004-2014) is generally low (average score of 49 out of 100 in 2012) and declined to the lowest in a decade in the 2014 (43.7).

<sup>8</sup> In addition to the figures on homicide presented in footnote 1, victimization surveys show that victimization from other crimes are also high. On average 17% of the population (LAPOP 2004-2014) report being victims of a crime each year. There is great variation in the region, with some countries as high as 30% and as low as 6% (LAPOP data 2014).

<sup>9</sup> Arias, et al., 2012

<sup>10</sup> Rico and Chinchilla, 2002

<sup>11</sup> Tudela, 2007

<sup>12</sup> Some of these include Chile, Colombia, Nicaragua, Honduras, El Salvador, Guatemala, Barbados, Peru and the Dominican Republic.

<sup>13</sup> Lum and Koper (2017) divide these technologies into: information technologies, crime analysis technologies, video surveillance, license plate readers, DNA testing and body-worn cameras.

<sup>14</sup> Jaitman and Guerrero Compeán, 2015.

<sup>15</sup> Jaitman and Guerrero Compeán, 2015.

human capital development in Honduras (HO-L1063), those focused on adopting new technologies and information systems for targeted and cost-efficient patrolling strategies (UR-L1062 and UR-L1112), and a combination of these approaches in countries like Ecuador (EC-L1098). These experiences, as well as others, have yielded an initial evidence-base to serve as a reference for other police reforms in the region. Despite the scarcity of empirical evidence in the region, some interventions evaluated using experimental and quasi-experimental study designs have emerged showing significant positive effects. However, the evidence is still piecemeal, incohesive and largely unknown to policy makers and police forces. In the absence of a systematic review of the evidence, it is difficult for policy makers to know which reforms or strategies to invest in. Thus, there is still a need by policymakers in the region for a practical guide that helps to synthesize and distill that information in order to provide readers with a more unified and thorough understanding of the evidence of what works and what doesn't when it comes to policing.

- 2.6 The Strategy through the Citizen Security and Justice Sector Framework Document (GN-2771-7) and knowledge agenda we have deployed important efforts to generate more evidence and identify knowledge gaps, including on the topic of policing. This is meant to inform future projects by addressing not only the gaps in the literature, but more importantly answering questions relevant to ongoing operations and demands of the countries. Through this TC, we propose to address a fundamental question of *how to make police departments in LAC more innovative and effective* by compiling comparable, reliable and systematic information on characteristics of police forces in the region, reforms undergone, and effectiveness of strategies applied. Given the serious citizen security problems affecting the region, it is of great relevance to consolidate evidence that would allow national governments to design more effective policing strategies. The guide will also consider law enforcement through a local lens since the subnational context is critical to understanding crime and security in the region, and it is also the level at which evidence and data are most lacking.
- 2.7 **Objective: The 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.<sup>16</sup>
- 2.8 To achieve this goal, the project will seek 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<sup>17</sup>; 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).
- 2.9 **Alignment:** Gaining a clearer view as to how best to professionalize and improve effectiveness of police is aligned with the Update to the Institutional Strategy

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<sup>16</sup> The final report will be published by the Inter-American Development Bank and they will hold the rights to any intellectual property that results from this TC.

<sup>17</sup> For example, reform in Uruguay involved assigning the best officers to the highest crime shifts and paying them more. Other police forces (i.e. Ecuador and Honduras) have been trying to shift the officer ranks from older generations recruited and trained under more military standards, to younger forces, recruited and trained using modern criteria and curricula. To incentivize them, some police departments have also increased pay.

2010-2020 (AB-3008), with its crosscutting issue of institutional capacity and rule of law. Specifically, the project will contribute to addressing the development challenges *2B.1 Social exclusion and inequality* and *2B.2 Low productivity and innovation* (AB-3008). These development challenges will be addressed by the project's contribution to reducing "limited capacity of the public sector and civil service to deliver services, fight corruption, and enforce the rule of law" (AB-3008 2.7) and to addressing the issue of insecurity which in many countries contributes to the productivity lag (AB\_3008 2.9). The TC is aligned with the Corporate Results Framework Indicators 24 and 25 for country development, which emphasize support to sub-national governments with citizen security and support towards government agencies to improve their Service provision. The TC is also aligned with the Ordinary Capital Strategic Development Program for Institutions (INS) objectives as detailed in the Ordinary Capital Strategic Development Programs document (GN-2819), which include contributing to public policies and institutions that are more effective, efficient, open and citizen-centered, improving service delivery to citizens in this case security services, and strengthening enforcement of rule of law, citizen security, and fight against corruption. This TC is aligned with the Citizen Security Conceptual Framework and Empirical Evidence (No. IDB-DP-232) and the Citizen Security and Justice Sector Framework Document (GN-2771-7), which call for strengthening institutional capacity and management capabilities of the criminal justice system. Specifically, it is in line with the *Framework* pillar of professionalizing police, which prioritizes studies to evaluate education, training and trust in the police, as well as effective police deployment mechanisms.

### **III. Description of activities/components and budget**

- 3.1 Component 1: Reference guide design and validation.** The objective of this component is to design and validate a reference guide with input from policing experts and practitioners from start to finish. The activities to be completed under this component are:
- i) Finalize a consultancy to coordinate the research design, data collection and engagement with multiple stakeholders
  - ii) Engage local and international experts and practitioners
  - iii) Develop frameworks, methodologies, instruments, protocols
  - iv) Gather input from and garner local stakeholder support for data collection
  - v) Analyze results
  - vi) Validate results with international and local experts
- 3.2** For the tool to be useful, it is essential that a wide range of institutions, academics and practitioners,<sup>18</sup> be involved *a priori*. These institutions will be engaged to provide input on the study design, validate and support data collection efforts and review results. Guided by this expert alliance, a team (IDB team plus selected experts for specific topics) will develop methodological frameworks, literature reviews and data collection protocols for the various aspects of the study. The IDB/consultant team will oversee the design and analysis of all the data collected in Component 2. The team will coordinate analysis and report writing completed after the execution of Component 2 and validate the results with experts internationally and locally.
- 3.3 Component 2: Compile evidence and data from the region.** The objective of this

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<sup>18</sup> Experts will be sought from institutions within and outside the region, such as the ALCAPONE Network, Asociación Latinoamericana de Criminología (ALAC), Foro Brasileiro de Segurança, UNODC, Executive Police Forum, Citizens Crime Commission of New York, George Mason University Center for Evidence-based Policing, John Jay College, and others.

component is to gather evidence and data to form the content of the resource guide. 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 responsible major urban capitals in the region.<sup>19</sup>
- ii) A **synthesis of the literature and 3-5 case studies** about police reforms implemented and any evidence of impact.<sup>20</sup>
- 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.

3.4 **Component 3: Dissemination and Capacity Building.** The objective of this component is to 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 Massive Open On-line Course (MOOC)* currently in final phases of development and initial piloting. This MOOC has been developed by the IDB for the training of policy makers and practitioners in citizen security. After the reference guide is produced, key information and case studies will be incorporated into MOOC training materials. The INS Fund should be properly acknowledged in the TC knowledge and dissemination products.

3.5 **Expected results:** It is expected that both, the data gathered and the reference tool, become inputs for strengthening institutional capacity of law enforcement. This should happen via improving knowledge of evidence-based police reforms and strategies in the region while strengthening the dialogue between the Ministries of Security and Justice and the police forces.

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<sup>19</sup> This will include collecting data that is generally not publicly available on: numbers of officers, their demographic characteristics and how are they recruited, trained and paid, organizational structure, career paths, etc. Efforts will be made to collect data from police forces in all countries of the region, but limited to those that are able to provide such information in a reasonable time period. Where possible this data can be analyzed at a subnational level in various states (i.e. Brazil and Mexico). Efforts will be made to compare these indicators to victimization, levels of trust in police and other outcomes of interest.

<sup>20</sup> The literature review will help define a framework for understanding the key components of police reforms in the region. The criteria for selection of case studies will be based on the key components identified in the framework and include: 1) the components of the institutional reform are clearly articulated and documented, 2) the research team has access to relevant documentation, 3) where there is any evidence of successful or promising results.

- 3.6 **Monitoring:** Progress reports will be presented on the progress of the activities and intermediate and final results of this technical cooperation. The team will produce semiannual reports from the moment of approval of this TC. Key outputs and outcomes will also be shared with the INS Technical Secretariat.
- 3.7 **Sustainability and replicability:** The conceptual and analytical framework and associated indicators developed for the reference tool can be easily applied to additional countries or at the sub-national level, since it provides a starting point for comparable quality indicators at the regional level, but that can be adapted to the information and evaluation needs of any country. This will also provide sustainability over time as countries will be able to improve their own lists of indicators and evaluate the quality of their police forces based on this information in the reference guide.

Indicative Budget			
Activity/Component	Description	IDB/Fund Funding	Total Funding
<b>Component 1:</b> Reference guide design and validation	<ul style="list-style-type: none"> <li>Meetings and technical assistance from experts</li> <li>Methodology frameworks and protocols, literature review</li> <li>Field trips</li> <li>Data analysis and final report</li> </ul>	<b>\$160,000</b>	<b>\$160,000</b>
		\$40,000	\$40,000
		\$35,000	\$35,000
		\$10,000	\$10,000
		\$75,000	\$75,000
<b>Component 2:</b> Compile evidence and data from the region	<ul style="list-style-type: none"> <li>Institutional police survey HR/Training/organization</li> <li>Case studies</li> <li>Systematic review studies on evidence of effective deployment tactics</li> </ul>	<b>\$110,000</b>	<b>\$110,000</b>
		\$50,000	\$50,000
		\$20,000	\$20,000
		\$40,000	\$40,000
<b>Component 3:</b> Dissemination and Capacity Building	<ul style="list-style-type: none"> <li>Regional conference and strategic meetings with MNS and Police Forces</li> <li>Publication and dissemination of final report</li> </ul>	<b>\$30,000</b>	<b>\$30,000</b>
		\$20,000	\$20,000
		\$10,000	\$10,000
<b>Total</b>		<b>\$300,000</b>	<b>\$300,000</b>

#### IV. Executing agency and execution structure

- 4.1 As this TC will generate knowledge and dissemination products originated by the Bank, the operation will be executed by IFD/ICS. In accordance with 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 which requires further research. IFD/ICS has particular technical expertise in citizen security issues and can ensure that other LAC countries can benefit from the findings of this TC.
- 4.2 All procurement of services will be carried out in accordance with the applicable Bank policies and procedures including the Policy for the Selection and Contracting of Consulting Services in Bank-Executed Operational Work (GN-2765-1), and the Guide (OP 1155-4), Policy on

Complimentary Workforce (AM-650) and the Institutional Procurement Policy of the IDB (GN-2303-20).

## **V. Major issues**

- 5.1 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.<sup>21</sup> Additionally, where there are IFD/ICS Specialists in IDB Country Offices, they will be engaged as ambassadors for initiating dialogue with police and other relevant stakeholders.
- 5.2 Another risk is that there may be little interest by police agencies and other relevant stakeholders in the reference guide produced. This risk is minimized by the fact that currently there is no single reference tool for police forces in the region that compiles this information. The mitigation strategy for this risk includes first, the engagement of a wide range of institutions, academics and police practitioners *a priori*. These institutions will be engaged to provide specific input on the design, validate and support data collection efforts, review results and help with dissemination efforts. Secondly, the dissemination strategy involves “translating” the content into friendly formats via presentations directly to police and Ministries of National Security and via online tools.

## **VI. Exceptions to Bank Policies**

- 6.1 There are no exceptions to Bank policies.

## **VII. Environmental and Social Strategy**

- 7.1 Given the characteristics of the project, no negative environmental or social risks are expected, therefore this TC has been classified as "C", based on the "Safeguard Policy Filter" and "Safeguard Screening" of the directives, in accordance with environmental safeguards.

### **Required Annexes:**

- Annex I: Results Matrix
- Annex II: Terms of References
- Annex III: Procurement Plan

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<sup>21</sup> These include: Argentina, Brazil, Colombia, Costa Rica, Ecuador, Guyana, Mexico and Uruguay










## Results Matrix

### Outcomes

Outcome: 1 New knowledge on institutional policing capacity and innovation is disseminated and dialogue about the issues is increased.									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP
1.1 National and regional dialogues are developed and results and recommendations are disseminated.		Number of national and regional events	0.00	2018	Event agendas uploaded on ezShare.	P	0.00	1.00	2.00
						P(a)	0.00	1.00	2.00
						A	0.00		

CRF Indicator

### Outputs: Annual Physical and Financial Progress

1 Component 1. Reference guide design and validation						Physical Progress					Financial Progress				Theme	Fund	Flags	
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP					
1.1 Methodologies designed/strengthened	methodology for study designed.	Methodologies (#)	0	2018	Report ezShare	P	0	1	0	1	P	0	100000	0	100000	Citizen Security	INS	
						P(a)	0	1	0	1	P(a)	0	100000	0	100000			
						A	0			0	A	0			0			
1.2 Tools designed/strengthened	research tools designed.	Tools (#)	0	2018	Questionnair published on EzShare.	P	0	1	0	1	P	0	60000	0	60000	Citizen Security	INS	
						P(a)	0	1	0	1	P(a)	0	60000	0	60000			
						A	0			0	A	0			0			
2 Component 2. Systematic review of the evidence and analysis of data from the region						Physical Progress					Financial Progress				Theme	Fund	Flags	
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP					
2.1 Surveys conducted	Survey.	Surveys (#)	0	2018	Report on survey findings in ezShare.	P	0	1	0	1	P	0	50000	0	50000	Citizen Security	INS	
						P(a)	0	1	0	1	P(a)	0	50000	0	50000			
						A	0			0	A	0			0			
2.2 New databases created	collection of all info collected so far.	Databases (#)	0	2018	Datbase on ezShare.	P	0	0	1	1	P	0	65000	0	65000	Citizen Security	INS	
						P(a)	0	0	1	1	P(a)	0	65000	0	65000			
						A	0			0	A	0			0			
3 Component 3 Dissemination and Capacity Building						Physical Progress					Financial Progress				Theme	Fund	Flags	
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP					
3.1 Monographs developed	publication on police reform in LAC.	Monographs (#)	0	2018	Monograph published on IDB website.	P	0	0	1	1	P	0	0	10000	10000	Citizen Security	INS	
						P(a)	0	0	1	1	P(a)	0	0	10000	10000			
						A	0			0	A	0			0			
3.2 Policy dialogue events organized	Side event during Citizen Security Week.	Events (#)	0	2018	Event agenda on ezShare.	P	0	0	1	1	P	0	0	15000	15000	Citizen Security	INS	
						P(a)	0	0	1	1	P(a)	0	0	15000	15000			
						A	0			0	A	0			0			
3.3 Webinars delivered	Webinars delivered	Webinars (#)	0	2018	Publication	P	0	0	1	1	P	0	0	0		Citizen Security	INS	
						P(a)	0	0	1	1	P(a)							
						A	0			0	A							

### Other Cost

### Total Cost

	2018	2019	2020	Total Cost
P		\$275,000.00	\$25,000.00	\$300,000.00
P(a)		\$275,000.00	\$25,000.00	\$300,000.00
A				

CRF Indicator

Standard Output Indicator

## **TERMS OF REFERENCE**

### **1.1 Knowledge Products to Support Regional Study on Policing in LAC**

REGIONAL

RG-T3239

INCREASING POLICE INNOVATION AND EFFECTIVENESS IN LATIN AMERICA AND THE CARIBBEAN

#### **1. Background and Justification**

- 1.1.** Latin Americana and the Caribbean (LAC) is the most violent world region. With only 8% of the global population, 33% of global homicides take place in the region. In the face of this situation, the area of Citizen Security and Justice (CSJ) has been consolidating as a sector for the last two decades, but it is still characterized by significant knowledge gaps, as well as gaps in technical capacities among governments of the region.

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 to significant gains if the agency's approach to policing more generally does not involve evidence-based policing.

- 1.2.** While the IDB has actively worked with governments in the region on improving quality of police force recruitment and training, as well as policing deployment strategies; policing is still one of the least understood aspects of citizen security in the region. In 2019, the IDB will produce a reference guide tool on policing in LAC. This tool will address a fundamental question of how to make police departments in LAC more efficient by compiling comparable, reliable and systematic information on characteristics of police forces in the region, reforms undergone, and

effectiveness of strategies applied. Given the serious citizen security problems affecting the region, it is of great relevance to consolidate evidence that would allow national governments to design more effective policing strategies.

## **2. Objectives**

- 2.1.** The objectives of this consultancy are to develop a reference tool design/ methodology and coordinate writing, review and validation of the final reference guide on policing in LAC.

## **3. Scope of Services**

- 3.1.** The consulting firm will be expected to work directly in coordination with the specified IDB team from headquarters in Washington and IDB Citizen Security specialists in the Country Offices, as well as key academics and practitioners in the field of policing. Engaging these stakeholders and coordinating inputs from them will be key to the success of the project.

## **4. Key Activities**

- 4.1.** The following are the tasks for successful completion of this contract:

- (i) Develop a work plan for consulting work under the contract
- (ii) Continually develop and revise a working outline (with expert input) for a joint publication with IDB on policing in Latin America and the Caribbean
- (iii) Work with IDB team and experts to develop conceptual/theoretical framework to form the foundation of the study.
- (iv) Consult with multiple experts (both academics and practitioners) to develop and validate the methodology and format of the reference guide.
- (v) Develop the police force survey instrument and implementation protocol.
- (vi) Work with and engage IDB specialists in country offices to support and act as ambassadors for the data collection process.
- (vii) Finalize data collection strategy for law enforcement survey.
- (viii) Identify 3-5 case studies of police reforms, define the information that needs to be collected and how.
- (ix) Pilot a law enforcement survey and incorporate necessary changes.
- (x) Identify and prepare local data collectors for implementation of law enforcement survey. Identify and coordinate inputs from other co-authors
- (xi) Coordinate review and validation of the reference guide by multiple stakeholder groups

## **5. Expected Outcome and Deliverables**

**5.1.** As a result of this consultancy, key data on law enforcement will be collected and draft inputs compiled for a for a 2019 flagship study on policing in LAC.

**5.2.** The deliverables for reaching this outcome, which result from the tasks above, are the following:

- (i) A work plan of all activities and products to be developed under the contract
- (ii) Updated outline of chapters for the policing study
- (iii) Presentation of project to IDB specialists in the field
- (iv) Report on initial suggestions from experts in the field, summarizing feedback and with updated study outline
- (v) Survey data collection strategy incorporating input from IDB specialists in the field and identifying local partners/counterparts
- (vi) Case study data collection strategy
- (vii) Revised version of the theoretical/conceptual framework incorporating expert input
- (viii) Survey questionnaire for law enforcement for piloting
- (ix) Survey questionnaire incorporating changes from pilot
- (x) List of national data collectors and training material for data collectors
- (xi) Report on activities to identify and engage authors/co-authors, including a list and timeline for initial chapter input products

## **6. Project Schedule and Milestones**

**6.1.** Initial deliverables (i, ii, iii) should be completed no longer than 2 months after contract signature. Deliverables iv, v, vi should be completed 4 months after contract signature. Deliverables vii, viii, ix, x and final versions of any other deliverables that have been updated should be submitted on or before the close of the contract, 1 year after signature.

## **7. Reporting Requirements**

**7.1.** The consulting firm will meet with the IDB team on monthly basis and provide updated information on progress moving forward. Two short progress reports (2-3 pages each) will be submitted together with each set of mid-term deliverables (as specified in the table under 11.2), explaining progress on the activities in 4.1. A final consultancy report will be submitted presenting a brief overview of all activities concluded and attaching all final deliverables as specified in 11.2.

## **8. Acceptance Criteria**

**8.1.** All deliverables will be submitted to and require approval of the responsible supervisor,

Nathalie Alvarado. If the submission is not adequate and/or further changes are required, the consulting firm will be contacted within one week after submission.

## 9. Other Requirements

9.1. None

## 10. Supervision and Reporting

10.1. Nathalie Alvarado (IFD/ICS) will be responsible of supervising the execution of these terms of reference.

## 11. Schedule of Payments

11.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

11.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
1. A detailed work plan for this consultancy (i)	20%
2. Progress report and deliverables i and ii	35%
3. Progress report and deliverables iv, v, vi	35%
4. Final report and deliverables vii, viii, ix ,x	10%
<b>TOTAL</b>	<b>100%</b>

## **TERMS OF REFERENCE**

### **1.2 Knowledge Products to Support Regional Study on Policing in LAC Data Analyst**

REGIONAL

RG-T3239

INCREASING POLICE INNOVATION AND EFFECTIVENESS IN LATIN AMERICA AND THE CARIBBEAN

#### **12. Background and Justification**

- 12.1.** Latin Americana and the Caribbean (LAC) is the most violent world region. With only 8% of the global population, 33% of global homicides take place in the region. In the face of this situation, the area of Citizen Security and Justice (CSJ) has been consolidating as a sector for the last two decades, but it is still characterized by significant knowledge gaps, as well as gaps in technical capacities among governments of the region.

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 to significant gains if the agency's approach to policing more generally does not involve evidence-based policing.

- 12.2.** While the IDB has actively worked with governments in the region on improving quality of police force recruitment and training, as well as policing deployment strategies; policing is still one of the least understood aspects of citizen security in the region. In 2019, the IDB will produce a reference guide tool on policing in LAC. This tool will address a fundamental question of how to make police departments in LAC more efficient by compiling comparable, reliable and systematic information on characteristics of police forces in the region, reforms undergone, and

effectiveness of strategies applied. Given the serious citizen security problems affecting the region, it is of great relevance to consolidate evidence that would allow national governments to design more effective policing strategies.

### **13. Objectives**

- 13.1.** The objective of this consultancy is to provide data analysis of a law enforcement survey conducted in X capital metropolitan cities in LAC for the final reference guide on policing.

### **14. Scope of Services**

- 14.1.** The consultant is expected to work directly in coordination with the specified IDB team from headquarters in Washington and IDB Citizen Security specialists in the Country Offices to clean the data collected, provide a unified database, and provide summary statistics and key results.

### **15. Key Activities**

- 15.1.** The following are the tasks for successful completion of this contract:
- (xii) Clean data and develop unified database with data collected from a survey of police forces in capital metropolitan areas.
  - (xiii) Produce summary and inferential statistics
  - (xiv) Produce illustrative tables and charts
  - (xv) Identify key findings, trends, clustering, etc.
  - (xvi) Conduct statistical tests and econometric analysis where possible.
  - (xvii) Review and validate key findings with the IDB team

### **16. Expected Outcome and Deliverables**

- 16.1.** As a result of this consultancy, key data on law enforcement will be analyzed and tables and graphs compiled for a for a 2019 reference guide on policing in LAC.

- 16.2.** The deliverables for reaching this outcome, which result from the tasks above, are the following:

- (xii) A work plan of all activities and products to be developed under the contract
- (xiii) A clean unified dataset in STATA with final labels and weights
- (xiv) An appendix of summary statistics tables (to be defined together with IDB team)
- (xv) A draft compendium of tables, charts, econometric tests and key trends to be included in the final reference guide publication

- (xvi) Final compendium of tables, charts, econometric tests and key trends to be included in the final reference guide publication

## **17. Project Schedule and Milestones**

- 17.1.** Initial deliverables (i) should be completed no longer than 1 month after contract signature. Deliverables ii & iii should be completed 4 months after contract signature. Deliverables vii, viii, iv, v and final versions of any other deliverables that have been updated should be submitted on or before the close of the contract, 6 months after signature.

## **18. Reporting Requirements**

- 18.1.** The consultant will meet with the IDB team on monthly basis and provide updated information on progress moving forward. A final consultancy report will be submitted presenting and attaching all final deliverables as specified in 11.2.

## **19. Acceptance Criteria**

- 19.1.** All deliverables will be submitted to and require approval of the responsible supervisor, Nathalie Alvarado. If the submission is not adequate and/or further changes are required, the consulting firm will be contacted within one week after submission.

## **20. Other Requirements**

- 20.1.** None

## **21. Supervision and Reporting**

- 21.1.** Nathalie Alvarado (IFD/ICS) will be responsible of supervising the execution of these terms of reference.

## **22. Schedule of Payments**

- 22.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 22.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.



<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
5. A detailed work plan for this consultancy (i)	20%
6. Deliverables i and ii	20%
7. Deliverable iv	20 %
8. Deliverable v and final versions of all other deliverables	40%
<b>TOTAL</b>	100%

## **TERMS OF REFERENCE**

### **2.1 Knowledge Products to Support Regional Study on Policing in LAC Systematic Review of the Evidence on Policing in LAC**

REGIONAL

RG-T3239

INCREASING POLICE INNOVATION AND EFFECTIVENESS IN LATIN AMERICA AND THE CARIBBEAN

#### **23. Background and Justification**

**23.1.** Latin Americana and the Caribbean (LAC) is the most violent world region. With only 8% of the global population, 33% of global homicides take place in the region. In the face of this situation, the area of Citizen Security and Justice (CSJ) has been consolidating as a sector for the last two decades, but it is still characterized by significant knowledge gaps, as well as gaps in technical capacities among governments of the region.

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 to significant gains if the agency’s approach to policing more generally does not involve evidence-based policing.

**23.2.** While the IDB has actively worked with governments in the region on improving quality of police force recruitment and training, as well as policing deployment strategies; policing is still one of the least understood aspects of citizen security in the region. In 2019, the IDB will produce a reference guide tool on policing in LAC. This tool will address a fundamental question of how to make police departments in LAC more efficient by compiling comparable, reliable and systematic information on characteristics of police forces in the region, reforms undergone, and

effectiveness of strategies applied. Given the serious citizen security problems affecting the region, it is of great relevance to consolidate evidence that would allow national governments to design more effective policing strategies.

- 23.3.** To fill this knowledge gap, a Consultant will be hired to produce a systematic review of the evidence in LAC with regards to what works in policing deployment, deterrence and trust building. This should build upon existing international systematic reviews (Campbell and US National Academies of Science for example) and compare where there is similar evidence in LAC.

## **24. Objectives**

- 24.1.** Produce a report on evidence from the region compared to international evidence to serve as an input for the final reference guide on policing.

## **25. Scope of Services**

- 25.1.** The consultant is expected to work directly in coordination with the specified IDB team from headquarters in Washington and IDB Citizen Security specialists in the Country Offices to develop a table and written summary of the evidence from LAC on what works for various outcome variables.

## **26. Key Activities**

- 26.1.** The following are the tasks for successful completion of this contract:

- (xviii) Together with IDB team, finalize methodology and protocol for a systematic review of the evidence of effectiveness of policing strategies in LAC.
- (xix) Develop criteria and process for assessing and categorizing existing research studies on impact of different policing strategies in LAC.
- (xx) Conduct systematic review of the evidence in various types of intervention identifying areas where there is promising, solid or no evidence.
- (xxi) Identify what burning questions remain about the evidence of policing strategies in LAC and the relevance of international literature in this regard.
- (xxii) Deliver summary table and written report on final results
- (xxiii) Review and validate key findings with the IDB team

## **27. Expected Outcome and Deliverables**

- 27.1.** As a result of this consultancy, the evidence of policing strategies in the LAC region will be compiled and serve as an input for a 2019 reference guide on policing in LAC.
- 27.2.** The deliverables for reaching this outcome, which result from the tasks above, are the

following:

- i. Table mapping and classifying relevant literature (The table should include bibliography, type of literature and summary of the conclusions)
- ii. Draft outline of the report
- iii. Draft report
- iv. Final report – The report should include cover, main document, and all annexes.

## **28. Project Schedule and Milestones**

**28.1.** Initial deliverables (i) should be completed no longer than 3 months after contract signature. Deliverables ii & iii should be completed 5 months after contract signature. Deliverables iv should be submitted on or before the close of the contract, 6 months after signature.

## **29. Reporting Requirements**

**29.1.** The consultant will meet with the IDB team on monthly basis and provide updated information on progress moving forward. A final consultancy report will be submitted presenting and attaching all final deliverables as specified in 11.2.

## **30. Acceptance Criteria**

**30.1.** All deliverables will be submitted to and require approval of the responsible supervisor, Nathalie Alvarado. If the submission is not adequate and/or further changes are required, the consulting firm will be contacted within one week after submission.

## **31. Other Requirements**

**31.1.** None

## **32. Supervision and Reporting**

**32.1.** Nathalie Alvarado (IFD/ICS) will be responsible of supervising the execution of these terms of reference.

## **33. Schedule of Payments**

**33.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

- 33.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
9. A detailed work plan for this consultancy (i)	15%
10. Deliverables ii	15%
11. Deliverable iv	20 %
12. Deliverable v and final versions of all other deliverables	50%
<b>TOTAL</b>	<b>100%</b>

## **TERMS OF REFERENCE**

### **2.2 Knowledge Products to Support Regional Study on Policing in LAC Law Enforcement Data Collection Survey in LAC**

REGIONAL

RG-T3239

INCREASING POLICE INNOVATION AND EFFECTIVENESS IN LATIN AMERICA AND THE CARIBBEAN

#### **34. Background and Justification**

**34.1.** Latin Americana and the Caribbean (LAC) is the most violent world region. With only 8% of the global population, 33% of global homicides take place in the region. In the face of this situation, the area of Citizen Security and Justice (CSJ) has been consolidating as a sector for the last two decades, but it is still characterized by significant knowledge gaps, as well as gaps in technical capacities among governments of the region.

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 to significant gains if the agency’s approach to policing more generally does not involve evidence-based policing.

**34.2.** While the IDB has actively worked with governments in the region on improving quality of police force recruitment and training, as well as policing deployment strategies; policing is still one of the least understood aspects of citizen security in the region. In 2019, the IDB will produce a reference guide tool on policing in LAC. This tool will address a fundamental question of how to make police departments in LAC more efficient by compiling comparable, reliable and systematic information on characteristics of police forces in the region, reforms undergone, and

effectiveness of strategies applied. Given the serious citizen security problems affecting the region, it is of great relevance to consolidate evidence that would allow national governments to design more effective policing strategies.

- 34.3.** To fill this knowledge gap, a Consultant will be hired in each of X capital metropolitan areas in LAC where data will be collected on local law enforcement.

### **35. Objectives**

- 35.1.** Collect data by applying a standardized law enforcement questionnaire to relevant police personnel in X capital metropolitan city. The data will serve as an input for the final IDB reference guide on policing to be published in late 2019.

### **36. Scope of Services**

- 36.1.** The consultant is expected to work directly in coordination with the specified IDB team from headquarters in Washington and IDB Citizen Security specialists in the Country Offices to collect data by applying a standardized law enforcement questionnaire to relevant police personnel.

### **37. Key Activities**

- 37.1.** The following are the tasks for successful completion of this contract:
- (xxiv) Participate in training by IDB HQ in Washington on the expected data collection process
  - (xxv) Collect publicly available data on specified macro/socio economic indicators and crime data
  - (xxvi) Apply the police force survey questionnaire to relevant police personnel (i.e. head of training, personnel, technology and information management, etc.) and gather relevant accompanying documentation.
  - (xxvii) Complete questionnaire and enter data into online survey registry.
  - (xxviii) Provide additional documentation and observations directly to IDB team.
  - (xxix) Review and validate the data with the IDB team

### **38. Expected Outcome and Deliverables**

- 38.1.** As a result of this consultancy, data from the standardized law enforcement survey will be collected and delivered to the IDB, to serve as an input for a 2019 reference guide on policing in LAC.
- 38.2.** The deliverables for reaching this outcome, which result from the tasks above, are the

following:

- v. Delivery of a tailored work plan for data collection
- vi. Participation of online training
- vii. Draft questionnaire submission
- viii. Final data uploaded into online database

### **39. Project Schedule and Milestones**

**39.1.** Initial deliverables (i& ii) should be completed no longer than 1 months after contract signature. Deliverables iii should be completed no later than 3 months after contract signature. Deliverable iv should be submitted on or before the close of the contract, 4 months after signature.

### **40. Reporting Requirements**

**40.1.** The consultant will check-in with the IDB team on monthly basis and provide updated information on progress moving forward. A final consultancy report will be submitted presenting and attaching all final deliverables as specified in 11.2.

### **41. Acceptance Criteria**

**41.1.** All deliverables will be submitted to and require approval of the responsible supervisor, Nathalie Alvarado. If the submission is not adequate and/or further changes are required, the consulting firm will be contacted within one week after submission.

### **42. Other Requirements**

**42.1.** None

### **43. Supervision and Reporting**

**43.1.** Nathalie Alvarado (IFD/ICS) will be responsible of supervising the execution of these terms of reference.

### **44. Schedule of Payments**

**44.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

**44.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.



Payment Schedule	
<i>Deliverable</i>	%
13. A detailed work plan for this consultancy & participation in training (I, ii)	15%
14. Deliverables iii & iv	85%
<b>TOTAL</b>	100%

## **TERMS OF REFERENCE**

### **2.3 Knowledge Products to Support Regional Study on Policing in LAC Case Studies of Police Reform in LAC**

REGIONAL

RG-T3239

INCREASING POLICE INNOVATION AND EFFECTIVENESS IN LATIN AMERICA AND THE CARIBBEAN

#### **45. Background and Justification**

- 45.1.** Latin Americana and the Caribbean (LAC) is the most violent world region. With only 8% of the global population, 33% of global homicides take place in the region. In the face of this situation, the area of Citizen Security and Justice (CSJ) has been consolidating as a sector for the last two decades, but it is still characterized by significant knowledge gaps, as well as gaps in technical capacities among governments of the region.

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 to significant gains if the agency's approach to policing more generally does not involve evidence-based policing.

- 45.2.** While the IDB has actively worked with governments in the region on improving quality of police force recruitment and training, as well as policing deployment strategies; policing is still one of the least understood aspects of citizen security in the region. In 2019, the IDB will produce a reference guide tool on policing in LAC. This tool will address a fundamental question of how to make police departments in LAC more efficient by compiling comparable, reliable and systematic information on characteristics of police forces in the region, reforms undergone, and

effectiveness of strategies applied. Given the serious citizen security problems affecting the region, it is of great relevance to consolidate evidence that would allow national governments to design more effective policing strategies.

- 45.3.** To fill this knowledge gap, a Consultant will be hired to collect detailed information on 5 case studies of recent policing reforms that overcame significant challenges. These case studies will serve as inputs for a reference guide on policing in LAC to be published in late 2019.

#### **46. Objectives**

- 46.1.** Collect data on 5 case studies of police reforms in LAC. The data will serve as an input for the final IDB reference guide on policing to be published in late 2019.

#### **47. Scope of Services**

- 47.1.** The consultant is expected to work directly in coordination with the specified IDB team from headquarters in Washington and IDB Citizen Security specialists in the Country Offices to develop a brief review of recent police reforms in the LAC region. Based on the review 5 case studies will be chosen by the IDB and the consultant for more extensive collection of information and write up.

#### **48. Key Activities**

- 48.1.** The following are the tasks for successful completion of this contract:
- (xxx) Develop a literature review, based on a conceptual framework, of police reforms that have taken place over the last decade in the LAC region.
  - (xxxi) Propose 5 case studies for inclusion in the regional policing guide
  - (xxxii) Identify (with the IDB team in Washington) the relevant information the needs to be collected
  - (xxxiii) Collect the information and write-up 5 case studies no longer than 2-3 pages each.
  - (xxxiv) Review and validate with the IDB team

#### **49. Expected Outcome and Deliverables**

- 49.1.** As a result of this consultancy, 5 short case studies on police reforms in the region will be written and serve an input for a for a 2019 reference guide on policing in LAC.
- 49.2.** The deliverables for reaching this outcome, which result from the tasks above, are the following:

- ix. A tailored work plan for data collection
- x. Initial bibliography/ scan of relevant police reforms in the region in the last 10 years
- xi. Proposal for 5 cases to study in depth
- xii. Detailed list of information to be collected for each case study
- xiii. Raw data collected & 2-3 page write up of each case

## **50. Project Schedule and Milestones**

**50.1.** Initial deliverables (i& ii) should be completed no longer than 1 months after contract signature. Deliverables iii & iv should be completed no later than 2 months after contract signature. Deliverable v should be submitted on or before the close of the contract, 5 months after signature.

## **51. Reporting Requirements**

**51.1.** The consultant will check-in with the IDB team on monthly basis and provide updated information on progress moving forward. A final consultancy report will be submitted presenting and attaching all final deliverables as specified in 11.2.

## **52. Acceptance Criteria**

**52.1.** All deliverables will be submitted to and require approval of the responsible supervisor, Nathalie Alvarado. If the submission is not adequate and/or further changes are required, the consulting firm will be contacted within one week after submission.

## **53. Other Requirements**

**53.1.** None

## **54. Supervision and Reporting**

**54.1.** Nathalie Alvarado (IFD/ICS) will be responsible of supervising the execution of these terms of reference.

## **55. Schedule of Payments**

**55.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

**55.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
15. A detailed work plan for this consultancy & participation in training (I, ii)	30%
16. Deliverables iii, iv, v	70%
<b>TOTAL</b>	<b>100%</b>

PROCUREMENT PLAN FOR IDB-EXECUTED OPERATIONS														
Country: Regional							Executing Agency: IDB				UDR:			
Project number: RG-T3239						Project name: Increasing police innovation and effectiveness in Latin America and the Caribbean								
Period covered by the Plan: September 2018 - April 2020						Total Project Amount:		\$ 300,000						
Component	Procurement Type (1) (2)	Service type (1) (2)	Description	Estimated contract cost (US\$)	Selection Method (2)	Type of Contract	Source of Financing and Percentage				Estimated date of the procurement notice	Estimated contract start date	Estimated contract length	Comments
							IDB/MIF		Other External Donor					
							Amount	%	Amount	%				
Component 1	A. Consulting services	Individual Consultant (AM-650)	Consultancy to develop the tool design/ methodology and coordinate writing, review and validation of the final reference guide.	\$ 100,000	ICQ	Lump Sum	\$ 100,000	100%	\$ -	0%	Q4 2018			
Component 1	C. Non consulting services	Corporate Procurement (GN-2303)	Travel, workshops to present and obtain feedback from experts and practitioners on methodology/ design and final product. Includes technical assistance from select subject matter experts (i.e. police training, policing deployment strategies, organizational structure, technology, etc.).	\$ 5,000	SCS	Lump Sum	\$ 5,000	100%	\$ -	0%	Q1 2019			
Component 1	A. Consulting services	Individual Consultant (AM-650)	Consultancy for data analysis.	\$ 50,000	ICQ	Lump Sum	\$ 50,000	100%	\$ -	0%	Q4 2019			
Component 2	A. Consulting services	Individual Consultant (AM-650)	Consultancy to conduct a systematic review of the evidence in LAC on what policing strategies work to reduce crime.	\$ 40,000	ICQ	Lump Sum	\$ 40,000	100%	\$ -	0%	Q2 2019			
Component 2	A. Consulting services	Individual Consultant (AM-650)	Consultancies to apply questionnaire and collect data from police forces in capital metropolitan areas.	\$ 50,000	ICQ	Lump Sum	\$ 50,000	100%	\$ -	0%	Q2 2019			
Component 2	A. Consulting services	Individual Consultant (AM-650)	Consultancies to develop literature review and 3-5 case studies on police reforms.	\$ 10,000	ICQ	Lump Sum	\$ 10,000	100%	\$ -	0%	Q1 2019			
Component 2	A. Consulting services	Individual Consultant (AM-650)	Consultancies for developing frameworks and co-authoring of chapters on specific topics.	\$ 20,000	ICQ	Lump Sum	\$ 20,000	100%	\$ -	0%	Q2 2019			
Component 3	C. Non consulting services	Corporate Procurement (GN-2303)	Communication and dissemination workshops, multi-stakeholders meetings and other similar events	\$ 15,000	SCS	Lump Sum	\$ 15,000	100%	\$ -	0%	Q1 2020			
Component 3	C. Non consulting services	Corporate Procurement (GN-2303)	Editing, design and publication of final product	\$ 10,000	SCS	Lump Sum	\$ 10,000	100%	\$ -	0%	Q1 2020			
Prepared by:	Project Team		TOTALS	\$ 300,000			\$ 300,000	100%	\$ -	0%				
(1) Grouping together of similar procurement is recommended, such as publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value of US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1".														
(2) (i) Individual consultants: ICQ: Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection. Selection process to be done in accordance with AM-650.														
(2) (ii) Consulting firms: Per GN-2765-1, Consulting Firm selection methods for Bank-executed Operations are: Single Source Selection (SSS); Simplified Competitive Selection (<=250K) (SCS); Fully Competitive (>250K) (FCS); and Framework Agreement Task Order (TO). All Consulting Firm selection processes under this policy must use the electronic module in Convergence.														
(2) (iii) Goods: Per GN-2765-1, par. A.2.2.c: "The procurement of goods and related services, except when such goods and related services are necessary to achieve the objectives of the Bank-executed Operational Work and are included in the consulting services contract and represent less than ten percent (10%) of the consulting services contract value."														



## Safeguard Policy Filter Report

### Operation Information

Operation		
RG-T3239 Increasing police innovation and effectiveness in Latin America and the Caribbean		
Environmental and Social Impact Category	High Risk Rating	
C		
Country	Executing Agency	
REGIONAL	US-IDB - INTER-AMERICAN DEVELOPMENT BANK	
Organizational Unit	IDB Sector/Subsector	
Institutions for Development	REFORM / MODERNIZATION OF THE STATE	
Team Leader	ESG Primary Team Member	
NATHALIE TATIANA ALVARADO		
Type of Operation	Original IDB Amount	% Disbursed
Technical Cooperation	\$300,000	0.000 %
Assessment Date	Author	
21 Aug 2018	MARIANACAT Project Assistant	
Operation Cycle Stage	Completion Date	
ERM (Estimated)		
QRR (Estimated)		
Board Approval (Estimated)		
Safeguard Performance Rating		
Rationale		



# Safeguard Policy Filter Report

## Potential Safeguard Policy Items

[No potential issues identified]

## Safeguard Policy Items Identified

### B.1 Bank Policies ([Access to Information Policy– OP-102](#))

The Bank will make the relevant project documents available to the public.

### B.2 Country Laws and Regulations

The operation is expected to be in compliance with laws and regulations of the country regarding specific women's rights, the environment, gender and indigenous peoples (including national obligations established under ratified multilateral environmental agreements).

### B.3 Screening and Classification

The operation (including [associated facilities](#)) is screened and classified according to its potential environmental impacts.

## Recommended Actions

Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PP (or equivalent) and Safeguard Screening Form to ESR.

## Additional Comments

[No additional comments]





## Safeguard Policy Filter Report



## Safeguard Screening Form

### Operation Information

Operation		
<b>RG-T3239</b> Increasing police innovation and effectiveness in Latin America and the Caribbean		
Environmental and Social Impact Category	High Risk Rating	
C		
Country	Executing Agency	
REGIONAL	US-IDB - INTER-AMERICAN DEVELOPMENT BANK	
Organizational Unit	IDB Sector/Subsector	
Institutions for Development	REFORM / MODERNIZATION OF THE STATE	
Team Leader	ESG Primary Team Member	
NATHALIE TATIANA ALVARADO		
Type of Operation	Original IDB Amount	% Disbursed
Technical Cooperation	\$300,000	0.000 %
Assessment Date	Author	
21 Aug 2018	MARIANACAT Project Assistant	
Operation Cycle Stage	Completion Date	
ERM (Estimated)		
QRR (Estimated)		
Board Approval (Estimated)		
Safeguard Performance Rating		
Rationale		

### Operation Classification Summary

Override Rating	Override Justification
Comments	



## Safeguard Screening Form

### Conditions / Recommendations

No environmental assessment studies or consultations are required for Category "C" operations.

Some Category "C" operations may require specific safeguard or monitoring requirements (Policy Directive B.3). Where relevant, these operations will establish safeguard, or monitoring requirements to address environmental and other risks (social, disaster, cultural, health and safety etc.)

The Project Team must send the PP (or equivalent) containing the Environmental and Social Strategy (the requirements for an ESS are described in the Environment Policy Guideline: Directive B.3) as well as the Safeguard Policy Filter and Safeguard Screening Form Reports.

### Summary of Impacts / Risks and Potential Solutions

### Disaster Risk Summary

Disaster Risk Level

**C**

Disaster / Recommendations

### Disaster Summary

Details

Actions

Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PP (or equivalent) and Safeguard Screening Form to ESR.