

**CARIFORUM**

**EUROPEAN DEVELOPMENT  
FUND**

**PROJECT: SUPPORT FOR CRIME PREVENTION  
AND VIOLENCE PREVENTION AND SOCIAL  
DEVELOPMENT**

**DIRECT DECENTRALISED OPERATION**

**INDIVIDUAL BUDGETARY COMMITMENT No: FED/2017/390-548**

**PROGRAMME ESTIMATE No.1**

**OPERATIONAL PERIOD**

**FROM 01 December 2017 to 31 May 2019**

**Total amount of the budget of the programme estimate in Euros: € 2,296,401**

**Total amount of the imprest component of the budget in Euros: € 2,271,401**

**to be carried out in EURO**

The full accounting number must be quoted in all correspondence and on all financial documents.

# 1. WORK PROGRAMME

## 1.1. Summary

The World Health Organisation (WHO) defines violence as “the intentional use of physical force or power, threatened or actual against oneself, another person, or against a group or community, that either results in or has a higher likelihood of resulting in injury, death, psychological harm, mal-development or deprivation<sup>1</sup>”.

According to the Caribbean Human Development Report on Citizen Security (UNDP 2012), violence and crime in the Caribbean and Latin America (LA) erodes the foundation of the democratic processes in the region and imposes high social, economic and cultural costs, and although these sub-regions are home to 8.5 percent of the world’s population, it concentrates some 27 percent of the world’s homicides. The illicit drug economy is a major threat to vulnerable economies, with its impact being reflected in high absenteeism rates, high public health costs, reduction in productivity, increased crime and violence, corruption and the erosion of good governance. The report conveyed a key message for Caribbean countries to focus on a model of security based on the human development approach, where citizen security is paramount, instead of the traditional state security model, whereby the protection of the state is the chief aim.

Youth criminal violence often arises from complex, high-priority, high-visibility forms of risky and risk-taking behaviour that leave long lasting scars and rob societies of creative potential and energies. They breed fear, corruption and mistrust; obstruct the functioning of health, police, education and media; erode faith in government’s capacity to protect life and property; and cause investments to be redirected to Ministries of Social Security and Health, that could be better used to advance community and national development. In the Caribbean, crime and violence are associated with poverty, unemployment, politics and social inequities; and the reduction in social capital through, inter alia, restriction of physical mobility, reduction in employment and educational opportunities, and limited business investment and construction or repair of houses in affected communities. The constant exposure to crime and violence leads to emotional blunting, high stress, grief and loss.

Considering the top pressing issues for the Caribbean, the CARIFORUM approach is to build the region’s capacity and institutional response to address these issues. In this context, a comprehensive, multi-faceted approach to crime and security has been proposed, one that focuses on drug demand and supply reduction, crime prevention and social development, capacity-building of law enforcement and security agencies, and enhanced cooperation with third states.

In order to address these problems jointly, both CARIFORUM and the European Union concluded a Financing Agreement No. FED/2013/024-953 for the 10th EDF CARIFORUM Crime and Security Cooperation Programme November 2014. The strategic choices and activities to be carried under the programme out are based on priorities established by CARIFORUM States, specified in the CARICOM Crime and Security Strategy; the Caribbean Regional Economic Integration and Cooperation Roadmap which is consistent with the CRIP 2008-2013; a number of studies and strategy papers including the revised CARICOM Social and Development

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<sup>1</sup> Deprivation is used as a definition to place violence in context <http://www.who.int/topics/violence/en/>

Crime Prevention Action Plan (CSDCP); Building Social Resilience (Citizen Security Extract from CARICOM Regional Strategy); CARICOM Convergence Framework for a broad base of stakeholders workers in crime prevention and law enforcement, youth and social development and security and crime prevention at the unisectoral as well as partnership levels; the Revised Regional Drug Demand Reduction (DDR) Strategy; the Strategic Institutional Plan of the Direccion Nacional de Control de Drogas (DNCD) (National Dugs Control Directorate of the Dominican Republic) and the National Drug Strategy of the Dominican Republic 2008-2012 and the Counter Illicit Trafficking Strategy currently in draft form<sup>2</sup>; CARICOM signed Plan of Action, with the Central American Integration System (SICA), which includes a mechanism on information sharing in the crime and security sector; the Joint CARIFORUM-EU Partnership Strategy.

The overall programme comprises three main activities: (i) CARIFORUM Drug Demand Reduction (DDR); (ii) CARIFORUM Drug Supply Control Initiatives with enhanced coordination and dialogue with Latin America; and (iii) CARIFORUM Crime and Violence Prevention and Social Development (the focus of this programme estimate).

This Programme Estimate will target the implementation of component three (3) of the 10th EDF Crime and Security Programme; the CARIFORUM Crime and Violence Prevention and Social Development activity. The project aims to strengthen the region's capacity to prevent crime and violence through support for Crime Prevention, Risk Reduction, and Restorative Justice in CARIFORUM. Specifically, this activity provides the opportunity to build capacity of service providers, strengthen institutional systems and networks to effectively develop/strengthen social and situation crime prevention strategies with emphasis on youth; reduction/elimination of intra-family violence through empowering victims and providing support to reduce re-victimisation; and reduction of recidivism and promotion of social inclusion and reintegration of offenders in CARIFORUM. Moreover, it is expected to greatly improve the quality of life and sense of security of the citizens of the Region, through advancing the evidence-based policy and legislative frameworks, and building the resilience of vulnerable groups.

The design and implementation phases stress among other things local approaches to problems. In particular it is recommended that a multi-agency approach and coordinated response at the local level which should involve among other things "a local diagnostic survey of crime phenomena, their characteristics, factors leading to them, the form they take and their extent.

With regard to an integrated crime prevention plan the approach considers among other guidelines, a range of actors representing in particular; social workers and education, housing and health workers, in addition to the police, the courts, public prosecutors and probation services both at a participatory level and technical oversight level, community elected officials, associations, volunteers, parents , victims' organisations(where exists), the economic sector-enterprises, banks, businesses, public transport, and the media.

Consideration is given to such factors among other things, as relationships within the family, between generations or between social groups, education, religious moral and civic values, culture etc., employment, training, measures for combatting unemployment and poverty, health drug and alcohol abuse, combatting the culture of violence and intolerance. As per the UN guidelines, actions at various levels are considered such as Primary Prevention, and Prevention of

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<sup>2</sup> The Counter Illicit Trafficking Strategy, formerly known as the draft Regional Narcotics Strategy has been reworked to reflect the current realities of the Region, and taking into consideration illicit arms and human trafficking, and is expected to be finalized by June 2013.

Recidivism. With regards to the consideration of central authorities and authorities at all levels, significant emphasis is placed on the encouragement and/ or implementation of appropriate training and information support to all professionals involved in crime prevention, and the rich rewards from comparison of experiences and organised exchanges of know how. This is underscored by the need to evaluate regularly the effectiveness of strategy implemented and provide for the possibility of revision.

The Contracting Authority shall be the Regional Authorising Officer (RAO) who is the Secretary-General of CARIFORUM. **This project will be implemented and managed by the CARICOM Secretariat as stated in the Financing Agreement No. FED/2013/024-953.** The Human and Social Development (HSD) Directorate of the CARICOM Secretariat will serve as the *de facto* Project Management Unit (PMU). The CARICOM Secretariat will work closely with the Direccion Nacional de Control de Drogas (DNCD) of the Dominican Republic in the implementation of activities. In accordance with the powers delegated to them by the RAO in agreement with the Head of Delegation, the Imprest Administrator and the Imprest Accounting Officer and their substitute Officers will be duly authorised to sign on behalf of the RAO in implementing the Programme Estimate and shall award contracts and grants, commit expenditure and make corresponding payments.

The Technical Oversight (TOC) set up by the CARICOM Secretariat, will monitor the performance of the programme and provide in-country technical support as requested by CARIFORUM States. The TOC will report to the overall Programme Steering Committee (PSC) to be set up under the Financing Agreement for the 10th EDF CARIFORUM Crime and Security Cooperation Programme.

## **1.2. Context**

Violence related to gangs and organised crime constitutes an immediate and significant threat to the community and should be given the highest priority for development of the requisite interventions. Additionally, there is anecdotal evidence that gains made through social programming can potentially be reversed once target populations are exposed to handling by authority figures and institutions outside of the clinical environment of crime prevention and social programming. Insufficient emphasis on prevention has resulted in various programs delivered by police, the courts and corrections that aim to prevent recidivism among those people who have already engaged in offending behaviour and who have come into contact with the criminal justice systems causing a focus on more expensive rehabilitation and interdiction programming (Criminal Justice Approach). Therefore, in order to address the context of the CARIFORUM crime and violence situation this approach must therefore also be strengthened by use of other complimentary methods. A strong focus will be placed on working toward developing sustainability of activities after the initial intervention.

### **Gang Violence**

The high level of gang and organised crime violence, with youth disproportionately involved both as victims and perpetrators is extremely worrying. Violent clashes and retaliations between criminal gangs cause serious anger to innocent bystanders and undermine public order.

There are many differences in the structure and operations of gangs and organised crime groups. Some are local gangs, although they may have significant presence and be responsible for the

majority of crimes in certain areas in member states. Many of these criminal structures are connected. Local gangs are utilised in the transnational organised criminal networks for the distribution of drugs, and are key actors in the proliferation of guns. Gangs and organised crime groups are increasingly diversifying into a much broader spectrum of activities.

## **Intervention Strategy**

There is a clear need to address the socio-economic and institutional conditions that have fostered organised crime and criminality, while also providing viable choices and alternatives to criminal activities. There is also a clear need to encourage citizen security initiatives which seek to prevent and reduce the rates of crime and recidivism. Particular emphasis must be placed on the regions youth who are disproportionally represented as both the main perpetrators and victims of criminality. Additionally, it is critical that capacity be built to ensure that institutional responses to crime and violence is developed from a prevention perspective, and that it supports and strengthens other prior social interventions.

Actions will be implemented at regional, national and (in particular) local levels and implementation will be supported by a wide cross section of stakeholders. Therefore cooperation will be sought with educational institutions, media and private sector in order to prevent the youth from turning to a life of crime. Efforts will be taken to inform the public of the risks and threats faced by the region and to increase public confidence in security agencies so the critical inclusion of media partnership is reiterated here.

## **Approaches**

There is need for the region to digress from a purely Criminal Justice paradigm and invest resources in more effective crime reduction approaches from a prevention perspective which will redound in a steady but gradual impact in reducing crime. If the reductions claimed by the most promising approaches are realised, the long term reductions in crime that would be achieved are substantial. Training which forms an important component of capacity building and programme execution will be required to be systematically evaluated to determine effectiveness and long term impact.

## **Caribbean Community Action Plan for Social and Development Crime Prevention**

The activities of this PE are based on the approaches that are developed under the five (5) pillars<sup>3</sup> of the Caribbean Community Action Plan for Social and Development Crime Prevention. The action plan itself is underpinned on the basic principles for crime prevention strategies of the United Nations Guidelines for The Prevention of Crime. Key documents consulted in the design of the PE includes the Final Convergence Monitoring and Evaluation (M&E) Framework and Implementing Guidelines, Building Social Resilience (Citizen Security Extract from CARICOM Regional Strategy), CARICOM Crime and Security Strategy, The CARICOM Youth Development Action Plan, Monitoring the Implementation of the Regional Framework for Action

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<sup>3</sup> The Action Plan is cross-sectoral and underpinned in five pillars with the following objectives:

Pillar I	Prevent and Reduce Violence
Pillar II	Foster Social Inclusion
Pillar III	Promote Reintegration
Pillar IV	Empower Victims
Pillar V	Protect the Environment and Economic Resources

for Children 2002- 2015, Caribbean Corporation in Health, Preventing Adolescents Pregnancies in the Caribbean, the Caribbean Human Development Report 2012 and the USAID/RSS Report; “Prevalence and Patterns of Troublesome Youth Groups in the Caribbean: Final Report(2017)”.

Fundamentally this PE will address the **prevention and reduction of levels of crime and violence** in Member States through a cross-sectoral and multidisciplinary approach. It will focus on groups at risk of engaging in violence and victimisation, and groups in conflict with the law, in particular children and youth, and institutional responses to crime and violence from a prevention perspective.

Actions will rely heavily on **empirical data obtained to inform the specific action in question**, establish benchmarks, monitor progress and enable the measurement of impact, obtained through, *inter alia*, safety audits and surveys, as appropriate. This is supported by cross cutting actions detailed in the five pillars of the CSDCP. All actions will have specific and well defined target groups and evaluation will feed back into the process with a view to enabling the sharing of good experiences and good practices among member states, informing future actions as well as informing the design and/or refining of crime prevention strategies.

There is a need to further examine the local rate of implementation of interventions in the areas of prevention/reduction of crime and violence; the reduction/elimination of intra-family and domestic violence; the reduction of recidivism, and promotion of social inclusion and reintegration of offenders by engaging technical stakeholders across the major thematic areas identified in the PE, and a subsequent strengthening of regional networks. The intervention will include expansion of regional best practices and technical workshops to identify any existing gaps. It will also prioritise activities to eliminate these gaps and strengthen best practices to include further development of; institutional response, policy and legislative frameworks; and the communication, sharing of good practices and development of products to support in country implementation.

Gaps identified in the areas of restorative justice and deportees will be addressed under the 10<sup>th</sup> EDF Crime and Security Programme as set out in the revised Social Development and Crime Prevention Action Plan. Under this programme, consideration will also be given to environmental sustainability as well as culture (visual and performing arts) as a means of enhancing resilience against violent behaviours in at risk youth. Targeted interventions include but will not be limited to the development of engendered treatment and rehabilitation facilities; reforms to the justice system and correctional services to include empowerment and training to support the citizen security approach to development, and empowerment and training to facilitate employability of youths at risk. In short project interventions and activities will contribute to building capacity for apt response to and or mitigate adverse conditions associated with, *inter alia*, the cross cutting issues identified.

## **Stakeholders**

Stakeholders and beneficiaries of the programme include service providers, in and out of school and at risk youths and their families; youth gangs; community leaders; young mothers; victims of sexual and gender-based violence; criminal justice sector officials; offenders; probation officers; media practitioners; NGOs; Faith Based Organisations; regional institutions, private sector institutions; CARIFORUM member states, and the EU. The CARICOM Secretariat will work in collaboration with regional and international partners in specific areas of joint interest, in the implementation of the activities.

## **Complementary Actions**

- (i) CariSECURE – Strengthening Evidence Based Decision Making for Citizen Security in the Caribbean – The ongoing USD 14 million Project started in July 2016 and will end October 2020. It is a component of USAID’s Youth Empowerment Services (YES) project with technical assistance provided by United Nations Development Programme (UNDP). The goal of the CariSECURE project is to improve youth crime and violence policy-making and programming in the Southern and Eastern Caribbean through the use of quality, comparable and reliable national citizen security information. CariSECURE is being implemented in 10 Southern and Eastern Caribbean countries, with specific emphasis on Guyana, Saint Kitts and Nevis and Saint Lucia.
- (ii) Drug Demand Reduction (DDR) Project, implemented by CARICOM Secretariat and funded by the EU, is part of the 10th EDF Crime and Security Cooperation Programme. The DDR provides the opportunity to build capacity of service providers, strengthen institutional systems and network to effectively reduce the demand for illicit drug and alcohol. Additionally, it is expected to greatly improve the quality of life and sense of security of the citizens of the Region, through advancing the evidence based policy and legislative frameworks, and building the resilience of vulnerable groups.
- (iii) Strengthening law enforcement and border security in RSS member states – The RSS 10th EDF Programme is a subset of the CARIFORUM Crime and Security Cooperation Programme. Part of the programme is to bolster public support for law enforcement initiatives and understanding of other social and criminal aspects which contribute to the criminogenic environment and remain part of the contemporary regional crime environment through a public awareness campaign about key law enforcement issues including drug enforcement, domestic violence and human rights.
- (iv) OCES Juvenile Justice Reform Project (JJRP) - The JJRP is implemented by the OECS Commission with funding from the United States Government through USAID. The JJRP works to increase the use of alternative sentencing for youth in conflict with the law; ensure detention centers and diversion programs provide support services to foster rehabilitation; and support the reintegration of youth leaving detention facilities and returning to their families and communities.
- (v) The CARICOM-Spain Security Initiative ended in December 2015. The Kingdom of Spain contributed USD \$449,700. The Initiative facilitated the development, implementation and monitoring of specific interventions to build character, resilience, critical life skills, acceptable social attitudes, leadership and entrepreneurial skills in youths in and out of school.
- (vi) Gangs and Violence: Partnering For Prevention and Social Development Pilot Project - The Pilot Project, funded by UNDP, was aimed at strengthening the capacity of youth and key community stakeholders to design and implement programmes to address gang formation and gang violence among and against youths in Guyana, Trinidad and Tobago, St. Kitts and Nevis and Belize in 2011.

### **1.3. Logical Framework**

The overall objective of the Programme is to contribute to the overall safety of citizens and improvement of the security environment in the CARIFORUM region. This PE will focus on

activities to address "Increased Crime and violence prevention in CARIFORUM" and the results will be achieved via various crime prevention approaches such as: prevention/reduction of crime and violence in CARIFORUM States; the reduction/elimination of intra-family and domestic violence through empowering victims and providing support to reduce victimisation; the reduction of recidivism, and promotion of social inclusion and reintegration of offenders in CARIFORUM States through strengthened institutional response; support to facilitate communication, sharing of good practices and development of products from training workshop to support in-country implementation; institutional strengthening of the implementing agencies; establishment of a monitoring framework; and visibility and communication.

The detailed logical framework is at **Annex 2** to this programme estimate.

## **1.4. Activities**

### **1.4.1. Overall Objective**

The overall development objective to which the project, and therefore this programme estimate, is intended to *contribute is to the overall safety of citizens and improvement of the security environment in the CARIFORUM region through support for Crime Prevention, and Risk Reduction and the promotion of Restorative Justice in CARIFORUM.*

### **1.4.2. Project Purpose**

The purpose of the project and therefore of this programme estimate, is *to strengthen the region's institutional capacity to prevent crime and violence by promoting the development of protective factors that mitigate violence and strengthening capacity of law enforcement and justice officials sector to treat with the victims of crime.*

### **1.4.3. Results**

The **results** expected from the activities carried out over the period covered by this PE are:

1. Crime and Violence in CARIFORUM States reduced (by addressing risk behaviours, opportunities, and institutional responses).
2. Incidences of intra-family and domestic violence reduced.
3. Recidivism reduced and social inclusion and reintegration of offenders in CARIFORUM States promoted.

### **1.4.4. Activities**

The activities that will be carried out to achieve each of the expected results listed in the previous section are:

**Result 1: Crime and Violence in CARIFORUM States reduced (by addressing risk behaviours, opportunities, and institutional responses).**



Activities under Result 1 will build on those undertaken in the CARICOM-Spain Security Initiative which ended in December 2015 and the UNDP-CARICOM Gangs And Violence: Partnering For Prevention and Social Development Pilot Project which ended in 2011. The Spain initiative was conducted in one community and its accompanying school in Antigua and Barbuda, Jamaica, St. Kitts and Nevis, Saint Lucia and Trinidad and Tobago. It designed interventions to address crime and violence prevention, provided training in schools in Crime Prevention Through Environmental Design (CPTED)<sup>4</sup> methodology and gang education sensitization and institutionalisation of Champions for Change Clubs<sup>5</sup> in schools and communities and established after school sports programmes. The initiative also assisted in developing entrepreneurial skills in youths of the targeted communities. The UNDP's Gangs and Violence Pilot Project was aimed at strengthening the capacity of youth and key community stakeholders to design and implement programmes to address gang formation and gang violence among and against youths in Guyana, Trinidad and Tobago, St. Kitts and Nevis and Belize.

Activity 1.1 Implement crime and violence prevention and mitigation activities in selected schools and communities through data collection and analysis and relevant training

This activity is aimed at building the capacity of community members and school students (at the primary and secondary school levels) to successfully address crime and violence in their communities. This will build upon initiatives which was undertaken in five Member States under the CARICOM – Spain ‘Support for Reducing Youth on Youth Violence’ project funded by the Kingdom of Spain and Gangs and Violence: Partnering For Prevention and Social Development Pilot Project (by CARICOM/UNDP). The initiative will be undertaken in five (5) CARICOM Member States. The proposed Member States are Antigua and Barbuda, Guyana, St. Kitts and Nevis, Saint Lucia and Suriname (one community and a school within the target community). The Programme involves a rapid assessment of risks, threats and protective factors (including administering surveys to determine who is most at risk to engage in anti-social behaviour) in selected schools and communities (including community mapping). Under this initiative, a training in data collection and analysis of the survey instruments will be conducted in each country to enable its sustainability beyond the life of this PE. Participants will include representatives from the community, FBOs, business sector, government ministries and agencies, students, youth and youth organizations.

Activity 1.1.1 Conduct rapid assessment of risks, threats and protective factors in communities.

The survey instrument used in the Gangs and Violence pilot project will be used to perform the community mapping. Technical assistance will be secured to train and lead community members through the mapping exercise in their respective communities. One community will be selected in each of the proposed countries of Antigua and Barbuda, Guyana, St. Kitts and Nevis, Saint Lucia and Suriname.

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<sup>4</sup> Crime Prevention Through Environmental Design (CPTED) is a branded methodology using a multi-disciplinary approach to deterring criminal behaviour through environmental design. It focuses on design strategies to prevent criminals from entering an area.

<sup>5</sup> Champions for Change Clubs (CCC) are school-based, student operated clubs, established to reduce violence and inappropriate behaviours in schools. The CCC focus on: building life skills and self-esteem through the use of the visual and performing arts, peer mentorship, and community out-reach. The clubs raise awareness on positive social behaviours members engage in peer-on-peer mentoring to help create a positive impact.

Activity 1.1.2 Conduct rapid assessment of risks, threats and protective factors in schools.

The survey instrument used under the CARICOM-Spain Project will first be refined to facilitate gathering relevant information from primary school students (the original instrument focused on Secondary Schools only) and provide questions which will lead to a deeper analysis of the issues faced by students. The survey will then be administered to one school (Primary or Secondary) in each of the communities selected in Activity 1.1.1.

Activity 1.1.3 Hold national consultations to agree on crime and violence prevention and mitigation trainings and partner coordination meetings.

One-day consultations will be held to present findings from the community mapping and assessments conducted in schools. Recommended trainings based on the findings should be agreed upon at the consultations. National partner coordination meetings will be convened to explore financial support and sponsorship of business plans for sustainability of the initiative.

Activity 1.1.4 Conduct crime and violence trainings in schools and communities.

The activity will provide training which will mitigate risk-taking behaviours in the target population including Second Generation Crime Prevention through Environmental Design<sup>6</sup> training and gang education sensitization. The Activity targets persons working with youths. Trainings will also cover Life Skills, Anger Management and Conflict Resolution.

Activity 1.2 Reduce incidence of violence by increasing participation of school students/community youths in after school programmes and building their capacity to effectively address youth crime and violence from a social perspective.

Activity 1.2.1 Institutionalise Champions for Change Clubs in schools and communities.

This Activity will provide positive outlets for five (5) communities and schools, from Activity 1.1, by establishing Champions for Change Clubs (CCC) in them. Clubs will include sports, visual and performing arts and agriculture. Institutionalising CCC involves sensitization and awareness, mentoring and coaching from role models, and procurement of tools and equipment depending on the nature of the program.

Activity 1.2.2 Develop a cadre of trainers to build capacity in youth already in conflict with the law to effectively address youth crime and violence from a social perspective

The initiative will build on outcomes of, and expand the Gangs and Violence: Partnering For Prevention and Social Development Pilot Project. The Activity is intended to equip stakeholders with the knowledge and skills to facilitate gang leavers with life skills which will enable them to better re-integrate into society. This involves conduct of gang prevention training workshops targeting rehabilitated gang leaders, parents, teachers, school administrators and FBOs. Training

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<sup>6</sup> 2<sup>nd</sup> Generation CPTED is intended to augment physical environmental design through the addition of socially cohesive strategy inclusive of various social issues within society as well as other situational factors. Strategies are designed to expand on this perspective to incorporate a more holistic approach to crime prevention within the community.

will cover 2-day life skills development, 1-day mentoring and 2-day parenting skills and will be led by a relevant facilitator.

Activity 1.3 Capacity building in youth entrepreneurial development through the CEBO<sup>7</sup> (Creativity for Employment and Business Opportunity) methodology.

The activity seeks to prevent and reduce levels of violence and crime in CARICOM Member States through a cross-sectoral and multidisciplinary approach, focused on groups at risk of engaging in violent behaviour and criminal activities (in particular children and youth). The CEBO methodology was developed by the CARICOM Secretariat with support of a technical working group. The activity proposes to assist unattached youth in five (5) CARICOM Member States identified in Activity 1.1 in building entrepreneurial skills. Youth will be trained in entrepreneurship and will be given opportunity to have their business ideas financed. The intervention will first build the capacity of facilitators in all related sectors through training workshops (Training of Trainers). Following this training of trainers, one workshop will be conducted in each country which will also be used as practice for the trainers.

**Result 2: Reduction/elimination of intra-family violence through empowering victims and providing support to reduce victimisation**

Activity 2.1 Implement programme which actively involve men to address roots of gender based violence

This Activity seeks to adopt and adapt the One Man Can (OMC) Campaign and pilot the Campaign in five countries. The proposed countries are Barbados, Grenada, Guyana, Saint Lucia and St. Vincent and Grenadines. Sonke's<sup>8</sup> One Man Can is a programme which encourages men to become actively involved in advocating for gender equality, preventing gender-based violence (GBV), and responding to HIV and AIDS. The Activity will use the modules of the programme which focuses on GBV. Capacity building workshops for men involved in advocacy in addressing the roots of gender based violence will be conducted using the adapted OMC toolkit. The toolkit provides action sheets and materials intended to help men to take action in their own lives and in their communities to promote healthy relationships based on a commitment to gender equality and to supporting women to achieve their rights to health, happiness and dignity.

Primary benefits will be increased capacity for men and women to work together as allies for healthy families and communities, reinforced positive masculine behaviour, promotion of constructive male image building actions and campaigns. The Activity is targeted to men in Faith Based Organisations in order to build sustainability.

Activity 2.2 Increase capacity of officers working with victims and perpetrators of domestic violence, to interview, counsel and provide/initiate support groups for victims/perpetrators of domestic violence.

One regional train-the-trainers workshop will be conducted, aimed at persons working with victims of crime/perpetrators of domestic violence, to provide knowledge and skills in

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<sup>7</sup> Recognised by the 29<sup>th</sup> Council for Human and Social Development (COHSOD) as a model to address youth unemployment across the region and recommended for replication in all Member States.

<sup>8</sup> Sonke Gender Justice is a non-partisan, non-profit organisation, established in 2006 in South Africa. Sonke supports men by helping them change their belief on gender norms, taking an active stand against domestic and sexual violence, and sustaining these changes in their personal lives.

interviewing, counselling and the establishing cross cutting support groups/networks. Participants are expected from grass roots organisations/FBOs/NGOs and gender units including justice and law enforcement sectors working with victims of crime/perpetrators of domestic violence.

### Activity 2.3 Advancement of a data collection system for domestic violence.

This Activity will build upon recommendations from an ECLAC 2002<sup>9</sup> Study on Data Collection for Domestic Violence that was partially implemented by the Gender Unit of the Government of Trinidad and Tobago. Recent meeting with the expert commissioned by ECLAC for that Study indicate that the work is still relevant as there has not been a further uptake of the recommended actions since the partial implementation by Trinidad and Tobago. This Activity also builds upon work currently being done under UNDP CariSECURE project on development of citizen security indicators. The Activity targets institutions such as hotlines, shelters, hospitals, health centres, police, courts, statistics offices.

#### Activity 2.3.1 Convene a Regional Forum on Domestic Violence to refine data collection protocols.

The 2-day Regional Forum targets managerial level/decisions makers of institutions such as hotlines, shelters, hospitals, health centres, police, courts and statistics offices. The purpose of the forum is for these persons to determine what kinds of data will be collected, frequency of collection and sources and dissemination protocols. Therefore the Forum will review and revise recommended data collection protocols where necessary. The Forum will make recommendations for harmonising data collection and map national agencies/FBOs, NGOs dealing with addressing the needs of victims and perpetrators of domestic violence. The Forum will also provide guidance on the components for an e-interface for victims and perpetrators to complete the proposed data collection machinery (recommended by the ECLAC Study).

#### Activity 2.3.2 Convene regional training workshops targeting persons working with victims and perpetrators of domestic violence

A regional training workshop targeting persons working with victims and perpetrators of domestic violence will be convened. The activity will strengthen participants' capacity to address gaps identified by a series of national missions to Member States conducted by the CARICOM Secretariat Statistics Unit<sup>10</sup> in selected areas of social statistics. It will also strengthen capacity to enable collection of administrative data and improve reporting skills at the national and international level. This training will also contribute to sustainability of the initiative by including Statisticians and Statistical Officers as partners in the workshops. Initial training will focus on official and applied statistics, in addition to exposure to computer software such as SPSS, Epi-Info, IMPS and CS Pro for the collection of administrative data on domestic violence. This is a follow-on activity to 2.3.1 specifically targeting data entry operators/technicians required to populate and conduct analysis and predict trends of the data gathered for the organisations represented.

#### Activity 2.3.3 Operationalise data collection protocol in one country.

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<sup>9</sup> Economic Commission for Latin America and the Caribbean (ECLAC). 2002. Study on Data Collection System for Domestic Violence – The Study was not fully implemented and remains relevant

<sup>10</sup> This was further highlighted at the recently concluded 42nd meeting of the Standing Committee of Caribbean Statisticians (SCCS) in October 2017

The first step to operationalising the data collection protocol in countries will be to conduct training in data management for officers from agencies such as hotlines, shelters, hospitals, health centres, police, courts, statistics offices. The activity will also build on training in collection and management of administrative data developed in the sub regional training of trainers modules at Activity 2.3.2. It is proposed in agencies in at least one pilot country, that is, Guyana. The data collection protocol refined at Domestic Violence Regional Forum at Activity 2.3.1 will also be piloted there. A facilitator who will lead the data management training will also be responsible for quality assurance during the initial stages of data collection.

**Result 3: Recidivism reduced and social inclusion and reintegration of offenders in CARIFORUM States promoted.**

**Activity 3.1 Capacity building for justice sector and law enforcement officials for case management of juvenile offenders**

This Activity aims to build capacity for case management of juvenile offenders for courts, probation officers/Faith-based and community leaders, police and correctional officers. The training will cover the areas of risk and resiliency mapping and case management. This is proposed in three (3) countries – The Bahamas, Dominica and Suriname.

**Activity 3.2 Pilot Sycamore Tree Project in at least three (3) CARICOM States**

The Sycamore Tree Project is a faith based initiative aimed at changing the attitudes of prisoners. The Project, a restorative justice programme<sup>11</sup>, is an intensive 5-8 week in-prison programme that brings groups of crime victims into prison to meet with groups of unrelated offenders. It focuses on conversations about responsibility, confession, repentance, forgiveness, amends and reconciliation. A regional training will be held followed by a pilot of the initiative in Guyana, Suriname and Trinidad and Tobago (the trainees from the regional workshop are expected to facilitate their in-country sessions with monitoring missions by CCS staff and TOC). This will mitigate against the lack of institutional capacity for programming in alternatives to incarceration in public institutions identified by the Caribbean Human Development Report (CHDR) 2012<sup>12</sup>. Stakeholders include the Directors of Correctional Services and NGOs and FBOs working with prisoners (e.g. prison ministries) and NGOs working on deportees.

**Activity 3.3 Design and implement crime reduction strategies for criminal deportees**

This Activity will review existing guidance legislation and MoU (which guides Member States to negotiate with Sending States) and conduct of capacity building workshop in reintegration methodologies for NGOs/FBOs working with involuntary re-migrants (*Deportees*).

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<sup>11</sup> The CARICOM Social and Development Crime Prevention Action Plan (CSDCP) conceptualizes Restorative justice as a process for resolving crime by focusing on redressing the harm done to the victims, holding offenders accountable for their actions and, often also, engaging the community in the resolution of that conflict. As such it can take place within or outside the formal criminal justice system and at any stage of the process. It has proven impact on the victims and on recidivism by offenders. Restorative justice includes victim-offender mediation, community and family group conferencing and circle sentencing. It allows for reducing backlog of cases and delays in the criminal justice system.

<sup>12</sup> The report argues that case processing delays and backlogs, low conviction rates, prison overcrowding and insufficient alternatives to prison, all strongly interconnected, impact on the capacity for fairness, effectiveness, transparency and accountability

Activity 3.3.1 Provide support for meetings aimed at refining regional strategies to deal with deportees.

A meeting of Chiefs of Immigration and Customs and other key regional stakeholders will be convened to review an MOU (to guide Member States to negotiate with Sending States) which was developed by the CARICOM Secretariat in 2008, in order to update and make it more relevant. They will also review the key recommendations from a CARICOM comparative study on criminal deportation and indicators to address the needs of deportees and their re-integration into society (CSDCP recommendation). Key regional stakeholders include representatives of Prison Fellowship International, IMPACS, the Security Policy Advisory Committee (SEPAC) and the Chair of Heads of Correctional Institutes.

Activity 3.3.2 Design data collection protocols to support mapping of deportees

Technical Assistance will be procured to do a gap analysis of existing legislation and design standardise data collection protocols.

Activity 3.3.3 Conduct entrepreneurship training for deportees.

Entrepreneurship training will be conducted as a strategy of re-integration of deportees to minimise rates of recidivism. Training will target 30 deportees in the proposed countries of Belize, Trinidad and Tobago and Dominica.

Activity 3.4 Implement Shift Project in at least three (3) CARICOM States

The Shift Project is a collaborative effort with NGO “Animae Caribe” for development of animation skills for youth at risk, including incarcerated youth. The ‘Shift Project’ is a 4 phased tiered intervention, using animation, digital media tools, storytelling, music, and youth collaboration to bring to light latent skills in, and encourage educational development and innovation in a particular demographic including incarcerated ‘at risk youths’ between the age 18 – 25. The activity will be piloted in at least the three countries where the Activity 3.2 - Sycamore Tree Project is being implemented (Trinidad and Tobago, Guyana and Suriname) with Animae Caribe providing technical support for implementing the programme (curriculum development, assessments, practical training, etc.) The Shift Project is the intellectual property of the NGO Animae Caribe and as such their services will have to be procured to implement the programme.

#### **Result 4: Monitoring, meetings and travel for effective and efficient project implementation.**

The activities set out below will provide continuous technical monitoring of the Programme as set out in the Financing Agreement, improve project implementation, strengthen collaboration among partners and facilitate the exchange of best practices. Preparation of six-monthly project implementation and monitoring reports will be undertaken by the Project staff.

Activity 4.1 Develop an M&E framework and the population/establishment of baseline data to be monitored and reviewed thereafter by the Monitoring and Evaluation Unit, CARICOM -Secretariat.

The Project Coordinator of the CARICOM Secretariat Crime and Violence PE will provide support for the development of the M & E framework within the first six (6) months of the project.

Activity 4.1.1 Contract expert assistance for establishment and operationalisation of Monitoring framework through establishment of baseline data; preparation of quarterly project implementation, and monitoring reports; and evaluation missions.

The M&E framework will be developed in conjunction with the Drug Demand Reduction PE where possible. A single TA will be procured for the development of M & E framework for the Drug Demand Reduction (DDR) PE and this PE using funds of both PEs.

Activity 4.1.2 Conduct six monitoring missions to assess/track progress in implementation of the activities. This activity will be conducted by the TOC and/PMU with support from the Monitoring and Evaluation, Unit, CARICOM Secretariat. The short time frame for implementation of activities in this PE necessitates close monitoring to reduce the risk of project failure.

Activity 4.2 Convene at least four (4) TOC meetings annually.

Activity 4.3 Support for the participation of technical staff of the CARICOM Secretariat/Project/ TOC and non-state actors in at least three regional and international meetings on crime and security and development issues of priority to the Region.

This Activity provides the opportunity for professional development of persons involved in the programme management and international visibility of the Programme. Non-CARICOM Secretariat/Project staff participation will be decided by the TOC.

Activity 4.4 Participation of project staff at PSC meetings.

Activity 4.5 Participation of country focal points to convene at least four national events/meetings for project implementation.

Focal points are persons/liaison officers who will be appointed in the lead ministry in each country where project activities are held. These persons are considered country focal points who will have mobilization and follow-up meetings to engage a wider audience and keep the project's momentum. They will also engage business community to foster public-private partnership for activities.

Activity 4.6 Provision of in-country technical assistance/ by the regional experts who comprise the Technical Oversight Committee (TOC) and are not CCS staff for the implementation of programmes/interventions at national level.

Areas for support include, inter alia, crime prevention, gang interdiction, gender mainstreaming in security, recidivism, social inclusion. This is targeted at implementers at the community level, and country technical oversight and government committees. This will be demand-driven.

## **Result 5: Programme visibility and communication**

This Activity facilitates the development and dissemination of information on the various elements of, and events being carried out under the wider 10th EDF CARIFORUM Crime and Security Cooperation Programme as well as the Crime and Violence Prevention component. A major component focuses on acknowledgement of the EU as funding partner and in this regard, the EU logo will be displayed on all materials produced – multimedia or printed. In addition, representatives from the EU Delegation will be invited to participate in activities and to speak at opening ceremonies/launches. Social media visibility will be given on all CARICOM social media platforms. The visibility guidelines of the European Union for programmes funded via the European Development Fund will be respected. The CARICOM Secretariat will be responsible for ensuring that appropriate communication and visibility actions are undertaken at both the global and project levels.

5.1. Implementation of Crime and Violence Prevention-specific visibility actions to include:

- 5.1.1. Procurement of banners/signs and tokens for meetings and events;
- 5.1.2. Live streaming of opening ceremonies, training and edutainment activities on Twitter, Face book etc;
- 5.1.3. Preparation and dissemination of press releases/joint press releases with the EU and other key partners;
- 5.1.4. Procurement and dissemination of posters and other communications materials for dissemination in high risk schools and communities.

5.2. Participation of project staff/communications experts at five key events for communication of key information/messages.

This activity allows for the timely dissemination of press releases, communicate, live interviews and will involve the CARICOM Secretariat's communications unit.

5.3. Implementation of global visibility actions related to the 10th EDF CARIFORUM Crime and Security Cooperation Programme

- 5.3.1. Development of a dedicated programme website;
- 5.3.2. Making of a (longer, educational-type) video documentary on all programme components (projects) of the programme;
- 5.3.3. Production of a (print) publication on the programme.

## **1.5. Implementation**

The programme will be implemented in accordance to the logical framework for a duration of 18 months from 01 December 2017 to 31 May 2019.

### **1.5.1 Material and non-material means**

Refer to Annex A

### **1.5.2 Organisation**



The Contracting Authority shall be the Regional Authorising Officer (RAO) who is the Secretary-General of CARIFORUM. Listed under Section 5.3 are the Imprest Administrator (IA), Ms. Myrna Bernard, Director, Human and Social Development (HSD) Directorate and the Imprest Accounting Officer, Ms. Dawn Baldeo-Koylass, Director, Finance, of the CARICOM Secretariat. Also listed under Section 5.3 are the Substitute Imprest Administrator, Mr. Sherwin Toyne-Stephenson, Programme Manager, Crime and Security (HSD) Directorate and the Substitute Imprest Accounting Officer, Mr. Elson Jordan, Deputy Programme Manager, Finance, of the CARICOM Secretariat. In accordance with the powers delegated to them by the RAO in agreement with the Head of Delegation, the Imprest Administrator and the Imprest Accounting Officer and designated substitutes will be duly authorised to sign on behalf of the RAO in implementing the PE and shall award contracts and grants, commit expenditure and make corresponding payments.

This project will be implemented and managed by the CARICOM Secretariat. The HSD Directorate will serve as the *de facto* Project Management Unit (PMU). The CARICOM Secretariat will be supported by the Finance Department (for financial matters), the Legal Department (for legal/contractual matters), CARIFORUM Directorate, Strategic Management and Evaluation Unit and Administrative Services Department (primarily for procurement matters) of the Secretariat. The Imprest Administrator and Imprest Accounting Officer shall submit their technical and financial reports to the Steering Committee and to the Regional Authorising Officer and Head of Delegation.

The TOC for the CARIFORUM Crime and Violence Prevention and Social Development Component, composed of suitable Crime and Security Experts, will be responsible for monitoring the performance of the programme and provide in-country technical support as requested by CARIFORUM States. The TOC will meet at least four times a year and report to the **Programme Steering Committee (PSC)**<sup>13</sup>. The PSC shall oversee and validate the overall direction and policy of the programme and meet once a year. Also in accordance with the Financing Agreement, the PSC shall be made up of the RAO (or representative), the contracting authority and representatives of: DRAOs, the Implementing Agency for Crime and Security (IMPACS), the Regional Security System (RSS), the Caribbean Financial Action Task Force (CFATF), DNCD of the DR, National Council of Drugs CND of the DR, Human and Social Directorate of the CARICOM Secretariat, CARIFORUM Directorate, representatives of the EU Delegation (with observer status) and of civil society. The CARIFORUM Directorate will closely monitor the overall implementation of the entire 10<sup>th</sup> EDF CARIFORUM Crime and Security Cooperation Programme.

In addition, the Commission may carry out Results Oriented Monitoring (ROM) via independent consultants, starting from the sixth month of project activities, which will be finalised at the latest 6 months before the end of the operational implementation phase.

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<sup>13</sup> In accordance with the Financing Agreement, an overall (PSC) for the entire 10<sup>th</sup> EDF Crime and Security Cooperation Programme will be set up and operated by the CARIFORUM Directorate. The PSC shall oversee and validate the overall direction and policy of the programme and meet once a year. Also in accordance with the Financing Agreement, the PSC shall be made up of the RAO (or representative), the contracting authority and representatives of: DRAOs, IMPACS, RSS, CFATF, DNCD, NCD, Human and Social Directorate of the CARICOM Secretariat, CARIFORUM Directorate, representatives of the EU Delegation (with observer status) and of civil society.

## **Annex A: Material and Non-Material Means**

### **Result 1: Prevention/reduction of crime and violence in CARIFORUM States**

#### **Activity 1.1. Identify interventions to address crime and violence in selected schools and communities through data collection and analysis and conduct relevant training**

Activity 1.1 will be implemented in five (5) countries (Antigua and Barbuda, Guyana, St. Kitts and Nevis, Saint Lucia and Suriname are proposed). As far as possible, school buildings and community centers or other suitable buildings will be used when delivering the trainings. Regional technocrats (with crime and security expertise)<sup>14</sup> and CCS<sup>15</sup> staff will provide assistance including facilitating some training sessions and coordination of activities.

##### **Activity 1.1.1 Conduct rapid assessment of risks, threats and protective factors in communities**

Material means will be in the form of a Technical Assistant (TA) procured to train and lead community members in conducting the community mapping exercise. Material means also include air fare and per diems for the TA, regional expert (one) and CCS staff (2 persons from HSD, Statistics/Project staff) to travel to five (5) countries (Antigua and Barbuda, Guyana, St. Kitts and Nevis, Saint Lucia and Suriname ) to implement the activity (1-day training workshop and 3-days of community mapping). A meeting room is needed for the one (1) day training. During the mapping exercise alternative meeting areas for collection and reporting will be sought. Non – material means include the technical expertise of the CCS staff to deliver training and administrative contributions.

##### **Activity 1.1.2. Conduct rapid assessment of risks, threats and protective factors in schools in parallel to Activity 1.1.1.**

Material means will be in the form of a consultant procured to refine and pretest the survey instrument for school, conduct analyses and train individuals in order to build capacity in data collection and analysis. Material means also include air fare and per diems for the consultant, one (1) regional expert and two (2) CCS staff (HSD, Statistics/Project staff) to travel to five (5) countries to implement the activity (2-day training workshop and 2-days of data collection). Additionally surveys will need to be developed by the Expert for the primary school target audience. Non – material means include the technical expertise of the CCS staff to deliver training and administrative contributions.

##### **Activity 1.1.3. Hold national consultations to agree on crime and violence prevention and mitigation trainings and partner coordination meetings**

Material means will be in the form of air fares and per diems for one regional expert and CCS staff (HSD and Project staff) to travel to five (5) countries selected in Activity 1.1.1 to conduct a 1-day consultation with national stakeholders and a 1 day consultation with business and public

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<sup>14</sup> Regional Experts may be sourced from the Ministries of National Security, Health, Social/Community Development, and Planning

<sup>15</sup> CARICOM Secretariat Staff may be selected from Human & Social Development (HSD), Finance, Statistics, Strategic Management Units

sector partners. Additionally, hospitality costs related to meeting rooms (including refreshments for in-country participants) for consultation and crime and violence mitigation training will be provided. Non-material means include the technical expertise of the CCS staff and administrative contributions.

Activity 1.1.4 Conduct crime and violence trainings for educators and persons working with youth

Material means will include air fare and per diems for a facilitator, supported by one (1) regional expert and 2 CCS staff (HSD and Project staff) to travel to five (5) countries to implement the activity. Additionally, hospitality costs related to meeting rooms (including snacks for in-country participants) for consultation and crime and violence mitigation training will be provided. Non-material means include the technical expertise of the CCS staff to deliver training and administrative contributions.

Activity 1.2. Reduce incidence of violence in schools by increasing participation of school students/community in after school programmes.

Activity 1.2.1 Institutionalise Champions for Change Clubs in schools and communities

Material means will be in the form of one facilitator (expert) to deliver training on the establishment of structured/coordinated After School Activity Clubs, airfares and per diem to enable staff from CCS (HSD and Project staff) and one regional expert supported by facilitator (expert) to travel to five member states for training. Service contracts will be given in each country for the purchase of material for sporting activities, games and tools for activities including agriculture, or other school/extra curriculum activities. Procurement will be for the community and one school within the community in each country (totalling two per country). Non-material means will be in the form of technical and administrative contributions from staff of CARICOM Secretariat.

Activity 1.2.2 Develop a cadre of trainers to build capacity in youth already in conflict with the law to effectively address youth crime and violence from a social perspective

Material means will be in the form of one facilitator (expert) to deliver skills training. Support for airfares and per diem to enable staff from CCS (HSD and Project staff), one regional expert and the facilitator to travel to five member states for training workshops. Target audience for training include educators, administrators, FBOs etc. Life skills include anger management, violence interruption, deterrence etc. Non-material means will be in the form of technical and administrative contributions from staff of the CARICOM Secretariat.

Activity 1.3 Capacity building in youth entrepreneurial development through the Creativity for Employment and Business Opportunity (CEBO) methodology

Material means will be in the form of air travel and per diem for one CCS staff (HSD/Project staff) and one regional expert/Caribbean champion, supported by two facilitators, to conduct entrepreneurial training in five countries and collaboration with stakeholders of the champions for

change clubs and primary sports programme. First a national training of trainers will be conducted followed by a local business lab<sup>16</sup> in each country. Non-material means for CCS staff to conduct leadership training and familiarisation with regional decision making and administrative support.

## **Result 2: Reduction/elimination of intra-family violence through empowering victims and providing support to reduce victimisation**

### **Activity 2.1. Implement a programme which actively involves men to address roots of gender based violence**

Material means will be in the form of travel and per diem of CCS/PMU (HSD/Project) staff accompanied by the expert (facilitator) to conduct training on the Sonke's One Man Can programme in the proposed countries Barbados, Grenada, Guyana, Saint Lucia and St. Vincent and Grenadines to strengthen male advocacy of GBV. Non-material means will be technical and administrative support by CCS staff.

### **Activity 2.2. Increase capacity of officers, working with victims and perpetrators of domestic violence, to interview, counsel and provide/initiate support groups for victims/perpetrators of domestic violence.**

Material means will be in the form of travel and per diem of CCS staff (HSD/Project staff) accompanied by two facilitators to conduct a regional training and capacity building in mentoring, interviewing and counselling skills and the establishment of cross cutting support groups at a regional stakeholder training workshop. The workshop is proposed to be held in Trinidad and Tobago. Non-material means in the form of CCS providing technical and administrative support.

### **Activity 2.3.1 Convene a Regional Forum on Domestic violence to refine data collection protocols**

Material means will be in the form of travel and per diem of regional participants and two facilitators to conduct a regional forum to be held in Guyana. Non-material means will be administrative and technical support from CCS staff (inclusive of HSD, Statistics and Strategic Management).

### **Activity 2.3.2. Convene regional training workshops targeting persons working with victims and perpetrators of domestic violence**

Material means includes the financing (in the form of airfare and per diem) for the participation in a regional training to be held in Guyana. Non-material means will be in the form of technical and administrative contributions of the CARICOM staff.

### **Activity 2.3.3. Operationalize data collection protocol in at least one country.**

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<sup>16</sup> This provides mentoring support and assistance to selected persons to develop bankable business plans. It involves theory and practical sessions which should result in a finished plan at the end of the trainings.

Material means includes facilitator's fees to conduct a 13-day training in Guyana and provide quality assurance at the initial stages of data collection. Additionally, a TA will be procured to develop a data collection platform. Material means will also cover hospitality cost including meeting room and refreshments. Non-material means will be in the form of technical and administrative contributions of the CARICOM staff.

**Result 3: Reduction of recidivism, and promotion of social inclusion and reintegration of offenders in CARIFORUM States through strengthened institutional response and/or policy and legislative frameworks where indicated**

**Activity 3.1. Capacity building for justice sector and law enforcement officials for case management of juvenile offenders**

Material means will include 3 facilitators to cover areas of risk and resiliency mapping and case management training in the 3 proposed countries – The Bahamas, Dominica and St. Vincent and the Grenadines. Airfare and per diem will be provided to facilitators and PMU/CCS staff to travel to the three countries. Hospitality cost including meeting room and refreshment for in country participants will be covered. Non-material means include technical and administrative contributions by CCS staff.

**Activity 3.2 Pilot Sycamore Tree Project in at least three (3) CARICOM States**

Material means will include per diem and travel for two facilitators and CCS staff (HSD/Project) and participants from CARICOM to participate in a regional Training of Trainers. Material means will also include hospitality cost for the regional training and pilots (to be led by in-country participants from the Regional Training of Trainers proposed for Guyana, Suriname and Trinidad and Tobago). Non-material means include technical and administrative contributions by CARICOM staff.

**Activity 3.3 Design and implementation of crime reduction strategies with respect to criminal deportees.**

**Activity 3.3.1. Provide support for meetings aimed at refining regional strategies to deal with deportees.**

Material means includes the financing (in the form of airfare and per diem) for the participation of CARICOM Chiefs of Immigration and Customs and other regional key stakeholders in a regional forum. Non-material means will be in the form of technical and administrative contributions of the CARICOM staff of the CARIFORUM Directorate (including development of technical documents for the meeting).

**Activity 3.3.2 Design data collection protocols to support mapping of deportees**

Material means will include financing a technical assistance contract for one expert to do a gap analysis of existing legislation and design standardise data collection protocols. Non-material

means include technical and administrative contributions from staff of the CARICOM Secretariat.

#### Activity 3.3.3 Conduct entrepreneurship training for deportees.

Material means will include per diem and airfare for two facilitators and CCS staff (HSD/Project) to conduct entrepreneurial training for deportees in three CARICOM States of Belize, Trinidad and Tobago and Dominica. Material means will also include hospitality cost in each pilot country. Non-material means will include technical and administrative contributions by CARICOM Staff.

#### Activity 3.4 Implement Shift Project in at least three (3) CARICOM States

Material means will include financing a technical assistance contract for Animae Caribe to conduct assessments and training and manage the project for incarcerated persons in animation skills including the use of certain software. The project is proposed in Trinidad and Tobago, Guyana and Suriname. HSD (1 staff) will coordinate the activity. Non-material means include technical and administrative contributions from staff of the CARICOM Secretariat.

### **Result 4: Monitoring, Meetings and Travel**

#### Activity 4.1 Develop an M & E framework and the population/establishment of baseline data to be monitored and reviewed thereafter by the Monitoring and Evaluation Unit, CARICOM -Secretariat.

##### Activity 4.1.1. Contract expert assistance for establishment and operationalisation of Monitoring framework through establishment of baseline data; preparation of quarterly project implementation, and monitoring reports; and evaluation missions.

Material means in the form of a TA for the development of an M & E framework and the population/establishment of baseline data to be monitored and reviewed thereafter by the M and E Unit, CARICOM - Secretariat. A single TA will be procured for the development of the M & E frameworks for the Drug Demand Reduction (DDR) PE and this PE using funds from both. Alternatively, if this is not possible, this TA will work closely with the TA who is developing the DDR M & E Framework.

##### Activity 4.1.2. Conduct of four monitoring missions to assess/track progress in implementation of the activities.

Material means in the form of airfare and per diem for four (4) monitoring missions by the CARICOM Secretariat's PMU/Strategic Management and Evaluation Unit/TOC, Project staff to assess/track progress in implementation of identified activities.

#### Activity 4.2 Convene at least four (4) TOC meetings.

Material means will be in the form of financial support (airfare and per diem). Non-material means will include administrative contributions of the CARICOM Secretariat.

Activity 4.3 Support for the participation of technical staff of the CARICOM Secretariat/Project/TOC and non-state actors/key stakeholders in at least 3 regional and international meetings on crime prevention and violence and social development issues of priority to the Region.

Material means will be in the form of financial support (airfare and per diem). Non-material means will include administrative contributions of the CARICOM Secretariat.

Activity 4.4 Participation of project staff at PSC meetings<sup>17</sup>.

Material means will be in the form of financial support (airfare and per diem). Non-material means will include administrative contributions of the CARICOM Secretariat.

Activity 4.5 Participation of country focal points<sup>18</sup> to in national events/meetings for efficient project implementation.

Material means will be in the form of hospitality costs for national events.

Activity 4.6 Provision of in-country technical assistance<sup>19</sup> by regional experts who comprise the Technical Oversight Committee

Material means in the form of airfare and per diem to conduct in-country technical missions by regional experts during project implementation to facilitate on-time completion. This is demand-driven.

## **Result 5: Communication and Visibility**

The visibility guidelines of the European Union for programmes funded via the European Development Fund will be respected. The CARICOM Secretariat will be responsible for ensuring

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<sup>17</sup> The PSC provides the steering for the overall Crime and Security Programme, not just this Project. The Crime and Security Programme has components with IMPACS, RSS, CFATF etc., and as such the PSC meeting may take place outside of Guyana.

<sup>18</sup> A person/liaison officer will be appointed in the lead Ministry in each country where project activities are held. These persons are considered country focal points who will have mobilization and follow-up meetings to engage a wider audience and keep the project's momentum. They will also engage the business community to foster public-private partnership for activities.

<sup>19</sup> In-country technical support is a mechanism introduced under the 9th EDF to enhance knowledge transfer and improve implementation of interventions at the national levels following regional/sub regional training workshops. TOC members will be assigned for mission based on their expertise and the support requested (formally) by the countries. Areas for support include, inter alia, crime prevention, gang interdiction, gender mainstreaming in security, recidivism, social inclusion.

that appropriate communication and visibility actions are undertaken for the project. This will be done via:

Activity 5.1. Implementation of Crime and Violence Reduction visibility actions

Activity 5.1.1 Procurement of banners/signs and tokens for meetings and events;

Activity 5.1.2 Live streaming of opening ceremonies, training and edutainment activities on Twitter, Face book etc;

Activity 5.1.3 Preparation and dissemination of press releases/joint press releases with the EU and other key partners;

No cost associated with this activity.

Activity 5.1.4 Procurement and dissemination of posters and other communications materials for dissemination in high risk schools and communities.

Activity 5.2 Participation of project staff/communications experts at five events for communication of key information/messages

Material means in the form of airfare and per diem to support staff participation in visibility activities.

Activity 5.3 Implementation of at least three (3) global visibility actions related to the 10th EDF CARIFORUM Crime and Security Cooperation Programme

Activity 5.3.1 Development of a dedicated programme website;

Activity 5.3.2 Making of a (longer educational-type) video documentary;

Activity 5.3.3 Production of a (print) publication on the programme;



## Annex B: Provisional Implementation Timetable

Result No.	Activity Description	Time period					
		Q1	Q2	Q3	Q4	Q1	Q2
<b>Result 1.</b> Reduction of crime and violence in CARIFORUM States.	Activity 1.1 Implement crime and violence prevention and mitigation activities in selected schools and communities through data collection and analysis and relevant training						
	Activity 1.1.1. Conduct rapid assessment of risks, threats and protective factors in communities.						
	Activity 1.1.2. Conduct rapid assessment of risks, threats and protective factors in schools.						
	Activity 1.1.3. Hold national consultations to agree on crime and violence prevention and mitigation trainings and partner coordination meetings.						
	Activity 1.1.4. Conduct crime and violence trainings in schools and communities						
	Activity 1.2. Reduce incidence of violence by increasing participation of school students/community youths in after school programmes and building their capacity to effectively address youth crime and violence from a social perspective						
	Activity 1.2.1. Institutionalise Champions for Change Clubs in schools and communities						
	Activity 1.2.2. Build capacity in youth and communities (including schools and faith based organisations) to effectively address youth crime and violence from a social perspective.						
	Activity 1.3. Capacity building in youth entrepreneurial development through the Creativity for Employment and Business Opportunity <sup>20</sup> (CEBO)						
<b>Result 2:</b> Incidences of intra-family and domestic violence reduced/eliminated.	2.1 Implement programme which actively involve men to address roots of gender based violence						
	2.2 Increase capacity of officers, involved in victims and perpetrators of domestic violence, to interview, counsel and provide/initiate support groups for victims/perpetrators of domestic violence						
	2.3 Advancement of a data collection system for domestic violence						
	2.3.1 Convene a Regional Forum on Domestic Violence to refine data collection protocols.						
	2.3.2 Convene sub-regional training workshops targeting persons working with victims and perpetrators of domestic violence						
	2.3.3 Operationalise data collection protocol in one country.						
<b>Result 3:</b> Recidivism reduced and social inclusion and reintegration of offenders in CARIFORUM States promoted.	3.1 Capacity building for justice sector and law enforcement officials for case management of juvenile offenders						
	3.2 Pilot Sycamore Tree Project in at least three (3) CARICOM States						
	3.3 Design and implement crime reduction strategies for criminal deportees						
	3.3.1 Provide support for meetings aimed at refining regional strategies to deal with deportees.						
	3.3.2 Design data collection protocols to support mapping of deportees						

<sup>20</sup> Recognised by the 29<sup>th</sup> Council for Human and Social Development (COHSOD) as a model to address youth unemployment across the region and recommended for replication in all Member States.

Result No.	Activity Description	Time period					
		Q1	Q2	Q3	Q4	Q1	Q2
	3.3.3 Conduct entrepreneurship training for deportees						
	3.4 Implement Shift Project in at least three (3) CARICOM States						
<b>Sub-result 4:</b> Monitoring, meetings and travel for effective and efficient project implementation.	4.1. Develop an M & E framework and the population/establishment of baseline data to be monitored and reviewed thereafter by the Monitoring and Evaluation Unit, CARICOM -Secretariat.						
	4.1.1. Contract expert assistance for establishment and operationalisation of Monitoring framework through establishment of baseline data; preparation of quarterly project implementation, and monitoring reports; and evaluation missions.						
	4.1.2. Conduct of eight monitoring missions to assess/track progress in implementation of the activities.						
	4.2. Convene at least four (4) TOC meetings annually.						
	4.3. Support for the participation of technical staff of the CARICOM Secretariat/Project/TOC and non-state actors/key stakeholders in at least 2 regional and international meetings on crime prevention and violence and social development issues of priority to the Region.						
	4.4. Participation of project staff at PSC meetings.						
	4.5. Participation of country focal points to convene at least four national events/meetings for project implementation.						
	4.6. Provision of in-country technical assistance missions by the regional experts who comprise the Technical Oversight Committee (TOC) for the implementation of programmes/interventions at national level.						
<b>Sub-result 5:</b> Programme visibility and communication undertaken in accordance with visibility guidelines of the EU.	5.1. Implementation of Crime and Violence Prevention and Social Development visibility actions.						
	5.1.1. Procurement of banners/signs and tokens for meetings and events						
	5.1.2. Live streaming of opening ceremonies, training and edutainment activities on Twitter, Face book etc						
	5.1.3. Preparation and dissemination of press releases/joint press releases with the EU and other key partners						
	5.1.4. Procurement and dissemination of posters and other communications materials for dissemination in high risk schools and communities						
	5.2. Participation of project staff/communications experts at five events for communication of key information/messages.						
	5.3. Implementation of global visibility actions related to the 10th EDF Crime and Security Cooperation Programme						
	5.3.1. Development of a dedicated programme website						
	5.3.2. Making of a (longer, educational type) video documentary						
	5.3.3. Production of a (print) publication on the programme						

# LOGICAL FRAMEWORK TABLE

## ANNEX 2: LOGICAL FRAMEWORK MATRIX - 10th EDF CARIFORUM CRIME AND SECURITY COOPERATION PROGRAMME- SUPPORT FOR CARIFORUM CRIME AND VIOLENCE PREVENTION AND SOCIAL DEVELOPMENT

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS <sup>21</sup>	VERIFICATION SOURCES	ASSUMPTIONS
<b>OVERALL OBJECTIVE</b>	To contribute to the overall safety of citizens and improvement of the security environment in the CARIFORUM region through support for Crime Prevention and Risk Reduction and the promotion of Restorative Justice in CARIFORUM	Reduction of criminal activity and violence in the region by at least 5%  CARIFORUM residents feel more secure	<ul style="list-style-type: none"> <li>Multi-lateral Evaluation Mechanism,(MEM) for CARIFORUM,</li> <li>National surveys</li> <li>The Caribbean Human Development Report</li> </ul>	<ul style="list-style-type: none"> <li>Continued political will and support of leadership in reducing crime and violence as a Regional priority.</li> <li>Regional governments continuing commitment to strengthen regional security cooperation structures and fostering regional cooperation in the fight against illicit drugs and related crimes.</li> <li>The rule of law and those human rights which are recognized in international instruments to which Member States are parties will be respected in all aspects of crime prevention.</li> <li>Governments and civil society will work towards addressing the links between transnational organized crime and national and local crime problems.</li> <li>Communities/ civil society will participate as an essential part of effective crime strategies.</li> <li>Crime prevention considerations would be integrated into all relevant social and economic policies and programmes, including those addressing employment, education, health, housing and urban planning, poverty, social marginalization and exclusion, with particular emphasis placed on communities, families, children and youth at risk.</li> </ul>
<b>PROJECT</b>		<ul style="list-style-type: none"> <li>Increase in human and technical</li> </ul>	<ul style="list-style-type: none"> <li>Reports</li> </ul>	<ul style="list-style-type: none"> <li>Project staff - (Project Manager and</li> </ul>

<sup>21</sup> With the exception of the Overall Objective and Programme Purpose, the indicators in this document are specific to this PE

<p><b>PURPOSE</b></p>	<p>To strengthen the region's institutional capacity to prevent crime and violence through support for Crime Prevention, Risk Reduction, and Restorative Justice in CARIFORUM CARIFORUM by promoting the development of protective factors that mitigate violence and strengthening capacity of law enforcement and justice officials sector to treat with the victims of crime.</p>	<p>capacity and institutional response to address crime and violence prevent, risk reduction, and restorative justice.</p> <ul style="list-style-type: none"> <li>▪ 3% Reduction of youth crime and violence</li> </ul>	<p>CARIFORUM, CARICOM, monitoring and evaluation reports</p> <ul style="list-style-type: none"> <li>▪ Country reports</li> <li>▪ Reports and statistics from relevant government ministries</li> <li>▪ Draft Policy documents</li> <li>▪ School data bases</li> <li>▪ Reports from training workshops</li> <li>▪ Surveys, reports from NGOs, FBOs providing services, evaluation reports</li> <li>▪ TOC report</li> </ul>	<p>Project Assistant) recruited during the first six months of the PE</p> <ul style="list-style-type: none"> <li>▪ Countries will collect, collate, prepare national reports on progress</li> <li>▪ Targeted groups, institutions/organisations, will participate</li> <li>▪ Framework will be set up between CARICOM Secretariat and the DR under the PE to establish the mechanism for project implementation during the first six months of the programme</li> <li>▪ Crime prevention diagnoses and strategies will, where appropriate, take account of links between local criminal problems and international organized crime.</li> <li>▪ These interventions will promote a process that includes: <ul style="list-style-type: none"> <li>(a) A systematic analysis of crime problems, their causes, risk factors and consequences, in particular at the local level;</li> <li>b) A plan that draws on the most appropriate approach and adapts interventions to the specific local problem and context;</li> <li>(c) An implementation plan to deliver appropriate interventions that are efficient, effective and sustainable;</li> <li>(d) Mobilizing entities that are able to tackle causes;</li> <li>(e) Monitoring and evaluation.</li> </ul> </li> <li>▪ Governments, other stakeholders will support evaluation and Systematic assessment the outcomes and unintended consequences, both positive and negative, and of actions, such as a decrease in crime rates or the stigmatization of individuals and/or communities.</li> </ul>
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RESULTS				
1	1.0 Crime and Violence in CARIFORUM States prevented/reduced (by addressing risk behaviours, opportunities, and institutional responses).	<ul style="list-style-type: none"> <li>▪ Risk, resilience and protective factors tools developed/adapted; and risk assessment conducted among in and out of school youths conducted in 5 countries to inform programme interventions.</li> <li>▪ Risk and environmental factors mapped in communities in at least 5 countries.</li> <li>▪ Comprehensive school-based violence prevention programmes developed and implemented in 5 schools.</li> <li>▪ Interventions to address aggressive behaviours in primary school-age children and piloted in five countries.</li> <li>▪ Piloting of youth gangs and violence partnering for social development and crime prevention project expanded to <b>five (5)</b> countries.</li> <li>▪ Capacity of Community leaders and youth to address youth gangs and violence in schools and communities strengthened in at least five countries.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly implementation reports</li> <li>▪ Assessment report</li> <li>▪ Meeting reports and other documents from training workshops</li> <li>▪ List of participants</li> <li>▪ Translated Manuals</li> <li>▪ TOC Reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders willing to participate in programme interventions.</li> <li>▪ Governments will allow access to schools, records etc.</li> <li>▪ Stable political and weather conditions</li> <li>▪ Project staff recruited in a timely manner to successfully implement and monitor project activities</li> </ul>
2	2.0 Incidences of Intra-Family and domestic violence reduced.	<ul style="list-style-type: none"> <li>▪ Capacity built of at least 30 officers involved with victims and perpetrators of domestic violence in interviewing and counselling skills.</li> <li>▪ Programmes that actively involve men in addressing the roots of gender based violence implemented in five countries.</li> <li>▪ Capacity increased in representatives of justice/FBOs/NGOs working with victims/perpetrators of domestic</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assessment report</li> <li>▪ Quarterly implementation reports</li> <li>▪ Meeting reports</li> <li>▪ List of participants</li> <li>▪ Translated manuals</li> <li>▪ Results of knowledge, perception and attitude surveys conducted in schools and communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adequate support from the Ministries of Education will be received.</li> <li>▪ The Governments will allow access to schools, records etc.</li> <li>▪ Teachers and staff will support activities</li> <li>▪ Support from parents and community leaders/members</li> </ul>

		violence to enable collection and analysis of administrative data		
3	3.0 Recidivism reduced and social inclusion and reintegration of offenders in CARIFORUM States promoted.	<ul style="list-style-type: none"> <li>• At least 30 probation officers, social workers, FBOs and community leaders trained in mediation, conflict resolution and restorative justice.</li> <li>• Programmes to address restorative and social re-integration developed and implemented/piloted in three countries.</li> <li>• Capacity building in re-integration methodologies provided for NGOs/FBOs working with involuntary re-migrants.</li> <li>• Animation and life skills skills strengthened in youth at-risk in at least two countries.</li> </ul>	<ul style="list-style-type: none"> <li>▪ School data bases</li> <li>• Surveys, reports from NGOs, FBOs providing services</li> <li>• Translated documents, manuals</li> <li>• List of participants,</li> <li>• Reports from meetings and workshops</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders will cooperate and participate</li> <li>▪ Governments will allow time off and purchase of tickets for participants to attend training (participation supported on a refund basis).</li> </ul>
4	4.0 Monitoring, meetings and travel for effective and efficient project implementation.	<ul style="list-style-type: none"> <li>• Timely project implementation and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports, quarterly project implementation reports, financial audit</li> </ul>	<ul style="list-style-type: none"> <li>▪ The TOC will provide pro bono services.</li> <li>▪ Member states will provide in kind support by allowing TOC members time to provide in country support.</li> </ul>
5	5.0 Programme visibility and communication undertaken in accordance with visibility guidelines of the EU.	<ul style="list-style-type: none"> <li>• Number and type of global visibility actions implemented.</li> <li>• Number and type of visibility actions implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• News stories/features/pres s releases and photographs published; PSAs/CDs/informati on and Videos, posted; Live streaming of opening ceremonies, training and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technology available</li> <li>▪ Collaboration with the CARICOM Secretariat Communications Unit, the DR DNCD, CFATF, IMPACS, RSS for global visibility actions will be supported.</li> </ul>

			edutainment activities etc.; use of and acknowledgement of EU support on material/documents produced/published	

