

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

JAMAICA

SECURITY STRENGTHENING PROJECT

(JA-L1074)

PROJECT PROFILE

This document was prepared by the project team consisting of: Arturo Miente-Kunigami (IFD/ICS), Team Leader; Arnaldo Posadas (IFD/ICS); Alternate Team Leader; Camila Mejia (ICS/CJA), Heather Sutton (IFD/ICS); Jodi Ho Lung (ICS/CJA); Omar Wright (ICS/CJA); Denisse Wolfenzon (IFD/ICS); Nathalie Hoffman (IFD/ICS); Jodykay Maxwell (CCB/CJA); Estefania Calderon (IFD/ICS); Harold Villalba (SPD/SDV); Louis-Francois Chretien (LEG/SGO); Heidi Fishpaw (VPS/ESG); Naveen Jainauth-Umrao (VPC/FMP); and Rene Herrera (VPC/FMP)

Under the Access to Information Policy, this document is subject to Public Disclosure.

Project Profile

JAMAICA

I. BASIC DATA

Country:	JAMAICA
Project Name:	Security Strengthening Project
Project Number:	JA-L1074
Project Team:	Arturo Muent-Kunigami (IFD/ICS), Team Leader; Arnaldo Posadas (IFD/ICS); Alternate Team Leader; Camila Mejia (ICS/CJA), Heather Sutton (IFD/ICS); Jodi Ho Lung (ICS/CJA); Omar Wright (ICS/CJA); Denisse Wolfenzon (IFD/ICS); Nathalie Hoffman (IFD/ICS); Jodykay Maxwell (CCB/CJA); Estefania Calderon (IFD/ICS); Harold Villalba (SPD/SDV); Louis-Francois Chretien (LEG/SGO); Heidi Fishpaw (VPS/ESG); Naveen Jainauth-Umrao (VPC/FMP); Rene Herrera (VPC/FMP)
Borrower:	JAMAICA
Executing Agency:	Ministry of National Security (MNS)
Financial Plan:	IDB (fund): US\$20,000,000 Total: US\$20,000,000
Safeguards:	Policies triggered: OP-761, OP-703 / B4 Classification: B

II. GENERAL JUSTIFICATION AND OBJECTIVES

- 2.1 **Jamaica has experienced challenges with low growth over a prolonged period of time. The country remains committed to the implementation of measures to produce sustained economic growth while seeking to address high public debt and increasing levels of violent crime.** The real GDP per capita has increased at an average of 1% per year and, although public debt has been reduced significantly, it remains at 118% of GDP.¹ Jamaica's violent crime rate of 223 per 100,000 inhabitants² continues to be among the highest in the region³. It is estimated that 50.3% of people in the country have lost a relative, friend or other close acquaintance/associate due to violence⁴. The relation

¹ Source: IMF, Jamaica: Request for a Stand-by Arrangement and cancellation of the current extended arrangement under the Extended Fund Facility (October 2016).

² 23 percent of these violent crimes are composed of murders and the remaining 77 percent include shootings, rape, robbery and aggravated assaults.

³ Source: JCF Statistics and Information Management Unit, period May 2016 – April 2017 (May 2017). Violent crimes include murders.

⁴ Source: 2014/2015 Caribbean Crime Victimization Survey in the Latin American Public Opinion Poll (LAPOP).

between high levels of crime and economic growth is well established in the literature: incidence of crime, as well as the fear of crime and violence, affects investment decisions, diverts private and public spending, and is a contributing factor affecting the decision of individuals to emigrate⁵.

- 2.2 **The main problem this project will help to solve is the low rate of incarceration for murder in Jamaica⁶.** Between 2012 and 2016, an average of 1,173 murders⁷ were committed per year, while only 37 people were incarcerated on murder charges⁸ (3.2%).
- 2.3 **The first specific problem is the high murder rate in Jamaica.** Jamaica has one of the highest murder rates in the world. Between May 2016 and April 2017, the murder rate in Jamaica reached approximately 50 per 100,000 inhabitants, and murders are the most frequent “Category One Crime” in the country⁹.
- 2.4 **The lack of effective and sufficient data-driven, evidence based, proactive and preventative policing in some jurisdictions or police Divisions or Sub-divisions is a contributing factor to the high murder rate.** Crime prevention has been largely focused, inter alia, on social intervention activities¹⁰, with limited support to complementing activities aimed at improving the effectiveness of law enforcement in deterring crime. Despite relatively high investment¹¹ and a high wage bill for the police force¹², the Jamaica Constabulary Force (JCF) has not been able to fully leverage technological tools, apply strategic data-driven measures and build a trusting relationship with citizens¹³ in order to improve the contribution of citizens to the fight against crime. The main determinants associated with this specific problem are:
 - a. **Unavailable real-time location of crime occurrences and JCF assets¹⁴.**
This determinant is related to the following limitations: (i) the geolocation of crimes is not automatic and is not used to inform crime prevention activities at the police station level¹⁵; (ii) The JCF’s network of Closed-circuit Television Cameras (CCTV) in the country is not integrated with emergency response services and report to multiple operation centres¹⁶, and (iii) only 7.5% of police

⁵ Jaitman Laura. “The welfare Costs of Crime and Violence in Latin America and the Caribbean”, IDB, 2015.

⁶ Measured as the percentage of people imprisoned for homicides over the total number of homicides committed. Prevention activities should help reduce the total number of homicides while better investigation of homicides should help increase the number of people imprisoned on murder charges.

⁷ Source: JCF Statistics and Information Management Unit (May 2017). The 48 people incarcerated do not necessarily correspond to the murders committed in the same period.

⁸ Source: Department of Correctional Services.

⁹ “Category One Crimes” also include: rape, shootings, aggravated assault, robbery, break-in, and larceny.

¹⁰ For example, the Citizen Security and Justice Program (JA-L1043), focuses on “building community safety and security, and providing violence-prevention services to vulnerable and volatile communities”.

¹¹ Jamaica has invested more of its GDP in the police (2.04%) than 16 other Latin American and Caribbean (LAC) countries (Jaitman and Torres, 2017)

¹² Bender et al. (2015), Government Wage Bill Spending: Reform Options to Promote Public Sector Transformation”, IMF.

¹³ Victimization surveys suggest that just 37% of five common crimes were reported to the police in the Kingston Metropolitan Area. Sutton and Ruprah, 2017.

¹⁴ Currently, no crime report is recorded with georeferenced information.

¹⁵ Latest information shared by the Police includes geolocation of crimes for 10 out of 14 parishes from 2015.

¹⁶ Source: Thompson, Stacey, “Anti-crime Technology Report for Ministry of National Security Jamaica: As-Is Report”, May 2017.

vehicles in the country have the technology installed to indicate their location to emergency response centres¹⁷.

- b. **Limited IT resources across police stations.** Out of the 178 police stations in the country, 50% have an internet connection and only 20% have functional computers that are configured to transmit crime reports to their divisional centres which in turn transmit them to headquarters¹⁸. The other 80% of the police stations transmit aggregated reports by radio.
- c. **Limited public access to basic crime and security data.** Despite existing legislation regarding Access to Information, there is no existing protocol for public access to crime data in the country that may help citizens adopt preventative actions. Even though MNS established the Jamaica Crime Observatory in 2010, it only covers 10 parishes and focuses on validating statistics for a subset of crimes, so the release of particular types of information to the public is partial and may only be granted upon request¹⁹.

2.5 **The second specific problem is the low proportion of homicide investigations that are referred to prosecution.** Between May 2016 and April 2017, 52% of murder cases were cleared-up²⁰. Contributing factors to this situation are:

- a. **Limitations in the investigative process**
 - i. **Investigation procedures are not recorded in an effective and efficient manner and are not managed in an electronic database²¹.** Currently, all investigations are followed through paper-based task-sheets and physical registries. Investigators spend valuable time dealing with paper-based processes and records²². Additionally, the Criminal Investigation Branch (CIB) has indicated that there are instances in which the minimum evidence required for a successful prosecution is not present in some casefiles sent to prosecution²³.
 - ii. **Crime reports and registries are kept manually and information collected is not sufficient to identify crime patterns.** Police stations typically maintain between 20 and 42 different paper-based registries, from the Station Diary, which registers all events that are reported at the station, to registries for duty assignments, shifts sign-in, and weapons check-out, among others. The existing paper-based forms that police use to file crime reports are ill-suited for the identification of crime patterns²⁴.

¹⁷ Source: Thompson, Stacey, 2017 (Op.Cit.).

¹⁸ Source: Information and Communication Technologies Department, JCF.

¹⁹ Source: MNS, Jamaica Crime Observatory.

²⁰ A case is considered cleared-up when a suspect is charged with the crime and the casefile is sent to prosecution (source: JCF). The Bahamas had a clear-up rate for homicides of 61% for the period 2010-2015, while United States had 64% (2013), Canada 75% (2010), and UK 90% (2013).

²¹ Criminal casefiles are not recorded and managed in digital format.

²² The problem is exacerbated by the heavy reliance on eye witnesses which in many cases change their testimony, lose interest, migrate, or are intimidated given timespan between arrest and conviction.

²³ Source: Interviews with CIB, June 2017.

²⁴ In the case of intimate partner violence, for example, early identification through documented history of different types of abuse could be critical in preventing the escalation of crime.

b. **Limitations in data analysis**

- i. **CIB and the Statistics & Information Management Unit of JCF do not have the relevant skills and tools for data analysis and those departments require capacity building support.** Most of the staff currently working in the data analysis teams in police stations do not have formal training. Mainly, they spend considerable time typing and transferring information from paper-based crime reports to pre-formatted spreadsheets, rather than being able to utilize that time in analysing the information.
- ii. **Management of records between MNS agencies and other Ministries, Departments and Agencies²⁵ (MDAs) is paper-based and not electronically integrated²⁶.** Critical information is currently being shared in an inefficient manner, even among agencies within the MNS's purview²⁷. Additionally, the current "match" of individuals with prior criminal records is done by cross referencing name, date of birth, and parish of birth, which leaves open the possibility of missing potential matches²⁸.

2.6 **The third specific problem is the high percentage of female homicides that are a result of domestic violence, due to, inter alia, the lack of capacity in the JCF to properly track previous incidences and reports of same²⁹.** 19% of female homicides in the last five years of available data were a result of domestic violence, compared to only 3% of male homicides. The main determinants identified for this specific problem are:

- a. Low levels of trust in the police to encourage individuals to report domestic abuse / intimate partner violence.
- b. **Methods currently utilised by the Police to gather information to detect domestic violence patterns are not reliable and effective.** With the understanding that domestic violence reports do not include past incidents, and that reports are recorded separately on physical registries, crime statistics are not disaggregated in a way that includes a specific category for domestic violence. It therefore difficult for the police to link different incidents of domestic violence to the same victim or to readily identify escalation of violence to be in a position to apply preventative measures.

2.7 **The main objective of the project is to contribute to the increase of the rate of incarceration for murders in Jamaica.** To achieve this, the following specific objectives have been established: (i) significantly reduce the rate of murders in the country; and (ii) increase the proportion of police investigations of murders that are sent to prosecution.

²⁵ Including JCF, the DCS, the Firearm Licensing Authority (FLA), and the Passport, Immigration, and Citizenship Agency (PICA).

²⁶ 0% of agencies share data automatically with each other.

²⁷ For example, exchanges and inquiries from the police to the Passports, Immigration & Citizenship Agency are done through a one-person liaison at JCF headquarters.

²⁸ This problem should eventually be reduced as the new National Identification System – NIDS (financed by the IADB through operation JA-L1072) is rolled out.

²⁹ 19% of female homicides are a result of domestic violence (Source: United Nations Office of Drugs and Crime, 2011-2016).

- 2.8 **Component 1. Violent crime prevention and management (US\$12 million).** The objective of this component is to reduce homicides through improved crime prevention measures. This component will finance the following activities: (i) geo-referencing of crime information in real time, including training on use of equipment and data for evidence-based policing strategies; (ii) surveillance equipment in areas with high crime incidence; (iii) geolocation of police vehicles (fleet management); (iv) connectivity of all police stations; (v) IT equipment in police stations; (vi) change management & communications; (vii) an open data initiative; (viii) training for police officers on how to handle domestic violence; and (ix) development of protocols to manage domestic violence records adequately.
- 2.9 **Component 2. Improving investigative capabilities for violent crimes (US\$8 million).** The objective of this component is to improve the rate of investigations sent to prosecution. It will finance: (i) the implementation of a case management system; (ii) the design and implementation of digital registries; (iii) a training course on data analysis for crime investigation; and (iv) a data sharing exchange and data analysis platform for JCF, Department of Correctional Services (DCS), Firearm Licensing Authority (FLA), and Passport, Immigration and Citizenship Agency (PICA).
- 2.10 **It is expected that the project will contribute to the increase in the rate of incarceration for murders in the country.** This will be due to the following results: (i) a reduction in the murder rate; and (ii) an increase in homicide investigations that are sent to prosecution. The main beneficiaries of the project are the citizens of Jamaica and JCF in their crime prevention and investigation capabilities.
- 2.11 **Strategic Alignment.** The project is aligned with the Sector Strategy on Institutions for Growth and Social Welfare (GN-2587-2), specifically with its C&V reduction component; it is also aligned with the Sector Framework for Citizen Security and Justice (OP-1201). The project is consistent with the 2016-2021 IDBG Country Strategy with Jamaica (GN-2868) and will contribute to the Corporate Results Framework (CRF) 2016-2019 (GN-2727-6) output indicators of: (i) Government agencies benefited by projects that strengthen technological and managerial tools to improve public service delivery; and (ii) Crime information systems strengthened. The proposed project is also aligned with the 2017 Jamaica's Ministry of National Security Five Pillar Strategy for Crime Prevention and Citizen Security. Additionally, the operation is consistent with the cross-cutting area of resilience to climate shocks, by promoting sustainability initiatives within government operations and emissions reduction.

III. TECHNICAL ISSUES AND SECTOR KNOWLEDGE

- 3.1 **Development of the POD.** The following will be carried out for the development of the POD: (i) assessment of executing agency and design of the PEU; (ii) analysis of the best and most cost-effective technology to connect all police stations within the Kingston Metropolitan Area (KMA) and the Montego Bay area; (iii) analysis of options for geo-referencing of all vehicles; and (iv) Monitoring and Evaluation plan, including an impact analysis proposal.

- 3.2 **Sector Knowledge.** This Project builds on the Bank's experience in other projects and analytical work³⁰ to improve citizen security. In particular, this project complements the efforts of the Citizen Security and Justice Programme (JA-L0105, JA-L1009, JA-X1003 and JA-X1009) in crime prevention. Finally, the data analytics and sharing activities of this project will be coordinated with the National Identification System for Economic Growth project (JA-L1072).
- 3.3 **Executing Agency.** The executing agency will be the MNS. The Ministry is in charge of, among other agencies, the JCF, DCS, FLA, and PICA. The MNS has previous experience in executing programmes financed by the Bank, being the executing agency for the three phases of the Citizen Security and Justice Programme (JA-X1008, JA-L1009, JA-L1043).

IV. ENVIRONMENTAL SAFEGUARDS AND FIDUCIARY SCREENING

- 4.1 According to the results of the IDB "Safeguards Policy Filter Report", and the safeguard and Environmental Policies (OP-703), this operation has been classified as Category "B", given the low impact on environmental and no significant negative social risk.

V. OTHER ISSUES

- 5.1 **Type of Operation.** Five-year investment operation.
- 5.2 **Retroactive Financing.** The Bank may finance retroactively eligible expenses for up to US\$4 million (20% of the proposed loan) incurred by the Borrower prior to the date of loan approval. The eligible expenses will be related to the activities specified in Components 1 and 2. These expenses shall be recognized if they satisfy requirements substantially similar to those established in the loan contract. These expenses must have been incurred on or after the approval date of this project profile and no expenditures incurred more than 18 months prior to the loan approval date are to be included.

VI. RESOURCES AND TIMETABLE

- 6.1 It is expected that the POD due date will be September 15, 2017. Approval by the Board is expected by November 29, 2017. Resources needed for project preparation are estimated at US\$84,540. Staff time needed for project preparation will be 1.56 FTEs (Annex V).

³⁰ Jaitman, Laura (editor), Op. Cit.; Harriott et.al, Op. Cit.; and Sutton, Heather, and Inder Ruprah (editors), "Restoring Paradise in the Caribbean", IADB, 2017; among others.

CONFIDENTIAL

¹ The information contained in this Annex is confidential and will not be disclosed. This is in accordance with the "Deliberative Information" exception referred to in paragraph 4.1 (g) of the Access to Information Policy (GN-1831-28) at the Inter-American Development Bank.



Safeguard Policy Filter Report

Operation Information

Operation		
JA-L1074 Security Strengthening Project		
Environmental and Social Impact Category	High Risk Rating	
B	{Not Set}	
Country	Executing Agency	
JAMAICA		
Organizational Unit	IDB Sector/Subsector	
Country Office Jamaica	CITIZEN SAFETY	
Team Leader	ESG Primary Team Member	
ARTURO MUENTE KUNIGAMI	{Not Set}	
Type of Operation	Original IDB Amount	% Disbursed
Loan Operation	\$20,000,000	0.000 %
Assessment Date	Author	
17 Jul 2017	mmgonzalez Project Assistant	
Operation Cycle Stage	Completion Date	
ERM (Estimated)	14 Jun 2017	
QRR (Estimated)	15 Aug 2017	
Board Approval (Estimated)	{Not Set}	
Safeguard Performance Rating		
{Not Set}		
Rationale		
{Not Set}		

Potential Safeguard Policy Items

[No potential issues identified]

Safeguard Policy Items Identified

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



Safeguard Policy Filter Report

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

B.1 Bank Policies (Gender Equality Policy– OP-761)

The operation has the potential to affect negatively women or gender equality ([Negative gender impacts may include the following](#))

B.1 Bank Policies (Gender Equality Policy– OP-761)

The operation is designed specifically to address [gender equality](#) or [women's empowerment](#) issues.

B.1 Bank Policies (Gender Equality Policy– OP-761)

The operation will offer opportunities to promote [gender equality](#) or [women's empowerment](#).

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.

B.4 Other Risk Factors

There are [associated facilities](#) (see policy definition) related to the operation.

B.4 Other Risk Factors

The borrower/executing agency exhibits weak institutional capacity for managing environmental and social issues.

B.4 Other Risk Factors

The operation may be of high risk due to controversial environmental and associated social issues or liabilities.

B.4 Other Risk Factors

There are other environmental and social sustainability issues that the project team considers to represent a risk for this operation. (e.g. wood sourced from Amazon rainforest).

B.4 Other Risk Factors

The operation is associated with the design and/or implementation of a major investment loan in infrastructure (technical cooperations only).

B.4 Other Risk Factors

The operation is [specifically designed](#) to increase the ability of society and ecological systems to adapt to a changing climate.

B.4 Other Risk Factors



Safeguard Policy Filter Report

The operation [includes activities](#) to close current “adaptation deficits” or to increase the ability of society and ecological systems to adapt to a changing climate.

B.5 Environmental Assessment Requirements

An environmental assessment is required.

B.7 Supervision and Compliance

The Bank is expected to monitor the executing agency/borrower's compliance with all safeguard requirements stipulated in the loan agreement and project operating or credit regulations.

B.17. Procurement

Suitable safeguard provisions for the procurement of goods and services in Bank financed operations may be incorporated into project-specific loan agreements, operating regulations and bidding documents, as appropriate, to ensure environmentally responsible procurement.

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. The project triggered the Disaster Risk Management policy (OP-704) and this should be reflected in the Project Environmental and Social Strategy. A Disaster Risk Assessment (DRA) may be required (see Directive A-2 of the DRM Policy OP-704). Next, please complete a Disaster Risk Classification along with Impact Classification. Also: if the project needs to be modified to increase resilience to climate change, consider the (i) possibility of classification as adaptation project and (ii) additional financing options. Please consult with INE/CCS adaptation group for guidance. The project triggered the Other Risks policy (B.04): climate risk.

- Please include sections on how climate risk will be dealt with in the ESS as well as client documents (EIA, EA, etc);
- Recommend addressing risks from gradual changes in climate for the project in cost/benefit and credit risk analyses as well as TORs for engineering studies.

Additional Comments

[No additional comments]



Safeguard Screening Form

Operation Information

Operation		
JA-L1074 Security Strengthening Project		
Environmental and Social Impact Category	High Risk Rating	
B	{Not Set}	
Country	Executing Agency	
JAMAICA		
Organizational Unit	IDB Sector/Subsector	
Country Office Jamaica	CITIZEN SAFETY	
Team Leader	ESG Primary Team Member	
ARTURO MUENTE KUNIGAMI	{Not Set}	
Type of Operation	Original IDB Amount	% Disbursed
Loan Operation	\$20,000,000	0.000 %
Assessment Date	Author	
17 Jul 2017	mmgonzalez Project Assistant	
Operation Cycle Stage	Completion Date	
ERM (Estimated)	14 Jun 2017	
QRR (Estimated)	15 Aug 2017	
Board Approval (Estimated)	{Not Set}	
Safeguard Performance Rating		
{Not Set}		
Rationale		
{Not Set}		

Operation Classification Summary

Overriden Rating	Overriden Justification
Comments	



Safeguard Screening Form

Conditions / Recommendations

Category "B" operations require an environmental analysis (see Environment Policy Guideline: Directive B.5 for Environmental Analysis requirements)

The Project Team must send to ESR 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. These operations will normally require an environmental and/or social impact analysis, according to, and focusing on, the specific issues identified in the screening process, and an environmental and social management plan (ESMP). However, these operations should also establish safeguard, or monitoring requirements to address environmental and other risks (social, disaster, cultural, health and safety etc.) where necessary.

Summary of Impacts / Risks and Potential Solutions

Potencial to exclude or discriminate women or men from project benefits based on [gender](#) *NOTE

Incorporation of gender analysis into its social impact and risk assessments: Where the Project or its context present potential for discrimination against women or men based on gender, Project preparation should include an analysis of exclusion or discriminatory factors (specific or as part of overall social assessment) and the Project should include information, dissemination, training and other corrective measures as appropriate aimed at overcoming barriers to afford women or men the same protection and access afforded to other groups and equal access to Project-generated resources and benefits (e.g. credit, employment, public services, etc.). The social impact and risk assessment and associated mitigation framework must address all the factors specifically. The mitigation framework will be referenced in the legal documentation (covenants, conditions of disbursement, etc.), require regular reporting, frequent and independent monitoring, and independent review of implementation, including participatory monitoring.

Disaster Risk Summary

Disaster Risk Level

Low

Disaster / Recommendations



Safeguard Screening Form

No specific disaster risk management measures are required.

Disaster Summary

Details

The project is classified as low disaster risk because the occurrence of the hazard event does not impact in the achievement of project outcomes.

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.

ENVIRONMENTAL AND SOCIAL STRATEGY

- 1.1 The general objective of the program is to contribute to the reduction of impunity for violent crimes in Jamaica. To achieve this, the following specific objectives have been established: (i) prevent homicides in the country; and (ii) increase the proportion of police investigations of homicides that result in prosecution.
- 1.2 According to the results of the IDB "Safeguards Policy Filter Report", and the safeguard and Environmental Policies (OP-703), this operation is classified as Category "B", given the low impact on environmental and no significant negative social risk.
- 1.3 A social impact analysis will be developed that will indicate the mitigation measures for the identified risks.

INDEX FOR COMPLETED AND PROPOSED SECTOR WORK

Theme	Description	Status	Reference
Citizen Security	Empirical evidence	Elaborated	<ul style="list-style-type: none"> Thompson, Stacey. Anti-crime Technology Report for Ministry of National Security Jamaica: As-Is Report, May 2017. Sutton, Heather; Ruprah, Inder. Restoring Paradise in the Caribbean: Combating violence with numbers, Inter-American Development Bank, 2017 JFC Statistics and Information Management Unit. 2017 Jaitman, Laura et al. The cost of Crime and violence: new evidence and insights in Latin America and the Caribbean. 2017 “Jamaica: First Review Under the Stand-By Arrangement, Request for Waiver of a Performance Criterion, and Request for Modification of Performance Criteria”, 2017 Memorandum of Economic and Financial Policies and Technical Memorandum of Understanding, IMF, 2017 Jamaica Information Service. Domestic Violence Training for Police Personnel, 2016 Muggah, Robert et al. Making Cities Safer: Citizen Security Innovations from Latin America, 2016. Bender et al. Government Wage Bill Spending: Reform Options to Promote Public Sector Transformation, IMF, 2015 Jaitman, Laura. The welfare Costs of Crime and Violence in Latin America and the Caribbean, Inter-American Development Bank, 2015. UNDP, Goal 16 - The indicators we want: Virtual Network Sourcebook on Measuring Peace, Justice and Effective Institutions. 2015

			<ul style="list-style-type: none"> • Caribbean Crime Victimization Survey in the Latin American Public Opinion Project (LAPOP), 2014-2015 • Bynum, T.S. et al. Evaluation of a comprehensive approach to reducing gun violence in Detroit. 2014. • National Development Plan, Vision 2030 Jamaica, 2013 • Braga, A.A., An ex post facto evaluation framework for place-based police, 2012 • Telep, Cody et Al. What is Known about the effectiveness of police practices. 2011 • Ministry of National Security, National Crime Prevention and Community Safety Strategy (NCPCSS). 2010
		In Elaboration	<ul style="list-style-type: none"> • Assessment to the executing agency and design of the PEU, by August 2017 • Analysis of the best and most cost-effective technology to connect all police stations, by August 2017. • Analysis of options for georeferencing of all vehicles, by August 2017. • Monitoring and Evaluation plan, by August 2017

CONFIDENTIAL

¹ The information contained in this Annex is confidential and will not be disclosed. This is in accordance with the "Deliberative Information" exception referred to in paragraph 4.1 (g) of the Access to Information Policy (GN-1831-28) at the Inter-American Development Bank.