

TC Document/Appendice

I. Basic Information for TC

▪ Country/Region:	REGIONAL
▪ TC Name:	One Safe Caribbean against Organized Crime
▪ TC Number:	RG-T4590
▪ Team Leader/Members:	Wilks, Jason Malcolm (IFD/ICS) Team Leader; Serrano Berthet, Rodrigo (IFD/ICS) Alternate Team Leader; Agostini, Dorri Michelle (CCB/CTT); Sutton Heather May (IFD/ICS); Lopez Aragon, Carmen Carolina (VPC/FMP); Brathwaite, Neeca N. (CCB/CTT); Bueno Londono Daniela (IFD/ICS); Louis-Grant, Paula (VPC/FMP); Vila Saint Etienne, Sara (LEG/SGO); Angel Canarete Hugo Alberto (ITE/IPS)
▪ Taxonomy:	Client Support
▪ Operation Supported by the TC:	N/A
▪ Date of TC Abstract authorization:	08 Oct 2024.
▪ Beneficiary:	Governments of The Bahamas, Barbados, Belize, Guyana, Jamaica Suriname, Trinidad and Tobago ¹
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	OC Strategic Development Program Window 3 - Transitory Emerging Need for Sustainable Development in the Caribbean(W3B)
▪ IDB Funding Requested:	US\$1,110,000.00
▪ Local counterpart funding, if any:	US\$0
▪ Disbursement period (which includes Execution period):	36 months
▪ Required start date:	December 11, 2024
▪ Types of consultants:	Individual consultants and firms
▪ Prepared by Unit:	IFD/ICS-Innovation in Citizen Services Division
▪ Unit of Disbursement Responsibility:	CCB/CTT-Ctry Off Trinidad & Tobago
▪ TC included in Country Strategy (y/n):	Yes
▪ TC included in CPD (y/n):	No
▪ Alignment to the IDB Group Institutional Strategy: Transforming for Scale and Impact (CA-631):	Institutional capacity and rule of law; Environmental sustainability

II. Objectives and Justification of the TC

2.1 The objective of this Technical Cooperation (TC) is to enhance the capacity of member states within the Caribbean to effectively combat transnational organized crime. The specific objectives of this TC are to: (i) improve data generation mechanisms on transnational organized crime; (ii) strengthen the regional intelligence-sharing and analysis architecture; (iii) develop specialized investigative and prosecutorial capabilities to combat transnational organized crime; and (iv) bolster civil society engagement against transnational organized crime. This comprehensive approach will support Caribbean states to individually and collectively respond to organized crime.

2.2 **Justification.** Transnational Organized Crime (TOC) poses one of the most significant threats to global economic development. Whereas organized criminal groups have

¹ The Non-Objection Letters are in process of signature by Official National Liaison Entities and the activities included in this TC will only commence upon receiving same.

historically worked within national contexts to evade regulatory frameworks, undermine good governance and disrupt the wellbeing of local communities, the transnational element has been typified by the movement of illicit gains across national borders and the use of technologies and networks to facilitate illegality and predatory violence. With conservative estimates of US\$1.6 trillion laundered annually and US\$1 trillion spent each year on bribing public officials, the relative scale of TOCs equates to 2.7% of global GDP, far outweighing more benign of international cooperation such as the \$194 billion in global development assistance.²

- 2.3 The Caribbean faces its own formidable challenges with organized crime. The Caribbean's geographic position at the nexus of international trade routes between North and South America as well as Europe, coupled with porous borders where surveillance capabilities are sub-optimal, heightens the region's collective vulnerability to complex, transnational, crime related to arms, human, and drug trafficking.³ For example, some estimates indicate that 24% of all cocaine shipments in the Western hemisphere transit through the region.⁴ The potential lucrateness of this market also drives violent competition among organized crime groups, resulting in more than half of the region's homicides being organized crime-related and contributing to the region having a homicide rate three times the global average.⁵ The private sector also bears a substantial burden, with over 73% of businesses reported increasing their security expenditures to address these challenges.
- 2.4 Environmental crimes are also emerging as a significant concern in the region. Illicit activities including trafficking, illegal logging, and wildlife trafficking, significantly harm the environment. Specific impacts include deforestation from the establishment of drug crops, clandestine routes, and landing strips, often within protected areas and biological corridors. Soil and water contamination from chemical precursors and agrochemicals used which degrade ecosystems and threaten biodiversity. These activities also lead to habitat destruction, air pollution from forest burning, and the displacement of Indigenous and local communities, weakening their role in conservation. The convergence of drug trafficking with other environmental crimes exacerbates these impacts, highlighting the need for coordinated efforts to protect natural resources and mitigate climate-related vulnerabilities.⁶
- 2.5 Multiple initiatives exist at the international, regional and domestic level to confront the TOC challenge in the Caribbean. The 2000 UN Convention Against Transnational Organized Crime and its Protocols (UNTOC) continues to serve as an important policy framework for Caribbean states seeking to prevent, suppress and punish organized crime activities, with all of the Bank's Caribbean member states now counted among its signatories.⁷ Adherence to international good practices are further supported

² [Transnational Organized Crime: A threat to global public goods \(Stockholm International Research Institute 2022\)](#)

³ While shipping containers represent the most lucrative method of transporting cocaine via sea and mules via air, the Caribbean region due to its geographical closeness have facilitated "island-hopping" which involves moving large amounts of cocaine from island to island, typically in small go-fast boats to reduce the chance of being detected by maritime patrol.

⁴ [Illicit Drug Markets in the Caribbean](#)

⁵ [UNODC. 4TH Global Study on Homicide 2023](#)

⁶ [OPOLAD 2024: Environmental Impacts of Drug production and trafficking and State responses in Latin America and the Caribbean](#)

⁷ The 2000 UN Convention Against Transnational Organized Crime (UNTOC) was established as a foundational framework for international collaboration, providing essential legal tools such as

through bilateral partnerships and technical assistance.⁸ Among Caribbean states themselves, efforts to tackle TOC and other regional security threats are led by the Caribbean Community Implementation Agency for Crime and Security (IMPACS)⁹ with meaningful contributions from other agencies within the regional security apparatus such as the Caribbean Financial Action Task Force and the Regional Security System (RSS) in the Eastern Caribbean sub-region.¹⁰ Notably, recent efforts include the imminent rollout of a Caribbean-wide Gangs Database and the CARICOM Arrest Warrant Bill.¹¹ At the national level, Caribbean countries have intensified efforts to counter transnational organized crime with the establishment of dedicated institutions and units such as the [Major Organised Crime & Anti-Corruption Agency](#) in Jamaica, the [Organized Crime and Intelligence Unit](#) in Trinidad and Tobago and the proposed [Serious Organized Crime Unit](#) in Barbados.

- 2.6 Notwithstanding the myriad efforts taken by law enforcement actors, the challenge of TOC persists and is becoming increasingly pervasive across regional territories and areas of economic activity, therein limiting the effectiveness of Caribbean state institutions to respond to the threat. The [Global Organized Crime Index](#) reports that the Caribbean region has a resilience score of 5.06, which is significantly lower than North America's score of 7.17. Fostering greater institutional capacity and regional cooperation to mitigate the impacts of TOC in the Caribbean are deterred by the following four factors:

2.6.1 **Lack of Data on State Response Effectiveness.** At a global level, efforts to assess the impact of UNTOC as a policy resource have been thwarted by the absence of reliable and globally comparative data on institutional processes and outcomes. A recent report by the Global Initiative on Transnational Organized Crime (GITOC) pointed to the lack of unified data and analysis systems, which hampers efforts to measure UNTOC's effectiveness and

criminalization measures, mutual legal assistance treaties (MLAT), and avenues for international cooperation

⁸ Key country partners such as the US Agency for International Development (USAID), US Bureau of International Narcotics and Law Enforcement Affairs (INL), the UK Foreign, Commonwealth & Development Office (FCDO) and Global Affairs Canada (GAC) have supported projects in Caribbean countries in the areas of criminal justice, public safety and crime prevention in collaboration with other international development partners like the IDB, Interpol, UNODC and the United Nations Development Program.

⁹ CARICOM IMPACS facilitates intelligence sharing, supports law enforcement, and provides training to help countries respond to crime and security challenges across 21 Caribbean countries including all of the IDB member states in the region.

¹⁰ The Regional Security System, while only representing eight of the CARICOM Member States, undertakes responsibilities beyond its membership as the lead implementing agency for financial investigations and asset recovery mechanisms in the Caribbean bloc. The institution advances standardized investigative and prosecutorial efforts to counter illicit financing in the regional space. Furthermore, the RSS through its Asset Recovery Unit sits as the secretariat for the Asset Recovery Interagency Network for all the Member States of the Caribbean Financial Action Task Force (CFATF).

¹¹ These initiatives, announced during CARICOM's Second Regional Symposium on Violence as a Public Health Issue in November 2024, aim to enhance regional security by facilitating intelligence sharing and harmonizing extradition processes across member states. The Gangs Database will serve as a critical tool for law enforcement by centralizing intelligence on known offenders, enabling more efficient and coordinated responses to transnational criminal activities. The CARICOM Arrest Warrant Bill aiming to standardize extradition processes across member states, underscores the commitment to ensuring there are no safe harbors for criminals within the region, emphasizing equality in the application of the law across jurisdictions.

monitor its application across countries.¹² Although a global review mechanism exists, it faces delays, funding shortfalls, and limited participation beyond state assessments, reducing transparency and external input. In this regard, the Caribbean is no different, as states in the region have varying levels of maturity in the criminal justice data architecture and there is no single consolidated repository that tracks key indicators on state performance in combating organized crime such as the use of bespoke legal instruments, arrest and interdiction rates, case processing times, conviction rates and rehabilitation outcomes.

2.6.2 Sub-optimal flow of regional intelligence. CARICOM IMPACS has established a Regional Intelligence Fusion Center (RIFC), which is responsible for coordinating intelligence sharing, supports regional responses to organized crime and other security threats by centralizing data and coordinating efforts. However, organizational assessments of the RIFC surface challenges such as resource constraints, lack of standardized procedures, and limited proactive data collection from member states. The lack of commonly accepted standards, whether informational, technical, or operational, that would facilitate collaboration and interoperability among regional actors, with existing standards not being consistently applied. Additionally, the absence of common tools, frameworks, and terminologies exacerbates the situation, as there is no unified taxonomy for data collection and management, nor is there a standardized classification schema, leading to misalignment in national-level data aggregation models and making intelligence fusion a costly and time-consuming endeavor. Additionally, the absence of common vetting standards for intelligence officers across the region, further creates the potential for distrust among security actors and deters intelligence sharing and support.

2.6.3 Low prosecution rates for organized crime. Thorough and sophisticated prosecutions are critical for disrupting the complex dynamics of TOC network. Although bespoke legislation such as Proceeds of Crime Acts and Anti-Gang legislation have been used in the region over the past two decades, most countries in the region do not retain such legislation in their legal arsenal.¹³ Moreover, few countries in the region have established and trained special prosecution teams capable of attacking the profitability of TOC, an innovation globally accepted as critical to the fight against organized crime.¹⁴ The urgent need for this capacity is underscored in the Needham's Point Declaration,¹⁵ which was adopted by a regional collective of Caribbean jurists under the auspice of the Caribbean Court of Justice and includes 39 key recommendations for reforming the criminal justice system in the region.

¹² [GITOC. Is the UNTOC Working? An Assessment of the Implementation and Impact of the Palermo Convention. 2024](#)

¹³ Please see [A Primer on Street Gangs in the Eastern and Southern Caribbean. 2024](#)

¹⁴ Please see [Specialized units and vertical prosecution approaches. 2021](#)

¹⁵ The declaration, which was discussed, deliberated and adopted by acclamation by the participants, denotes as its 17th recommendation that "That Special Prosecution Teams be established to improve the quality of prosecutions of certain offences, including complex crimes and that there be continued mentoring and development of all prosecutors".

- 2.6.4 **Lack of civil society engagement.** Acknowledging the importance of engaging civil society is key as communities play a critical role in both preventing TOC and supporting a culture of accountability.
- 2.7 This TC seeks to overcome these challenges by as it empowers the region to track their development and impact. By implementing advanced and standardized data practices, security stakeholders can better anticipate shifts in criminal activity, strengthen policy interventions, and allocate resources more efficiently to mitigate threats. Further establishing the regional intelligence hub will enhance the aggregation, fusion, and dissemination of intelligence among regional and international actors. Additionally, addressing legislative and technical gaps to better align investigative findings with prosecutorial strategies will ensure that cases are built comprehensively from the initial investigation through to conviction. Finally, improving strategic and resonant communication with civil society actor operational intelligence generation is vital for enhancing situational awareness and foresight across the region, ultimately enabling a more comprehensive response to a broader array of security challenges.
- 2.8 **Complementarity.** This TC will complement existing initiatives aiming at preventing serious violence in Caribbean countries. The IDB has a robust amalgamation of citizen security interventions across the Caribbean which complements well with this TC. Beginning in Jamaica, the IDB has been working in the Citizen Security and Justice sector across the Caribbean for almost two decades through progressive iterations of the Citizen Security and Justice Programme (CSJP) ([2272/OC-JA](#), [3191/OC-JA](#)) that focused on social prevention interventions and institutional strengthening of law enforcement agencies. More recently the IDB complemented the work done under the CSJP by improving the effectiveness of police to prevent, manage, and address crime through the Security Strengthening Project ([4400/OC-JA](#)). In The Bahamas, the IDB contributed to reducing crime and violence through the recently concluded Citizen Security Programme (CSP) ([3499/OC-BH](#)) that improved behaviors for non-violent conflict resolution in New Providence; increased employability and employment of the at-risk youth population in New Providence; strengthened institutional capabilities of justice services; and reduced the recidivism rate among persons within the prison system. Under the Public Sector Modernization Programme in Barbados ([4920/OC-BA](#)), the Bank has also developed institutional capacity within the Barbados Police Service through technical assistance in the development of its digital strategy. Additionally, this TC continues a line of support for advancing law enforcement reforms in the region for safeguarding natural resources and the environment including ongoing projects in Suriname such as the Support to State Asset Surveillance Management System ([ATN/OC-19767-SU](#)); and Support to the Policing of Environmental Crimes in Suriname ([ATN/OC-21291-SU](#)), which serve as efforts towards reducing illicit financial flows by improved environmental monitoring capabilities.
- 2.9 **Strategic Alignment.** This TC is also aligned with the IDB Group Institutional Strategy: Transforming for Scale and Impact (CA-631) and is aligned with the Strategic Objective "Addressing Climate Change" by improving the capacity of Caribbean states to collaborate in reducing illicit activities that harm the environment towards achieving more equitable and regulated use of natural resources in the region. This TC contributes with the operational focus on "Institutional Capacity, Rule of Law and Citizen Security", emphasizing improved policy and operation coordination among key stakeholders providing social, intervention, law enforcement and rehabilitative

services to vulnerable populations in multiple countries across the Caribbean. This TC is also consistent with Window 3 (Transitory Emerging Need for Sustainable Development in the Caribbean - W3B) of the Ordinary Capital Strategic Development Program (OC SDP) and is directly aligned with the principles established in the Sectoral Framework for Citizen Security and Justice (GN-2771-12). One of the pillars of the framework is the strengthening of the effectiveness of institutions in the justice and public security sectors. Thus, by further developing and implementing regional protocols and standards for intelligence sharing and specialized prosecution in the Caribbean, this TC building the technical competencies of security personnel to improve their delivery of citizen security and justice in the region, as promoted in GN-2771-12.

- 2.10 The TC is also aligned with the IDB ONE Caribbean Initiative (Partnering for Caribbean Development Framework) (GN-3201-5) and contributes directly to its outcome indicator of strengthening citizen security and justice agencies through reforms that enable the implementation of evidence-based solutions. It will achieve this by collaborating with regional security actors to enhance institutional capacity and standardize practices across the Caribbean. This TC will also promote safer communities which is a strategic objective under the Citizen Security pillar (ONE Safe Caribbean) of the ONE Caribbean initiative. Over five years, the broader ONE Safe Caribbean program will address youth vulnerability to crime, gender-based violence, evidence-building for data-driven initiatives, and responses to organized crime. This integrated framework disrupts criminal networks while tackling root causes of insecurity. Aligned with the IDB's Regional Alliance for Security, Justice, and Development (RG-T4630), ONE Safe Caribbean will act as the sub-regional mechanism to channel the Alliance's work and tailor resources and strategies to the Caribbean's challenges.
- 2.11 At the country level, this TC supports the IDB Group Country Strategy with Jamaica 2022-2026 (GN-3138), where crime prevention is recognized as a cross-cutting theme. In The Bahamas, the TC aligns with the 2024-2028 Country Strategy (GN-3198-1), which prioritizes human development and citizen security as a key strategic focus. Similarly, the TC complements the 2023-2026 Strategy with Guyana (GN-3187) and with Belize's Country Strategy 2022-2025 (GN-3086), which emphasizes human capital development, with migration and citizen security as focal areas for dialogue. In Suriname, the 2021-2025 Country Strategy (GN-3065) highlights citizen security and justice as a critical area for engagement. While Citizen Security and Justice are not explicitly included as priority areas in the IDB Group Country Strategies for Barbados 2019-2023 (GN-2953-1)¹⁶ and Trinidad and Tobago 2021-2025 (GN-3071), both governments have been actively addressing organized crime, which has seen a marked increase over the past decade.

III. Description of activities/components and budget

- 3.1 **Component 1. Improve data generation mechanisms on transnational organized crime (US\$218,000).** Under this component, the TC will finance the implementation of data generation activities through consultancies to conduct: (i) conduct a regional data collection exercise on public perceptions of and experiences with organized crime in the Caribbean; (ii) conduct a diagnostic assessment of measurement regimes for criminal justice reforms in the Caribbean towards monitoring improvements in criminal

¹⁶ Extended until May 31st, 2025 (GN-2953-3).

justice processes and outcomes at the regional level, with an emphasis on serious and organized crime; and (iii) design and implement a digital dashboard to monitor and evaluate regional criminal justice outcomes related to serious and organized crime.

- 3.2 **Component 2. Strengthen the regional intelligence-sharing and analysis architecture (US\$560,000).** This component will facilitate financial and technical support geared towards enhancing the capabilities of the regional intelligence-sharing architecture, via: (i) the recruitment of a regional intelligence architect to design and implement the architecture of data systems and business intelligence solutions that support the data analysis and reporting needs of the regional security apparatus;¹⁷ (ii) the recruitment of a regional environmental crimes analyst to establish and monitor emerging trends of organized crime activity in this domain; and (iii) developing a standardized regional vetting policies and standards for law enforcement to share intelligence to improve investigative outcomes related to transnational organized crime.
- 3.3 **Component 3. Develop specialized investigative and prosecutorial capabilities to combat transnational organized crime (US\$200,000).** This component will include activities geared towards improving investigative and prosecutorial outcomes through: (i) the provision of legislative drafting support and training on asset forfeiture, proceeds of crime, plea bargaining, protections for witnesses and whistleblowers; and other pieces of legislation known to address organized crime; (ii) the delivery of digital learning activities, peer training, and mentorship to facilitate regional learning and collaboration in the investigation and prosecution of virtual assets and state asset recovery; and (iii) the development of a secure online portal on the website of a duly mandated regional security agency to facilitate the dissemination of financial investigation and prosecution training resources to appropriate audiences.¹⁸
- 3.4 **Component 4. Bolster civil society engagement against transnational organized crime (US\$72,000).** This component will facilitate the production of knowledge products to inform, educate, and engage the public, as well as key stakeholders, in discussions around organized crime. This component will utilize a series of podcasts aimed at fostering deeper community engagement and stimulating critical discourse to create a more informed and empowered public to support state interventions against organized crime.
- 3.5 **Project Administration (US\$60,000).** This component will finance a consultant to perform administrative support, to organize meetings, convene dialogues, draft technical documents and monitor consulting contracts as well as provide logistical support for regional capacity building activities planned under this project. This component will also cover the consultant's related travel expenses, as needed.
- 3.6 **Expected Results.** The expected outcomes of this TC are to enhance the region's ability to address transnational organized crime, through the provision of robust data

¹⁷ All data collected through the online portal will be solely administrative in nature and also de-identified to ensure privacy and processed in alignment with the IDB Group Personal Data Privacy Policy (GN-3030-1) and its Guidelines. The data collection will adhere to principles such as data minimization, ensuring only necessary information is collected, and security, employing technical safeguards to prevent unauthorized access or loss of data. Furthermore, the purpose limitation principle will be observed, restricting data use strictly to objectives outlined in this TC.

¹⁸ The Regional Security System has committed to institutionalizing the digital dashboard and ensuring that its operational costs are incorporated into its recurring budget, thereby supporting its long-term sustainability.

collection mechanisms for monitoring TOC trends and outcomes; stronger regional intelligence sharing and analysis capacity as demonstrated by adherence to commonly accepted standards; improved efficiency in investigative and prosecutorial activities regarding TOC; and increased civil society engagement throughout the region to support efforts to address TOC. The primary beneficiaries are approximately 160 national and regional authorities with responsibility for investigating and prosecuting financial crimes and the regulation of the financial services sector. These authorities involve investigative and prosecutorial officers from national police agencies, financial intelligence units, the Directors of Public Prosecution, and Offices of the Attorneys-General.

- 3.7 **Budget.** The total amount for this TC is US\$1,110,000 (non-reimbursable), which is to be financed from Window 3 (Transitory Emerging Need for Sustainable Development in the Caribbean - W3B) of the Ordinary Capital Strategic Development Program (OC SDP).

Indicative Budget

Activity/Component	Description	IDB/Fund Funding	Total Funding
Component 1. Improve data generation mechanisms on transnational organized crime	1.1 Regional data collection exercise on public perceptions of and experiences with organized crime in the Caribbean	US\$60,000.00	US\$60,000.00
	1.2 Diagnostic assessment of measurement regimes for criminal justice reforms in the Caribbean	US\$48,000.00	US\$48,000.00
	1.3 Design and implement a digital dashboard to monitor and evaluate regional criminal justice outcomes related to serious and organized crime	US\$110,000.00	US\$110,000.00
Component 2: Strengthen the regional intelligence-sharing and analysis architecture	2.1 Engagement of Regional Intelligence Architect	US\$180,000.00	US\$180,000.00
	2.2 Engagement of Regional Environmental Crime Analyst	US\$130,000.00	US\$130,000.00
	2.3 Development of vetting policies and standards for regional intelligence sharing	US\$250,000.00	US\$250,000.00
Component 3. Develop Specialized Investigative and Prosecutorial Capabilities	3.1 Delivery of training on model legislation, policy and procedures for financial investigations and asset recovery (FIAR)	US\$90,000.00	US\$90,000.00
	3.2 Design and implement framework for Joint Investigative Teams for financial investigations and asset recovery (FIAR)	US\$90,000.00	US\$90,000.00
	3.3 Development of ARIN-CARIB portal on the RSS Web Platform	US\$20,000.00	US\$20,000.00
Component 4. Bolster Civil Society engagement to	4.1 Delivery of Podcast series on responses to organized crime in the Caribbean	US\$72,000.00	US\$72,000.00

Activity/Component	Description	IDB/Fund Funding	Total Funding
enhance public awareness on TOC			
Project Administration	5.1 Administrative Support for One Safe Caribbean Initiatives	US\$60,000.00	US\$60,000.00
Total		US\$1,110,000	US\$1,110,000

IV. Executing agency and execution structure

- 4.1 As requested by the beneficiary governments, the Executing Agency will be the Inter-American Development Bank (IDB) through the Innovation in Citizen Services Division (IFD/ICS), in accordance with the guidelines and requirements established in the Technical Cooperation Policy (GN-2470-2) and the Annex II of OP-619-4. Within said Annex, the specific justification for the Bank to serve as Executing Agency derives from the project's circumstance as a Regional Technical Cooperation (Section C, 2.2 iv), wherein no regional entity currently exists with the legal mandate to provide capacity-building support across multiple regional security institutions such as IMPACS and RSS as well as national governments, whereas IFD/ICS is well equipped to ensure the coordination needed and retains recent experience in executing initiatives to strengthen the capacity of technical counterparts to address the threat of organized crime in the region.
- 4.2 The project team is led by Jason Wilks (IFD/ICS), Senior Public Management Sector Specialist with responsibility for IFD/ICS projects in Trinidad and Tobago, who will supervise the overall TC components. A Steering Committee, comprising representatives from the IDB; CARICOM IMPACS; RSS; CAL; development partners and beneficiary government agencies will be established with responsibility for the planning and technical review of consultations, diagnostic exercises and pilots supporting regional security cooperation to thwart organized criminal activities. Operational support will be provided by colleagues from the CCB/CTT Country Office as well as colleagues from the respective country offices.
- 4.3 The monitoring and supervision activities of this project will be the responsibility of the project team leader, who will implement, due to the nature of the proposed activities and objectives, a monitoring scheme for the execution of the TC, in accordance with the methodology for monitoring TCs under execution established in the document The Technical Cooperation Monitoring and Reporting System (OP-1385-4).
- 4.4 **Procurement.** The activities to be executed under this operation will be included in the Procurement Plan and carried out in accordance with the Bank's established procurement methods, namely: (a) Hiring of individual consultants, as established in the regulations AM-650 of the "Complementary Workforce" Administrative Manual for individual consultants; and (ii) hiring of consulting firms for services of an intellectual nature and contracting of services logistics and other services other than consulting, according to the IDB's Institutional Procurement Policy (GN-2303-33) and its associated guides.
- 4.5 In line with the Bank's policy (GN-2303-33), two direct contracts are foreseen under this TC. First, Vanderbilt University - Latin American Public Opinion Project (LAPOP) will be contracted to conduct a regional data collection exercise on public perceptions of and experiences with organized crime in the Caribbean. This direct contracting is justified by paragraph 3.4-(ii)-(d) as only LAPOP is qualified or has experience of

exceptional value to perform this work and possesses a clear advantage over the competition, given its extensive accumulated experience in the development of public opinion surveys with regional coverage in Latin America,¹⁹ as well as its ability to implement a specific module on crime and violence by leveraging a survey already planned for 2025. Second, CARICOM IMPACS will be contracted to carry out the activities related to the development of vetting policies and standards for regional intelligence sharing. Direct recruitment is justified by paragraph 3.4-(ii)-(d), as IMPACS is the only regional public body with a mandate to identify, analyze and recommend a way forward in dealing with the fundamental causes of Crime and Security threats in the Caribbean. IMPACS is also the leading law enforcement agency in the Caribbean with the specific expertise and structure to facilitate intelligence fusion, therefore demonstrating experience of exceptional value for the work.

- 4.6 **Intellectual Property Rights Arrangements.** All knowledge products derived from this Technical Cooperation including any platforms, tools, or materials developed, will be the intellectual property of the Bank. The Bank will maintain ownership of all outputs to ensure consistency and alignment with our funding objectives.

V. Major issues

- 5.1 The main risks to be considered are: (i) the closed nature of police culture, which may jeopardize attempts to facilitate a steady, bi-directional flow of intelligence at the national and regional levels; and (ii) limited institutional resources for the sharing of administrative data and intelligence for the onward production of case management decision-making and intelligence products, respectively. These risks are contemplated in the design of the project via mitigation strategies such as the facilitation of regional training experiences to build communities of practice and promote trust levels and the establishment of cooperation protocols to reduce inclination to withhold information. In the case of limited institutional capacity, the project will prioritize the use of open source- and low-cost technological solutions, whenever appropriate and secure, to facilitate regional coordination. In addition, institutional strengthening, through the Bank's support with other complementary instruments, such as loans and dialogue networks mentioned above (¶2.8), allows effort under this TC to be further absorbed and consolidated. In this way, the Bank helps to ensure that training and cooperation protocols are absorbed and applied effectively, thus overcoming the limitations arising from low institutional capacities.

VI. Exceptions to Bank policy

- 6.1 This operation does not foresee any exceptions to Bank policy.

VII. Environmental and Social Aspects

- 7.1 This Technical Cooperation is not intended to finance pre-feasibility or feasibility studies of specific investment projects or environmental and social studies associated with them; therefore, this TC does not have applicable requirements of the Bank's Environmental and Social Policy Framework (ESPF).

¹⁹ Vanderbilt University has established the necessary protocols for engaging the array of distinct national mechanisms operating within the Caribbean that are used for reviewing and approving public survey data collection on matters related to citizen security. This nuanced framework ensures consistent and high-quality data as well as analysis, which is unlikely to be matched in quality and efficiency by possible competitors in the market.

Required Annexes:

[Request from the Client_15046.pdf](#)

[Results Matrix_2319.pdf](#)

[Terms of Reference_27542.pdf](#)

[Procurement Plan_6418.pdf](#)