

# FINAL REPORT

Evaluation of the Citizen Security Programme – Trinidad and Tobago 2008-2014

ANEVER LTD.



*Illuminating the value of your work*

June 30, 2015

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## ACRONYMS

|        |  |
|--------|--|
| CAC    | Community Action Council                         |
| CAO    | Community Action Officer                         |
| CAPA   | Crime and Problem Analysis Unit                  |
| CBSI   | Community Based Social Interventions             |
| CPP    | Community Peace Promoters                        |
| CSP    | Citizens Security Programme                      |
| CSWG   | Civil Society Working Group                      |
| DV     | Domestic Violence                                |
| EPOS   | East Port-of-Spain                               |
| GORTT  | Government of Trinidad and Tobago                |
| HUJ    | Hebrew University of Jerusalem                   |
| IATF   | Inter-Agency Task Force                          |
| ICON   | Inspiring Confidence in Our Neighbourhood        |
| IDB    | Inter-American Development Bank                  |
| IT     | Information Technology                           |
| MCD    | Ministry of Community Development                |
| MOE    | Ministry of Education                            |
| MGY&CD | Ministry of Gender, Youth and Child Development  |
| MOH    | Ministry of Health                               |
| MOS    | Ministry of Sport                                |
| MNS    | Ministry of National Security                    |
| MPSD   | Ministry of the People and Social Development    |
| MPSD   | Ministry of Planning and Sustainable Development |
| M&E    | Monitoring and Evaluation                        |
| PIU    | Project Implementation Unit                      |
| POI    | Programme Outcome Indicators                     |
| PYC    | Police Youth Club                                |
| RIP    | Rapid Impact Projects                            |
| SC     | Steering Committee                               |
| TOR    | Terms of Reference                               |
| TTPS   | Trinidad and Tobago Police Service               |
| UC     | University of Cambridge                          |
| UM     | University of Maryland                           |
| USD    | United States Dollars                            |
| VWSU   | Victim and Witness Support Unit                  |

## Executive Summary

This document reports the findings and analysis of the evaluation of the Citizen Security Programme (CSP) for the period 2008-2014, undertaken between October 2014 and June 2015 by ANEVER Ltd. of Trinidad and Tobago.

### The Citizen Security Programme

The Terms of Reference for this evaluation described the Citizen Security Programme (CSP) as an initiative of the Ministry of National Security, partially financed (70%) through a loan facility by the Inter-American Development Bank (IDB) with 30% coming from the Government of Trinidad and Tobago (GORTT). The overall objective goal of the programme is to contribute to the reduction of crime and violence in selected high needs communities throughout Trinidad and Tobago, through the financing of preventive interventions addressing the most proximal and modifiable risk factors for crime and violence. The programme is delivered through three (3) major components **Community Action**, (ii) **Support to the Trinidad and Tobago Police Service (TTPS)**; and (iii) **Institutional Strengthening of the Ministry of National Security**.

The specific objectives of the programme are:

- Reduction in the levels of homicides, robberies and wounding in partner communities;
- Increase in the perception of safety in partner communities;
- Reduction in injuries related to firearms, child maltreatment, domestic violence and youth violence; and
- Increase in collective efficacy to prevent violence in partner communities

### TOR Tasks

In the TOR, specific tasks were identified for completion as well as specific documents were identified for review.

1. Examination of programme documents
2. Extract and collate official crime data for the period 2008 – 2014
3. Review supporting data submitted by CSP partner agencies delivering services in communities
4. Primary data collection and collation
5. Analysis of quantitative and qualitative data
6. Preparation of a comprehensive report addressing the evaluation questions

### Evaluation Approach

ANEVER Ltd. employed a mixed-methods data collection strategy for this evaluation and the team collected data from multiple sources. To gain increased insight and enhance the quality of information gathered, we asked the same questions in different ways to the different

categories of stakeholders. This deeper <sup>1</sup>understanding could not be gleaned from employing a purely quantitative or qualitative design. The strength of using a mixed-methods approach lies in the use of triangulation of data from multiple sources. This triangulation, enhances the validity of the findings by providing stronger evidence for a conclusion through the <sup>2</sup>convergence and corroboration of those findings. Our approach was impacted by the timeframe for data collection and the availability and access to stakeholders. At the time of writing of this report feedback has not yet been provided to the communities to assist with the validation of the findings at the community level. Data collection included, document review, individual and group interviews, online and face-to-face surveys and questionnaires.

### **Evaluation questions and General Findings**

The TOR identified the overall purpose of the consultancy as the examination of the operations and outcomes achieved by the Citizen Security Programme to date and to make recommendations for improvement. The specific questions to be answered by this consultancy were:

- **The extent to which the programme received the necessary resources as planned;**

A review of each of the (3) modalities used to assess the total funding requirements of the CSP up to, including and post April, 2014 suggests that initiatives planned for the period Oct,2014 to April, 2016( including ongoing projects) are adequately supported and covered by the value of loan funds still to be drawn.

- **The extent to which interventions were implemented as planned;**

The evaluation used the data the categories of completion rate, time for implementation, resources, beneficiaries and alignment to the delivery framework to conclude that generally the CSP was implemented as intended. However institutional constraints within the MNS negatively impacted the efficiency of the implementation. There were adequate resources in the PIUs. The actual beneficiaries were the intended beneficiaries. The evaluation team did not have evidence of possible double counting of persons who may have benefitted from more than one project or programme. The evaluation team concluded that for the most part the CSP-funded projects were aligned to the proposed framework for its service delivery. The evaluation team agrees with the concern of the respondents that the short implementation period for projects and programmes without follow-up activities will not result in sustained gains in the high-needs communities.

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<sup>1</sup> Creswell, J. W. (2009). Mapping the field of mixed methods research. *Journal of Mixed Methods Research*, 3, 95–108.

<sup>2</sup> Greene, J. C., Caracelli, V. J., & Graham, W. F. (1989). Toward a conceptual framework for mixed-method evaluation design. *Educational Evaluation and Policy Analysis*, 11, 255–274, and Tashakkori, A., & Teddlie, C. (2003). *Mixed methodology: Combining qualitative and quantitative approaches*. Thousand Oaks, CA: Sage .

- **The extent to which the programme is cost effective;**

The evaluation team employed the same ***Project Benefit*** categories identified in the CBA Report of 2009, which effectively constitute cost savings projected or incurred in the various cost categories, as a result of actual reduction in murders, woundings and shootings, robberies. The cost categories considered were:

- (1) Annual Police Cost saved
- (2) Annual Judicial & Legal cost saved
- (3) Annual Prison cost saved
- (4) Total Annual Property & Vehicle loss prevented
- (5) Total Annual Value of Life saved
- (6) Total Annual Burial cost saved
- (7) Total Annual Productivity saved
- (8) Total Annual Health cost saved

The cost categories in items 1, 2, 3, 4, 6 & 7 above were adjusted to reflect actual crime reduction achieved in the period 2008 – 2014. Based on the cashflows derived and amended to reflect actual crime reduction statistics for the period 2008 – 2014, and the cost savings as quantified using the above framework of cost categories and assumptions, the CSP project appears to have generated a positive return on the investment over the period which spanned the remit of this evaluation exercise.

- **If the administrative structure of the programme is appropriate and efficient;**

Our findings indicated that a large number of projects had been introduced, however, the work of the PIU was severely hampered by the bureaucratic processes within the Ministry of National Security. On the question of whether the current organizational structure is fit for purpose, the answer is somewhat complex. The PIU has worked hard in getting the right structure, processes and people (doing the supposedly right things) in place to manage the programme. This is commendable, however many of the developments in this sphere seem to have made meagre impact on shifting the pace of how things are done in the CSP, and the sense that the CSP can do much more and achieve greater success if it can just do things right. It is only in recent times that evidence of the PIU offering leadership, being strategic and modeling new ways of working (doing things right) have emerged to challenge bureaucratic practices in novel ways, question the normative use of M&E and sought to surface lessons learned and best practice from its experiences to steer the initiative. CSP success needs to be communicated and appreciated at local, national and international levels.



However, ostensibly what still persists is an administrative structure that is transactional rather than transformational, with a logic framework, operational manual, M&E system and specialist people in positions. What is still needed is coherence and alignment to the CSP's vision, and an initiative truly informed by CSP's lived experiences, lessons learned, best practice and what works for success in citizen security and community safety in Trinidad and Tobago. This will require actions and development solutions at multiple levels, and will include the revisioning of the Steering Committee, a restructuring and development of the Senior Management Team to be more strategically focused, the introduction of a relevant performance management framework for CAOs and the employment of effective capacity building and staff development processes for staff at all levels. This is the evaluation team's recommendation in wanting to see the continuance of the CSP into future building communities to deliver on its sustainability objectives.

- **The effectiveness of the interventions implemented in terms of immediate outputs;**

The CSP Logic Model presents an ambitious framework to increase public safety through strengthening the current infrastructure, implementing crime reduction strategies focused on known risk factors and offering support to those in crime prevention. Interventions as well as victims of crime. Moreover, the logic model supports a theory of change that emphasizes community engagement and a focus on socioeconomic risk and protective factors for community safety.

Community reports and interviews support that the activities and outputs of the logic model were achieved to varying degrees in the communities. However, the interviews with the community members suggest that although official crime statistics indicate a reduction of crimes in general as well as the prioritized categories, the official statistics do not reflect the crime reality the residents live as many crimes still go unreported for a variety of reasons. Activities related to the risk and protective factors within the communities that focus on education, employment and human services varied greatly between the 22 communities. Attitude and behavior change were the main observations regarding the effectiveness of the CSP interventions.

- **The extent to which communities have increased capacity to prevent or treat with crime and violence as a result of project interventions;**

The evaluation results showed that the CSP intervention empowered the CAC members in the areas of community building and responding to crime. Their community building skills include: getting people involved in community efforts, listening and communicating with others in the community; building relationships with people; developing solutions to community problems, and developing and implementing action plans to address problems, and identifying resources

inside and outside of the community. The crime response skills include, identifying problem neighbourhood behaviours, resolving conflicts, identifying crime and violence issues, developing solutions to crime and violence issues.

- **The extent to which MNS Agencies have increased capacity to prevent or treat with crime and violence as a result of project interventions;**

Interview participants of the stakeholder agencies reported they were very satisfied with the assistance offered by CSP in infrastructure support and capacity building. The stakeholders offered evidence of the increased capacity to the evaluation team during the site visits.

- **The extent to which TTPS Agencies have increased capacity to prevent or treat with crime and violence as a result of project interventions;**

It is evident from interviews with representatives of the police service that the CSP has supported the strengthening of the public safety infrastructure and police officer training to achieve the outputs and intermediate outcomes presented in the Logic Model. Supports are in place for both police officers (and policing staff) and victims of crimes to address stressors and trauma linked to building resilience and improving police-community relations. These support systems are intended to address response times, police presence in the community and relationships with community members to support crime reduction and higher levels of safety within the communities.

- **Whether there is a reduction in crime and violence in partner communities;**

Rates for Murder, Wounding & Shooting and Sexual Offences for the CSP communities in comparison to the national rates appeared to decrease substantially between 2008 and 2013. Although both at the national and CSP levels the rates for the specific offence categories declined, the CSP communities experienced a higher rate of decline than the TT national level experienced. On the other hand, even though robberies declined in the CSP areas over the period 08-13, the CSP communities did not experience as large a decline as the nation experienced

- **Whether residents perceive their community to be safer;**

The dominant perception among persons in the communities is that they are generally safer. When compared with the results of the Victimization and Crime Survey of 2008, the results showed lower levels for fear about being attacked during the day or night or when shopping. Some fears did not surface as being a community concern when compared with the result of 2008.

- **If established guidelines were adhered to with respect to accountability, financial reporting and audits;**

In terms of the Procurement Processes applied during the financial year ended Sept 30, 2014, the CSP used (7) different procurement methods for a total of (37) transactions and these were performed in accordance with the applicable standards and represented valid and eligible expenses of the Programme.

- **Lessons learnt to date and strategies recommended to maximize positive programme outcomes.**

### **Formalization and Clarification**

1. Role of the CAO: There is much evidence to show that the emergent practices of the CAOs in communities have been impactful. The recommendation is the formalization of CSP's exit strategy from communities, and includes capacity building for CAOs to coach rather than actively participate in the CACs' operations.
2. Utilizing Lessons learned: Khan 2011 suggested that "The CSP may need to focus on improved documentation of programme related successes to ensure that 'evidence' is readily available to assess the impact of the CSP interventions." The evaluation team agrees and also considers that previous lessons learned have been utilised in adhoc, rather than purposeful and planned ways. Thus we recommend the formalized capture and dissemination of the successes and lessons learned during implementation at the community level, organizational level and partnership level and from the external environment. This recommendation implies that the CSP look without and within. The results of this strategy can provide evidence for the importance of the CSP to the national community. This evidence may also be used to garner support for the continued existence and need for the CSP in the areas of community building and crime and violence reduction.

### **Partner roles and expectations**

3. Conditions for collaboration: Sagewan-Alli (2009) wrote, "CSP might want to consider improving its system of institutional awareness and partnering so that key stakeholders are more sensitive to both the CSP itself and the need for corporation." Medrano 2011 recommended that "Collaboration and agreements must be developed that lead to Memorandums of Understanding (MoU) with the Ministries that form part of the Steering Committee." The evaluation team agrees with the two previous recommendations, and suggests that even at this stage of CSP's operations, the expectations for partnerships (roles, responsibilities, commitment) must be clearly defined.
4. TTPS: The evaluation team recognized that the crime surveillance system is designed to capture data about the location of crimes but not about the locations from which the

perpetrators have come. The team recommends that this additional location data should be captured to inform the policing strategy in the high-needs communities.

5. TTPS and MNS: Assist these organisations to promote and facilitate the use of the support psycho-social services among their staff because the evaluation team discovered the demonstration of the effects of secondary trauma by frontline as well as non-frontline workers.

### **Strategic planning and value propositions**

6. Provide for follow-up: All capacity building and developmental activities, should include provisions for follow-up coaching. In this wind down period, commit some funds to follow-up on selected capacity building activities, which were implemented during the period under review, to sustain some of the gains achieved in the communities.
7. Improve the visibility of the CSP
  - Khan (2011) suggested “The Minister of National Security should engage Ministerial Colleagues to ensure the cooperation and collaboration of institutional partners across the public service.” The evaluation team understood this comment as one approach to advocate for the utilization of the CSP and the potential for mutual benefits for partnering. At this stage of CSP’s operations, the Programme is still not known within some areas of the MSN and across the Ministries. Thus the recommendation is to embark on a major public education campaign where the CSP makes known its projects and takes credit for the successes in the three components of its execution.
  - Employ a Consultant with skills including but not limited to organizational development, organisational profiling and communication, to support the Programme Co-ordinator to package and promote the CSP across the Ministries and for potential future funders.
  - It was evident from the meetings with community members that many positive events and programs were supported by CSP. Likewise, the community representatives were grateful for CSPs support and demonstrated high levels of community pride. However, the label of “hot spot” seemed to cloud the many positive accomplishments in those communities. Moreover, it appears that the positive community happenings do not make the news so the communities continue to be viewed in a negative light. It is critical that the positive efforts in the communities receive media spotlight to recognize the progress being made and to lift up the community profiles.
  - Increased visibility and recognition of CSP is needed to link the community efforts with the project. Although those CAC members were aware of CSP, many times community members did not link the ongoing community improvement efforts with CSP. It is important to link the program components with the CSP so community members are more aware of the funding source.

## **8. Financial:**

- The CSP should not be administered as an appendage of the MNS wholly dependent on the current infrastructure, human, financial and administrative configuration of the Ministry which do not ideally sustain the deliverables of the Program. If the Program is to be given an extended life it must be operationalized as an independently resourced intervention in the context of a broader socio-economic dynamic rather than as an initiative that is a special project of the MNS. If it remains housed within the MNS, clearly articulated policies and procedures, and dedicated staff, paid by the CSP, would facilitate the prioritization of timely payments for CSP-funded activities.
- If the CSP is to continue beyond 2016, pursue the Khan 2011 recommendation, which suggested the re-configuration of the CSP as an IDB Certified Implementation Agency.

## **9. Sustainability**

- Working on sustainability early on in the grant making cycle is critical to ensure the communities have the capacity to continue with those program components that are working. In several communities the community members did not know what they would do once CSP funding ended. Although most community members were hopeful that they would continue to work together to improve community conditions, they were not sure how their work would be funded or supported from external sources.

## INTRODUCTION

This document reports the findings and analysis of the evaluation of the Citizen Security Programme (CSP) for the period 2008-2014, undertaken between October 2014 and June 2015 by ANEVER Ltd. of Trinidad and Tobago. The contract for this consultancy was signed by the Directors on September 9<sup>th</sup> 2014, and duly executed on September 25<sup>th</sup> 2014.

### 1.1 The Citizen Security Programme

The Terms of Reference for this evaluation described the Citizen Security Programme (CSP) as an initiative of the Ministry of National Security, partially financed (70%) through a loan facility by the Inter-American Development Bank (IDB) with 30% coming from the Government of Trinidad and Tobago (GORTT). The overall objective goal of the programme is to contribute to the reduction of crime and violence in 22 'high needs' communities throughout Trinidad and Tobago, through the financing of preventive interventions addressing the most proximal and modifiable risk factors for crime and violence. These communities are listed in Table 1. In 2014, the programme was expanded to include new east Port-of-Spain communities, however only the original 22 were considered in this evaluation.

**Table 1 – CSP High needs communities considered for the evaluation**

| Trinidad  |  |
|---|--|
| <ul style="list-style-type: none"><li>• Beetham Gardens</li><li>• Cocorite</li><li>• Covigne</li><li>• Dibe/ Bellevue/ Dundonald Hill</li><li>• Embacadere</li><li>• Enterprise</li><li>• Farm Road</li><li>• Glen Road/ Darrell Spring</li><li>• Gonzales</li><li>• La Romaine</li></ul> | <ul style="list-style-type: none"><li>• Mon Repos</li><li>• Mt. D'or</li><li>• Never Dirty</li><li>• Northeast Settlement</li><li>• Patna/ River Estate</li><li>• Pinto</li><li>• Quash Trace</li><li>• Samaroo Village/ Mootoo Lands</li><li>• Sogren Trace</li><li>• St. Barbs</li></ul> |
| Tobago  |  |
| <ul style="list-style-type: none"><li>• Bethel</li><li>• Bon Accord</li><li>• Darrell Spring/ Glen Road</li></ul>   |  |

The programme is delivered through three (3) major components:

(i) **Community Action** which finances technical assistance to assist in the development, implementation, monitoring and evaluation of preventive interventions—including strategies for engaging the community—to address priority crime and violence prevention issues identified through local assessments - as well as the strengthening of community centers to carry these activities;

(ii) **Support to the Trinidad and Tobago Police Service (TTPS)** which finances the rehabilitation of police stations, IT training and computer equipment, victim services training for the Victim Support Unit; and the provision of psycho-social skills and support services to police officers to reduce work related stress and improve police/citizen interactions and relations; and

(iii) **Institutional Strengthening of the Ministry of National Security** which finances technical assistance to develop an integrated crime and violence information system (Crime Observatory); applied training in statistical analysis and problem identification; and periodic national victimization and attitudes surveys.

The specific objectives of the programme are:

- Reduction in the levels of homicides, robberies and wounding in partner communities;
- Increase in the perception of safety in partner communities;
- Reduction in injuries related to firearms, child maltreatment, domestic violence and youth violence; and
- Increase in collective efficacy to prevent violence in partner communities

Regarding the implementation of the CSP, the TOR stated that after five years (2008-2012) of implementation, the total expenditure of 9.2M USD was 26% of the total budget. Thus when this TOR was advertised in September 2013, the programme was past due for a formal assessment of its processes and results to date. This assessment was especially critical for the CSP, as the reduction of crime and violence remained a national priority and decisions to allocate funding and strategies to improve results had to be based on evidence.

The TOR also stated that the initial Loan period was from April 2008 to April 2014, but a recent two-year extension had been agreed to by the Cabinet of Trinidad and Tobago. Thus at the time of writing of this report, the proposed end date for the CSP is April 2016.

## **1.2 Administrative Structure**

### **Programme Implementation Unit** (Operations Manual, p 5)

A Programme Implementation Unit (PIU) has been established within the Ministry of National Security to ensure that the components of the programme are implemented in an efficient manner. Technical oversight and component coordination is provided by PIU specialists as follows:

- Overall supervision of the programme is provided by the Programme Coordinator.
- The Community Action component is supervised by the Community & Youth Specialist. This component is administered by Community Action Officers (CAOs).
- Support for the Trinidad & Tobago Police Service (TTPS) component is supervised by the TTPS representative on the Steering Committee in collaboration with the Project Manager Consultant.
- The Institutional Strengthening of the Ministry of National Security component is supervised by the Monitoring & Evaluation Specialist.

### **Steering Committee** (Operations Manual p. 5)

A non-executive Project Steering Committee has been established to monitor and oversee the Citizen Security Programme. This committee is responsible for monitoring progress against the agreed-upon targets and benchmarks (based on technical information supplied by the Project Implementation Unit), resolving special issues arising therefrom, and assessing the continued viability and feasibility of the project in the context of any changes in the wider social and economic environment of the country. The Committee will also be responsible for facilitating inter-institutional co-ordination and for channeling policy and organizational issues requiring Government decisions or international involvement. The Committee meets monthly and receives regular reports on project progress and status. Its secretariat functions are performed by the Project Coordinator and include:

- Preparation and co-ordination of reports and information for the Committee meetings.
- Advice in overseeing fulfillment of the project objectives identifying issues that require intervention.

The Committee is chaired by the Permanent Secretary, Ministry of National Security or authorized representative, and comprises the following agencies:

- Ministry of National Security:
  - Permanent Secretary of the Ministry of National Security (Chair)
  - Programme Coordinator, CSP (ex-officio)
- Citizen Security Programme
  - Project Manager, CSP (ex-officio), Coordinator- Tobago Operations, CSP (ex-officio)



- Ministry of Gender, Youth and Child Development
- Ministry of Education
- Ministry of the People and Social Development
- Ministry of Health
- Ministry of Community Development
- Ministry of Planning and Sustainable Development
- Ministry of Sport
- Trinidad and Tobago Police Service
- Tobago House of Assembly
- Media Association of Trinidad and Tobago
- Civil Society Representative
- Inter-American Development Bank (ex-officio)

### **Civil Society**

The CSP sought to “interface with as large a cross section of our civil society as possible without creating an overburdened process” (operations Manual p. 6). Thus, to satisfy this desire, the CSP is supported by a Civil Society Working Group (CSWG) which meets monthly. The CSWG replaced the Civil Society Forum, described in the Operations Manual (p. 6). The Forum was intended to:

“provide a mechanism through which information and ideas regarding the CSP can be disseminated and discussed with a broader base of our society in an effort to build social cohesion and a common understanding of the challenges facing the nation while developing relevant intervention and prevention strategies that would mitigate against crime and violence.”

The evaluation team learned that the CSWG undertook the mandate intended for the Civil Society Forum.

### **Execution of Components**

While the Programme Co-ordinator has the overall responsibility for the programme, the programme itself is housed in the Ministry Of National Security which has oversight for other programmes and departments. The CSP has no authority in the other Ministries which also provide community services, thus the CSP is dependent on external departments and relationships for the execution of its components. Within the MNS the CSP is dependent on the PS, Procurement, Projects Unit, Legal Department, Research, Information Technology and General Administration, and the TTPS. The responsibilities of the MNS, TTPS and Partner Ministries in facilitating the execution of the CSP’s mandate are illustrated in Appendix 1. The component execution process is shown in Figure 1.

### Community Action Officers (Operations Manual, p. 14)

A Community Action Officer is assigned to each of the Police Station Districts within which the programme operates. Generally, each CAO is responsible for two (2) communities, except for where the population exceeds 10,000. In this instance, a CAO may be assigned to 1 community. CAOs direct and facilitate project preparation activities related to the Community Action component in their respective communities. They are directly responsible to the Community & Youth Specialist (See Annex 3 for more information) and work closely with Community Action Councils to identify and make recommendations to address a range of crime and violence problems.

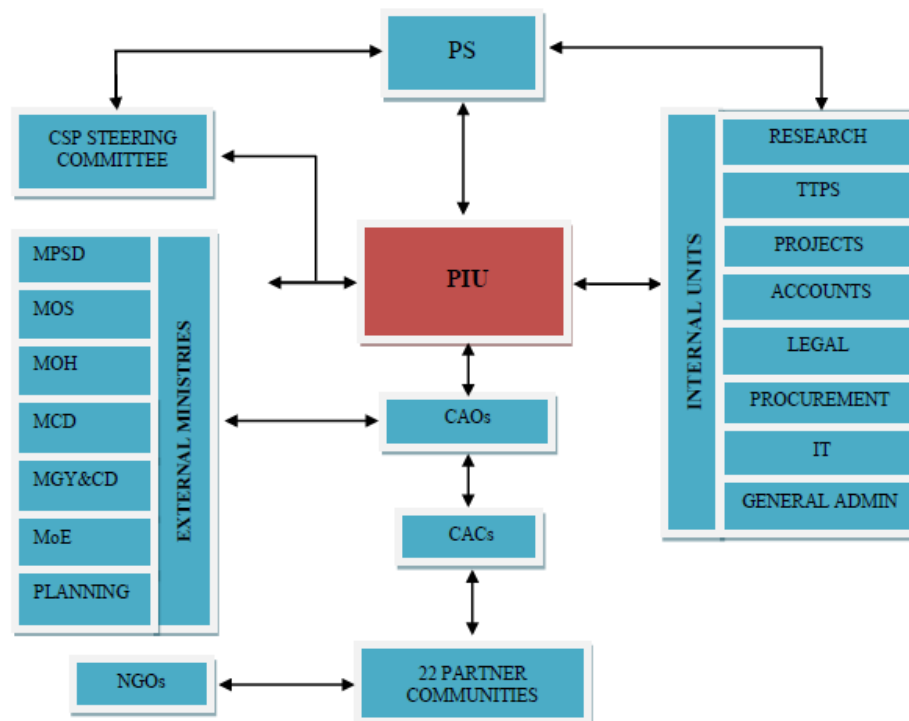


Figure 1 - Component Execution Process (Operations Manual, p. 10)

### Community Action Councils (Operation Manual p. 14)

As part of an overall strategy to improve community participation in the Citizen Security Programme's violence prevention initiatives, each community will have a Community Action

Council. The Council helps to develop the vision, goals, objectives, strategies, activities and progress and impact indicators for the community's effort and is involved in their evaluation.

The Community Action Council provides a central focus for all strategies and mechanisms for community participation. They have a predominant responsibility to advise on governance, policy and strategy in relation to community participation. The CSP will have a complementary responsibility to seek informed advice in a timely manner from the Community Action Council on major strategic issues and developments. In this regard, the Community Action Officer is accountable to the CAC, while the CAC is accountable to the broader community.

Community Action Component (Operations Manual, p. 10)

- **Rapid Impact Projects (RIPs)** are designed to demonstrate quick and effective responses to community concerns and are implemented within the first year of entry into a community.
- **Community Engagement Funds** provide small grants to community based organizations to implement projects, which mobilize the community, engage residents in pro-social and community building activities and increase the positive profile of the CSP in the community.
- **Inspiring Confidence in our Neighborhood (ICON)** finances micro projects aimed at improving the safety and security of the community, promoting the positive development of young people, or encouraging social cohesion through collective community action.
- **Community Based Violence Prevention Training** is provided to residents on an ongoing basis to increase their capacity to act as local change agents in relation to crime and violence. This training enables residents to think and act strategically in relation to pervasive crime and violence concerns.
- **Community Based Social Interventions** are developed collaboratively by experts and residents to address child maltreatment, youth violence, domestic violence and anti-social behaviour in communities. These interventions decrease the presence of risk factors, which contribute to violence and increase the presence of protective factors at the individual, family and community level.
- **School Based Violence Reduction Programmes** equip parents, teachers and students with the skills needed to address various forms of violence. The overall goal is to contribute to the reduction of crime, violence and anti-social behaviour in school settings.
- **Youth Friendly Spaces (YFS)** will be established in partner communities and will provide a full range of accessible and affordable services to young people including skills programmes, educational resources and support from trained youth

development personnel.

- **Public Education** activities include messages produced by trained community videographers who will develop positive, educational messages for their peers and the public at large. This is also supported by community level public education activities.
- **Institutional Strengthening of NGOs (ISN) Initiative** provides technical and financial support to a select number of NGO partners, pre-qualified by CSP, to implement Community Based Social Interventions and other violence prevention/ reduction initiatives. The programme seeks to facilitate the creation of sustainable organizations while ensuring organized delivery of violence prevention services.

### 1.3 Logic Model and Theory of Change

The CSP Logic Model shown in Figure 2 above, illustrates the intended pathways that will lead to the expected results and changes, from programme inputs to outcomes. The first pathway (yellow boxes) includes **engaging communities**, and building the awareness and capacities of groups, including schools, about accessing services and acquiring the necessary skills and training, to improve their ability to provide for themselves, and decrease the allure of anti-social behavior, violence and criminal activity. The second pathway (green boxes) involves **capacity building** for the Community Action Councils in the area of violence prevention training to support individuals, families and communities, and increase the capacity of communities to respond to crime and violence while also increasing the community cohesion. Public education is considered an essential aspect of this second pathway. The third pathway (blue boxes) involves **providing support** to activities which build positive relationships between the TTPS and the communities, and provides psycho-social support to police and victims. This pathway also involves providing support to the Ministry of National Security to improve the crime reporting and analysis systems, and to support the improved responsiveness of the TTPS and the overall perception of safety.

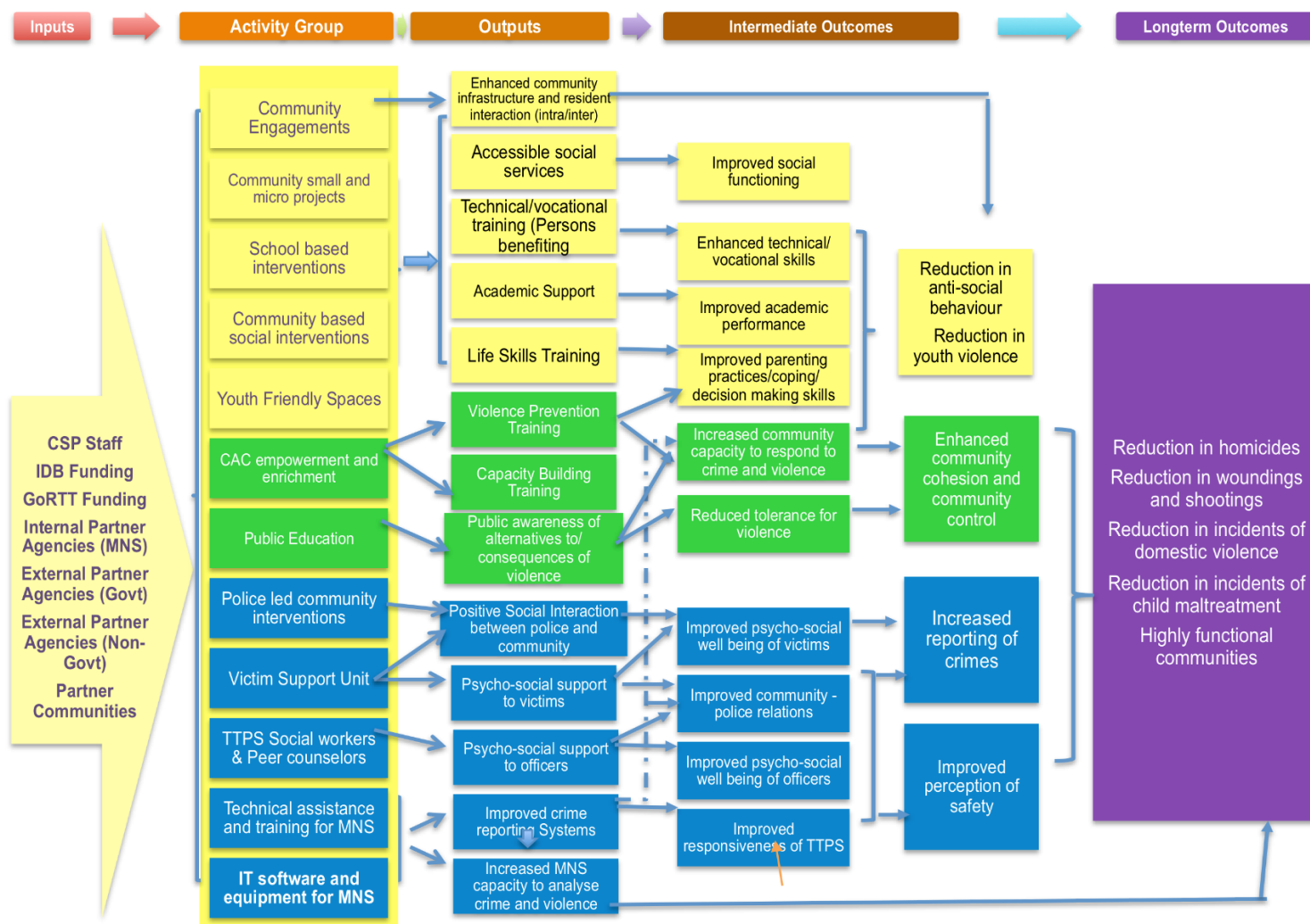
<sup>3</sup>Khan (2014) suggested that CSP's theory of change (TOC) is "partially based on the literature regarding the role of collective efficacy in mediating crime and violence in disadvantaged communities." She further stated:

(Hunter 1985; Wickes et al 2010) have posited that collective efficacy within a community is limited if the enabling environment including institutional support is unavailable. That is, there is only so much that the community can do on its own. Effective intervention requires the support of key state institutions and actors, especially social services. ... Collective efficacy may also have a 'dark side', that is, where communities come together for actions that may support negative activities or

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<sup>3</sup> An Assessment of Collective Efficacy in CSP Partner Communities

the interest of certain minority groups over others in the community.

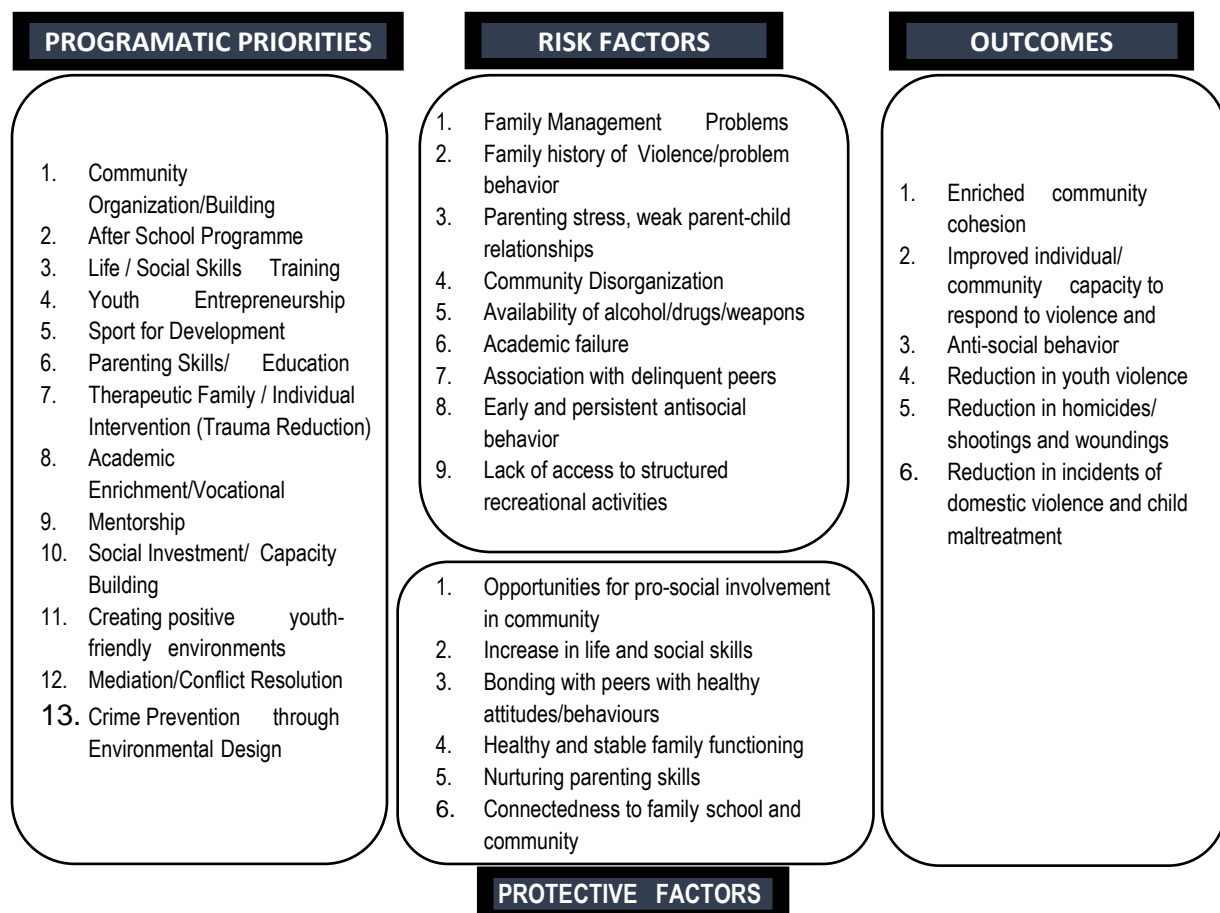


**Figure 2: Logic Model (Grouped)**

Following from this view proffered by Hunter and Wickes, to achieve its objectives around strengthen communities, the establishment of the Steering Committee with representatives from various Ministries (key state institutions and actors) was key to the CSP's operations.

#### 1.4 Framework for Crime and Violence Prevention Delivery

The CSP framework (Figure 3) identified 14 programmatic priorities, 9 risk and 6 protective factors and 6 outcomes relevant to the overall programme objective of reducing crime and violence. An assessment of potential partners was undertaken by the Talma and Associates. Some executing agencies were selected after the evaluation of proposals in response to Request for Proposals (RFPs). The framework was considered in the approval of projects.



**Figure 3: Crime and**

**Service Delivery Framework**

**Violence Prevention**

## 1.5 Results Framework

The Results Framework (Appendix 2) required by the IDB focusses on specific results in its assessment of the CSP's performance. CSP is dependent on data from the TTPS to report on the chosen **Programme Outcome Indicators (POI)** in the Results Framework. This data is extracted from the reports made at police stations across the country. The data is then analysed by the Crime and Problem Analysis Unit another branch of the TTPS. The CSP does not have responsibility for policing or any other law enforcement, but during the period under review, the CSP has supported the TTPS and the MNS to improve their data collection and reporting.

Outcome 1 - ***Crime and Violence Reduced by supporting a Pilot Stage addressing the most proximal risk factors – firearms, unsafe neighbourhoods, violence, personal behaviours – targeted in 22 high-crime communities*** the POIs are:

- The rates of murder, wounding and shooting, robbery and robbery with violence in partner communities;
- The differences between the national murder rate, the national wounding and shooting rate, the national robbery rate and the national robbery with violence rate and the rates of these four types of crime obtained from partner communities; and
- The percentages of persons in partner communities who perceive the communities to be safe.

Outcome 2 - ***Component One -Community Action Enhanced*** the POIs are:

- Percentage of persons in partner communities with positive conflict management skills;
- Percentage of all individuals completing CBSIs who achieve learning or behavioural objectives
- Percentage of persons in partner communities who feel that the authorities are concerned about them
- Percentage of PYC leaders with increased knowledge and skills to facilitate management of a PYC
- Rate of domestic violence, and rate of youth violence in partner communities
- Difference between the national domestic violence rate and the national youth violence rate and those rates in partner communities
- Percentage of residents reporting a high degree of social cohesion and a high degree of social control

Outcome 3 - ***Component Two – Support to the TTPS*** the POIs are:

- TTPS - No of unique clients per quarter served at Victim Support Units;



- TTPS - Percentage of persons receiving services who perceive they have benefitted from the support of social workers;
- TTPS - Percentage of officers receiving services who perceive they have benefitted from the support of peers trained in peer-counselling;
- TTPS - Percent of public perceiving TTPS positively;

Outcome 4 - **Component Three – Institutional Strengthening of the MNS** the **POIs** are:

- MNS - Percentage of stakeholders reporting that crime and violence prevention and treatment strategies are based on integrated data systems; and
- MNS - Percentage of participants reporting that training has assisted them in the performance of their duties,

The IDB also focused on the CSP's annual physical and financial progress in regard to their intended outputs related to the three programme components. To achieve these outputs, the CSP had to also document the achievement of complementary outputs (Matrix of Targets) and the comparison is shown in the list below.

| <b>Community Action</b>   | <b>CSP</b> | <b>IDB</b> |
|---|------------|------------|
| • Communities actively engaged  | *          |            |
| • Community engagements completed   | *          |            |
| • IDB - Community Action Council members and community leaders trained in violence prevention | *          | *          |
| • CSP - Residents trained in violence prevention  |            |            |
| • Non-governmental organisations (NGOs) and community-based organisations (CBOs) trained      | *          | *          |
| • New Rapid Impact Projects (RIP) implemented   | *          | *          |
| • New families engaged by Community Peace Promoters (CPPs)/ Cure Violence outreach            | *          | *          |
| • Police-led community activities completed   | *          |            |
| • Residents participating in community based social interventions                             | *          | *          |
| • Inspiring confidence in our neighbourhood (ICON) projects implemented                       | *          | *          |
| • School Based Violence Reduction projects implemented (direct CSP grant)                     | *          | *          |
| • MOE driven School Based Violence Reduction interventions implemented                        | *          | *          |
| • Persons trained in community-based videography  |            | *          |
| • Community based public education projects implemented                                       | *          |            |
| • Multi-purpose resource centers (youth-friendly spaces established)                          | *          | *          |
| • MNS collaboration for violence prevention (VP) initiatives                                  | *          |            |
| • TTPS ICONS implemented  | *          |            |

| <b>Support to the TTPS</b>  | <b>CSP</b>     | <b>IDB</b>     |
|---|----------------|----------------|
| • TTPS stations refurbished   | *              |                |
| • TTPS officers in CSP partner stations trained in basic IT skills  | *              | *              |
| • Persons trained to provide specialized victim support services  | *              | *              |
| • ICT equipment and supplies for TTPS – request funding   | *              |                |
| • <b>IDB</b> - Social workers assigned to the TTPS to support officers (Re: stress-reduction and coping skills)<br><b>CSP</b> – Units of support work for TTPS  | *              | *              |
| • TTPS officers in CSP partner stations trained in co-consulting  | *              | *              |
| • Police-led community projects supported   |                | *              |
| • Youth participating regularly in Police Youth clubs   |                | *              |
| <br><b>Institutional Strengthening of the MNS</b>   | <br><b>CSP</b> | <br><b>IDB</b> |
| • MNS staff trained in data analysis and/or GIS mapping   | *              | *              |
| • Number of MNS software and equipment requests facilitated   | *              |                |
| • Protocols are established for more effective sharing of information within the MNS  |                | *              |
| • Extent to which a reliable crime and violence information system is established in the MNS (crime observatory)  |                | *              |
| • <b>IDB</b> - Extent to which training and capacity building initiatives, facilitate the development of integrated, data-driven crime and violence prevention and treatment strategies implemented<br><b>CSP</b> – Number of capacity building initiatives for MNS facilitated |                | *              |
| • National Communications Campaigns implemented   | *              |                |
| • Crime and Victimization Surveys conducted   | *              |                |
| • Other Sector Surveys conducted  | *              |                |

## **2.0 Evaluation Approach and Methodology**

### **2.1 Understanding of the Assignment**

The activities for this consultancy began on October 7th 2014 with an initial meeting between the Directors of ANEVER Ltd, and the CSP Liaison Ms. Tonya Pierre-Gopaul. During this meeting the review period for the evaluation was revised from 2008 – 2012 to 2008 – 2014. The Directors' understanding was that the CSP Liaison for this assignment would facilitate the evaluation team's access to the relevant documents needed to understand all the factors which influenced and impacted on the CSP's work during the period under review. The Liaison would also facilitate the evaluation team's access to key stakeholders for follow-up interviews. The Liaison from ANEVER Ltd. was Director, Mr. Max Frampton.

From the initial meeting the Directors became aware that CSP's stakeholders had participated in several evaluation activities, and were impacted by evaluation fatigue having frequently been in the process of providing information about the CSP. We also recognized that data collection would be negatively impacted because access to stakeholders would be challenging because of the Christmas and Carnival activities in Trinidad and Tobago.

### **2.2 Evaluation questions**

The TOR identified the overall purpose of the consultancy as the examination of the operations and outcomes achieved by the Citizen Security Programme to date and to make recommendations for improvement. The specific questions to be answered by this consultancy were:

- The extent to which the programme received the necessary resources as planned;
- The extent to which interventions were implemented as planned;
- The extent to which the programme is cost effective;
- If the administrative structure of the programme is appropriate and efficient;
- The effectiveness of the interventions implemented in terms of immediate outputs;
- The extent to which communities have increased capacity to prevent or treat with crime and violence as a result of project interventions;
- The extent to which MNS Agencies have increased capacity to prevent or treat with crime and violence as a result of project interventions;
- The extent to which TTPS Agencies have increased capacity to prevent or treat with crime and violence as a result of project interventions;
- Whether there is a reduction in crime and violence in partner communities;
- Whether residents perceive their community to be safer;
- If established guidelines were adhered to with respect to accountability, financial reporting and audits; and
- Lessons learnt to date and strategies recommended to maximize positive programme outcomes.

The answers to these questions will be presented in the findings in Chapter 3.

## 2.3 TOR Tasks

In the TOR, specific tasks were identified for completion as well as specific documents were identified for review. These specific tasks as well as the status of their completion are identified in Table 2.

**Table 2: Status of TOR Tasks**

| <b>TOR Tasks - Data collection</b>  |
|---|
| <b>1. Examination of programme documents – COMPLETED</b> <ul style="list-style-type: none"> <li>- Loan Agreement;</li> <li>- 2007 Crime and Victimization Perception Survey; <sup>4</sup><i>2013 Crime and Victimization Perception Survey – not available at start of consultancy</i></li> <li>- Results Framework; Annual Operating Plans; Operations Manual; Audit Reports; Semi-annual Reports</li> <li>- Assessment reports on Rapid Impact Projects</li> <li>- ICON Final Reports; School Based Violence Reduction Grants Final Reports; Assessment Reports on Community Based Social Interventions; Reports and data on training undertaken by staff of the Victim Support Unit; Reports and data on training undertaken by staff of the Ministry of National Security; Reports and data on training undertaken by staff of the TTPS</li> <li>- Feedback on benefits derived from equipment, supplies and technical support given to MNS Agencies including TTPS and VSU</li> <li>- <i>Quarterly statistics of the Social Work Unit</i></li> <li>- Medrano Report - Consultancy for Review of Operational Procedures</li> <li>- Templates and guidelines for project development, implementation, monitoring and evaluation</li> <li>- Cost Benefit Analysis of the CSP</li> </ul> |
| <b>2. Extract and collate official crime data for the period 2008 – 2014 - COMPLETED</b> <ul style="list-style-type: none"> <li>- Murders</li> <li>- Wounding and Shooting</li> <li>- Sexual offences</li> <li>- Robberies</li> <li>- Domestic Violence related offences</li> </ul>   |
| <b>3. Review supporting data submitted by CSP partner agencies delivering services in communities</b> <ul style="list-style-type: none"> <li>- Review CSP partner agencies' reports and other submissions - <b>COMPLETED</b></li> </ul>   |
| <b>4. Primary data collection and collation including: - COMPLETED</b> <ul style="list-style-type: none"> <li>- Phone interviews for client feedback</li> <li>- In person interviews with key stakeholders</li> <li>- Mini-surveys for various groups of stakeholders</li> <li>- Focus groups with beneficiaries and delivery agencies</li> </ul>   |
| <b>5. Analysis of quantitative and qualitative data - COMPLETED</b> <ul style="list-style-type: none"> <li>- CSP database</li> <li>- Crime statistics</li> <li>- CSP Reports</li> <li>- Data collected during the consultancy</li> </ul>  |
| <b>6. Preparation of a comprehensive report addressing the evaluation questions - COMPLETED</b>   |
| <b>7. Presentation of report findings and recommendations to the Steering Committee</b>   |

<sup>4</sup> This contract commenced in February 2015 and is now the 2015 Crime and Victimization Survey

For this consultancy an Inception Report was submitted on November 07, 2014 and an Interim Report was submitted on January 05, 2015.

## **2.4 Characteristics of the Evaluation Approach**

The proposed evaluation approach was a blend of the utilization-focused and empowerment evaluation methods to encourage participation, unearth the <sup>5</sup>contextual issues which impacted the CSP's implementation and success, and to “<sup>6</sup>help people help themselves and improve their programmes using a form of self-evaluation and reflection.” Though for the most part respondents were welcoming, and we met many stakeholders, our time with them was short, and this at times hampered our ability to reduce their fears and suspicions and build their trust in the evaluation team, and its purpose.

ANEVER Ltd. employed a mixed-methods data collection strategy for this evaluation and the team collected data from multiple sources. To gain increased insight and enhance the quality of information gathered, we asked the same questions in different ways to the different categories of stakeholders. This deeper <sup>7</sup>understanding could not be gleaned from employing a purely quantitative or qualitative design. The strength of using a mixed-methods approach lies in the use of triangulation of data from multiple sources. This triangulation, enhances the validity of the findings by providing stronger evidence for a conclusion through the <sup>89</sup>convergence and corroboration of those findings.

Our approach was impacted by the timeframe for data collection and the availability and access to stakeholders. However, the evaluation team was able to complete the community feedback process, during which the findings at the community level were validated. Aspects of the evaluation approach will be discussed in the following section: Data Collection.

### **2.4.1 Data Collection Methods**

**Document Review** - A review of pertinent secondary data from the CSP was undertaken by the evaluation team, to provide an overall understanding of CSP's operations. The review also shed light on how the CSP staff worked to achieve its objectives, and how they were supported to do their work. Most importantly the documents were a source of evidence to respond to the

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<sup>5</sup> Patton, M. (2008). Utilization-focused evaluation, 4th edition. Thousand Oaks, CA: SAGE Publications, Inc.

<sup>6</sup> San Francisco: Jossey-Bass. Fetterman, D. M., & Eiler, M. (2001). Empowerment evaluation and organizational learning: A path toward mainstreaming evaluation.

<sup>7</sup> Creswell, J. W. (2009). Mapping the field of mixed methods research. *Journal of Mixed Methods Research*, 3, 95–108.

<sup>8</sup> Greene, J. C., Caracelli, V. J., & Graham, W. F. (1989). Toward a conceptual framework for mixed-method evaluation design. *Educational Evaluation and Policy Analysis*, 11, 255–274.

<sup>9</sup> Tashakkori, A., & Teddlie, C. (2003). *Mixed methodology: Combining qualitative and quantitative approaches*. Thousand Oaks, CA: Sage.

evaluation questions. The reach of the CSP at the community level, with civil society, and with the private and public sectors was also gleaned from the document review process.

**Interviews** – The team conducted individual as well as group interviews. Respondents were chosen so as to provide a comprehensive representation of stakeholders' views, and provide evaluation data, with sufficient information to respond to each of the evaluation questions. As such, the sampling strategy, which is described in later in this chapter, was purposive. Individual face-to-face interviews were held with the PIU staff in Trinidad, the Tobago Co-ordinator, the Tobago CAOs, and the Community Liaison Hal Greaves of the Hearts and Minds group. Group face-to-face interviews were held with the Trinidad CAOs, and with the SWU, IATF and CAPA staff of the TTPS. One member of the Steering Committee was interviewed face-to-face while telephone interviews were conducted with three other members. Telephone interviews were conducted with the Co-ordinator of the TTPS Peer Initiative and six graduates of that programme. A face-to-face interview was conducted with Anne Diaz of the Dispute Resolution Centre and AMD International Business Services. Ms. Diaz facilitated the TTPS Peer Initiative training as well as training for the CSP staff. The full list of persons interviewed is presented in Appendix 3.

### **Group Interviews**

**Community Action Councils** - The evaluation team visited all of the high needs communities with the exception of Sogren Trace, Never Dirty, Patna/River Estate, Quash Trace and Dibe/Bellevue/Dundonald Hill. The evaluation team's access to the CACs was only through the monthly meetings of the CACs. During these monthly meetings the evaluation team was usually allotted 30-45 minutes to conduct the group interviews and provide guidance to participants as they completed the ***Community Cohesion and Perception Survey***, and the ***Community Conditions Survey***. The team also used these sessions to find out about the impact of the CSP's work, the CSP's operations, and the competence of the CAOs working with the communities. One hundred and sixteen CAC members were engaged in this way.

### **Community Beneficiaries**

One group interview was held for beneficiaries from the Beetham Gardens, Cocorite, Covigne, Patna Rive Estate, Dibe/Bellevue/Dundonald Hill. Two beneficiaries from Quash Trace were part of the group interview held with the NE Settlement CAC. The evaluation team was able to meet with 14 community beneficiaries through these group interviews.

### **Surveys**

#### **On-line Survey**

An online survey (Appendix 8) was administered to the CSWG members and executing agencies (individuals, companies, NGOs) which delivered CSP-funded services to various levels of beneficiaries between 2008 and 2014. Respondents were asked about the alignment of the activities which they implemented and the Framework for Crime and Violence Prevention Service Delivery which was supposed to guide CSP's work. The response rate was 46% with 41 out of the 89 persons who received the survey sending in a response.

### **Community Cohesion and Perception of Safety Survey**

This survey was administered face-to-face to 11 CAOs, 116 CAC Members, and 14 community beneficiaries during visits by evaluation team to the CAC meetings. Respondents had to rank 30 statements which described community behaviours according to what they had observed or experienced. Data was collected from respondents in 19 communities.

### **Impact of the CSP on the CACs - Questionnaire**

This 10-item questionnaire (Appendix 7) was administered face-to-face to the members of 18 CACs. One hundred and sixteen responses were received. There were two categories of items **community building** and **response to crime**. The results will be used to ascertain the extent to which the CAC members rated their capacity to treat with crime and violence as a result of CSP's intervention.

### **Community Conditions Survey**

This 21-item questionnaire (Appendix 7) was administered face-to-face to the members of 18 CACs, and 116 responses were received. There four categories of items were: **crime risk factors**, **community facilities**, **use of community facilities** and **positive community groups**. Respondents were asked to identify whether different community conditions were present before and after the intervention of the CSP.

## **2.4.2 Quantitative Data Collection Tools**

The quantitative tools employed in this evaluation included four surveys:

### **i. Community Cohesion and Perception of Safety**

This survey was used to capture the range of perceptions among the respondents (CAOs, CACs, community beneficiaries) in each community regarding community cohesion and safety. For this survey, respondents were required to use their individual perceptions regarding community cohesion and safety in their own community. Respondents had to consider the frequency with which they individually observed, experienced or participated in these community behaviours. The statements had their basis in community cohesion, community resilience and social capital theories. The statements were grouped into seven categories as follows:

- ***Concept of neighbours***

Neighbours are willing to help.

Neighbours can be trusted.

Neighbours generally get along with each other.

Neighbours will give me good advice.

- ***Shared values***

In our community we solve the community problems on our own.

I believe that good neighbours mind their own business.

I believe that when communities intervene communities are safer.

- ***Belonging***

I feel like I belong to this community.

I feel loyal to the people in my community.

- ***Trust***

People ask each other to watch their house or children when they are not at home

People will speak to strangers in the community

- ***Safety***

People are fearful of being attacked during the day on the streets

People are fearful of being attacked in front of a business church or community facility.

People are fearful of being attacked when they are out with other people at night in the community

People limit the places or times to go shopping

People limit the places or time of work in the community.

People limit the places they go alone in the community

People limit the places or times for recreational activities

People in my community have some form of self-protection

- ***Willingness to Intervene***

People would intervene if a couple was having a quarrel in public and it appeared that one of them could turn violent.

If a secondary school child was seen away from school during school hours, people would question that child about why he/she was not in school.

If a primary school child was seen away from school during school hours, people would question that child about why he/she was not in school.

People can be counted to stop children or youth from defacing building walls and



vehicles with writings or paint.

People would help the victim if someone was breaking into or trying to steal their car from the community.

- **Community Relations**

I visit my neighbours in their homes

I know most of the names of the persons living close to my house.

I would feel comfortable to ask to borrow food or tools from my neighbours

I could recognize more than 6 adults, who are not related to me by sight and name

I can ask people for a ride for myself or a family member

After respondents identified and ranked the statements and placed their choices on page 1 of Appendix 4, the data was transferred to page 2, a <sup>10</sup>q sort by the evaluation team using a nominal scale ranging from -4–most uncommon to 4–most common in a forced distribution (q sort), to rank the 30 statements. After the completion of page 2 for all of the respondents, the software PQ Method was used to analyse the data. Correlation and factor analytic methods were applied to the q sorts to uncover varying perspectives among the respondents. Each of statements in the <sup>11</sup>Q sample can be placed in any of the categories (-4 to 4) but as participants reviewed the statements they used their own perspective to rank them. Notice how at the extremes of the q sort there are fewer places for statements. This forced distribution greatly contributes to ‘teasing out’ individual viewpoints on the issue being studied. The correlation and factor analysis helped to group similar viewpoints.

## **ii. Impact of CSP on CAC members**

A questionnaire of 10 items (Appendix 6) was developed to understand how CAC members rated their skill levels in specific areas after having experienced various capacity building activities and having led or provided oversight for different CSP-funded activities implemented during the review period. These skills were grouped as follows:

Community Building Skills:

- Getting people to get involved in community efforts
- Actively listening and communicating with others in the community
- Building relationships with people in the neighbourhood.
- Developing solutions to community problems.
- Developing and implementing action plans to address problems.

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<sup>10</sup> The data collection tool in Q methodology designed to systematically respond to the subjectivity among a group of respondents by unearthing their varying perspectives on a study topic.

<sup>11</sup> The set of statements arranged by the respondents.

#### Crime Response Skills:

- Identifying resources inside and outside the community.
- Identifying problem neighbourhood behaviours, situations or issues.
- Identifying and resolving conflict situations in a respectful manner.
- Identifying crime and violence issues in the neighbourhood.
- Developing solutions to neighbourhood crime and violence issues.

Respondents were required to rate their skill level in each of the areas using the three-point scale: **0 – None, 1-Some, 2 – A Lot**, before and after their exposure to the CSP. The questionnaire was informed by the survey: ***Better the Community: Lead, Inspire and Unite to Prevent Crime and Violence in Reynoldstown*** - Post Training Survey, designed by Mary Ohmer, Ph.D., Associate Professor, School of Social Work, Georgia State University, USA.

#### iii. Community Conditions

This third questionnaire (Appendix 7) of 21 items, required respondents (CAOs, CACs, community beneficiaries) to identify the changes they ***perceived*** in their communities between 2008 and 2014 by reviewing statements about community conditions. They had to relate the statements to **Before CSP** which referred to community conditions before CSP started its operations, and then relate the same statements to **After CSP**, by referring to the present conditions in their communities.

If the conditions were present, respondents were required to tick for 'Yes'. Consideration of the community conditions or *built environment* is “<sup>12</sup>relevant to issues of respect for boundaries and safety”. Thus the perceptions about community conditions will impact on the perceptions of safety. The evaluation team understood that CSP’s mandate did not include the upgrade of the built environment in communities. In addition to asking about public transportation, the availability of internet access was also probed, as a community’s ability to communicate with the external environment also contributes to the perception of safety. The items in the questionnaire were grouped in four categories: ***crime risk factors, positive community groups, available community services***, and ***use of community services***. The items used were:

**Crime Risk Factors** - Concerned with issues of crime prevention, crime detection and protection from crime:

- There is adequate police protection in my community.
- Our community has many vacant abandoned lots or boarded up homes.

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<sup>12</sup> Haigh, Y. (2006). Promoting safer communities through physical design, social inclusion and crime prevention through environmental design: A developmental study, Centre for Social and Community Research, Perth, Australia.

- There are people selling or using drugs.
- There are bars where people can drink openly.
- There are groups which cause trouble.
- There is violent crime or physical assaults.
- There is vandalism and defacing of the walls and buildings.

**Positive Community Groups** - Concerned with the establishment of community groups which

facilitate the building of community cohesion:

- We could join sports clubs, steel bands or other community groups to learn new skills and share my talents.
- There are community organizations that deal with community problems.

**Availability of Community Facilities** - Concerned with the access to services:

- There are small shops & minimarts.
- There is a place of worship I would go to.
- There is a clinic or other medical services near my community that I would go to.
- There are parks we can use in or near my community.
- Public transportation is convenient for us to use.
- There are recreational activities for youth in my community.
- Internet access is available in our community.

**Use of Community Facilities** - Concerned with the use of available community services by members of the community:

- When I need medical services, I use those in the community.
- I use recreational facilities in my community.
- I am comfortable participating in community groups such as such as the sports clubs and steel bands in my community.
- We regularly do our shopping in the community.

#### iv. **Framework for Crime and Violence Prevention Delivery**

This tool was designed to capture the extent to which the CSP-funded activities were aligned to the Framework for Crime and Violence Prevention Service Delivery Model outlined in the Operations Manual. The intended respondents were the executing agencies (individuals, companies, members of the CSWG, NGOs) which implemented CSP-funded activities. The document review indicated that there were 437 executing agencies, and there were 17 projects

already completed for which the executing agencies were not identified. In <sup>13</sup>total there were 454 executing agencies. ANEVER Ltd. received a list of 89 executing agencies (20% approximately of total number) with contact information and these potential respondents received this online survey. The response rate was 46% which represented 10% of the total number of executing agencies

The Framework for Crime and Prevention Service Delivery (Figure 3, Chapter 1) comprised the four components: **Programmatic Priorities, Risk Factors, Protective Factors, and Outcomes**. To ascertain which of the components were addressed by the implemented activities, respondents were required to assign a rating using the scale: **0 – Not applicable, 1 – Increased Awareness, 3 – Specific skills were taught, and 4 – Specific/Required Outputs were developed**.

### 2.4.3 Sample

The data collection strategy for this evaluation had to be responsive to the number and variety of stakeholders acquired by the CSP in the 2008-2014 period. The evaluation team proposed to collect data from one-third of these stakeholders. Four categories of stakeholders were considered:

1) **Primary stakeholders**<sup>14</sup> – who are the beneficiaries of specific activities.

a. For the CSP the <sup>15</sup>total number of primary stakeholders included

|  |       |
|--|-------|
| i. general public                          | 1000  |
| ii. community beneficiaries including CBOs | 57118 |
| iii. schools                               | 2605  |
| iv. police youth club members              | 315   |
| v. members of the TTPS                     | 4891  |
| vi. VSU staff                              | 838   |
| vii. MNS staff                             | 5747  |

2) <sup>16</sup>**Secondary Stakeholders** – who are directly involved with or responsible for beneficiaries or targets of activities or whose jobs or lives might be affected by the process or results of the effort. Secondary stakeholders for the CSP include the CSP staff and the executing agencies which undertook CSP-funded activities, in the

<sup>13</sup> Copy of Project List for ANEVER – Excel File

<sup>14</sup> Examples: Residents of a particular geographic area; People experiencing or at risk for a particular problem or condition; People involved or participants in a particular organization or institution; People whose behavior the effort aims to change.

<sup>15</sup> Results Framework June 2014/ Project Count Tab – Excel File

<sup>16</sup> Examples: These might include individuals and organizations that live with, are close to, or care for the people in question, and those that offer services directly to them. Community volunteers in various capacities, from drivers to volunteer instructors in training programs to those who staff food pantries and soup kitchens.

communities, with the CACs, for the staff of the PIUs, and to support the strengthening of the TTPS and MNS.

- 3) <sup>17</sup> **Key stakeholders** – who are Government officials and policy makers, and those who can influence others. Examples for the CSP include but are not limited to the Permanent Secretaries and staff across the collaborating Ministries, the Steering Committee, the IDB and TTPS.
- 4) <sup>18</sup> **External stakeholders** – who have an interest in the outcome of a programme. For the CSP, examples include but are not limited to local and international community organisations, donor agencies, universities, researchers and NGOs.

The actual sample used for this evaluation comprised:

- Primary stakeholders - 140
  - 118 CAC members, 14 community beneficiaries
  - CAPA – 5 respondents
  - IATF – 3 respondents
  - Hearts and Minds – 1 respondent
- Secondary stakeholders - 50
  - 42 executing agencies (41 online respondents, 2 face-to-face interviews)
  - Trinidad PIU – Programme Co-ordinator and 4 specialists 14 CAOs Trinidad
  - Tobago PIU – Tobago Co-ordinator, 2 CAOs
- Key Stakeholders - 4
  - 3 present members of Steering Committee
  - 1 past member
- External Stakeholders – 3 members of the IDB staff

## 2.5 Limitations

- Limited access to community beneficiaries;

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<sup>17</sup> Examples - Government agencies often devise and issue regulations and reporting requirements, and can sometimes make or break an effort by how they choose to regulate and how vigorously they enforce their regulations. Examples - Policy makers. These people or groups often have no official power – they may be “advisers” to those with real power – but their opinions and ideas are often followed closely. If they’re on your side, that’s a big plus.

<sup>18</sup> Examples - Advocates may be active on either or both sides of the issue you’re concerned with. Community activists. Organizations and individuals who have a philosophical or political interest in the issue or population that an effort involves may organize to support the effort or to defeat it. People with academic or research interests related to a targeted issue or population. Funders and potential funders are obvious key stakeholders, in that, in many cases, without their support, the effort won’t be possible.

- Inability to obtain the view from the leadership of the Ministry of National Security in which the CSP is housed;
- The data collection was hampered by the Christmas and Carnival seasons in Trinidad and Tobago;
- Similar to the experience of Khan, CAC meetings were cancelled and access to members was limited to the monthly CAC meeting times and so the data collection for this evaluation was in competition with other agenda items;
- While the evaluation team received the reports of the community activities, the format did not include objectives, and so the alignment with the Framework for Crime and Violence Prevention Delivery could not be readily ascertained;
- A major limitation regarding the reporting of results at the community level, is that in the evaluation design, the impact of other community initiatives not funded by the CSP but implemented during the same review period by Ministries and civil society organisations, was not considered or assessed.

### 3.0 Evaluation Findings

#### 3.1 The extent to which the programme received the necessary resources as planned

In this section, findings to answer the question *was the CSP adequately resourced financially*, will be presented. The worksheet below, shows the Loan funding (A), which came from the IDB, and the Counterparty (GORTT). It also shows the disbursements effected as at September 30, 2014 and the undrawn amounts as at October 1, 2014 based on the Audited Accounts.

##### A) Loan Funding

| IDB            |   | Counterparty   |                  |
|----------------|---|----------------|------------------|
| US\$24,500,000 | + | US\$10,500,000 | = US\$35,000,000 |

##### Disbursements Effected as at Sept 30, 2014 as per Audited Accounts

|                |   |               |                  |
|----------------|---|---------------|------------------|
| US\$11,375,583 | + | US\$6,155,979 | = US\$17,531,562 |
|----------------|---|---------------|------------------|

##### Undrawn Amounts as at Oct 1, 2014

|                |   |               |                  |
|----------------|---|---------------|------------------|
| US\$13,124,417 | + | US\$4,344,021 | = US\$17,468,438 |
|----------------|---|---------------|------------------|

In the second section of the worksheet, the implementation budget allocations for projects already awarded or ongoing (a), projects still to be awarded (b), and CSP Expansion projects (c) are presented for the period October 2014 – April 2016.

##### B) Implementation Plan for the Period Oct 2014 – April, 2016 includes the following:

###### a. Projects Awarded/Ongoing – Oct, 2014 to April, 2016

| IDB              |   | Counterparty   |                    |
|------------------|---|----------------|--------------------|
| US\$4,534,294.76 | + | US\$115,850.49 | = US\$4,650,145.75 |

###### b. Planned Projects/Still to be Awarded – Oct, 2014 to April, 2016

| IDB              |   | Counterparty |                    |
|------------------|---|--------------|--------------------|
| US\$5,865,712.57 | + | US\$-0-      | = US\$5,865,712.57 |

###### C. CSP Expansion Projects – Oct, 2014 to April, 2016

| IDB              |   | Counterparty   |                    |
|------------------|---|----------------|--------------------|
| US\$2,344,907.01 | + | US\$592,870.93 | = US\$2,937,777.94 |

$$a + b + c = \text{US\$13,453,636.26}$$

The total value of the Implementation Plan for the period Oct, 2014 to April, 2016 does not include salaries for CSP post April, 2016 which is estimated at US\$1,886,728. If the latter is incorporated in the above Implementation Plan, the value will increase to US\$15,340,364.26.

In the third section of the worksheet, the costs for procurement plan are presented.

**C) Procurement Plan**

|   |                  |
|---|------------------|
| Procurement Plan – Projects already Awarded | - US\$5,306,764  |
| Procurement Plan – Oct, 2014 to April, 2016 | - US\$8,968,994  |
| Total Procurement Plan                      | - US\$14,275,758 |

In the fourth section of the worksheet the costs in the Financial Plan are presented.

**D) Consolidated Financial Plan**

| Period                | IDB                     | Counterparty       | Total                   |
|-----------------------|-------------------------|--------------------|-------------------------|
| Oct 2014 – Dec 2014   | US\$871,118 +           | US\$58,974         | = US\$930,092           |
| Jan 2015 – Dec 2015   | US\$7,724,144 +         | US\$595,884        | = US\$8,320,028         |
| Jan 2016 – April 2016 | US\$1,787,619 +         | US\$72,431         | = US\$1,860,050         |
| <b>Sub-Total</b>      | <b>US\$10,382,881 +</b> | <b>US\$727,289</b> | <b>= US\$11,110,170</b> |
| Post April 2016       | US\$3,798,230 +         | US\$8,611          | = US\$3,806,841         |
| <b>Total</b>          | <b>US\$14,181,111 +</b> | <b>US\$735,900</b> | <b>= US\$14,917,011</b> |

**E) SUMMARY**

|   |                     |
|---|---------------------|
| <u>Total Undrawn Funds</u> as at Oct 1, 2014 (IDB + Counterparty)       | – US\$17,468,438.00 |
| <u>Total Projects</u> (Awarded, Planned, Expansion)/Implementation Plan | – US\$15,340,364.26 |
| <u>Procurement Plan</u> – Oct, 2014 to April, 2016                      | – US\$8,968,994.00  |
| <u>Consolidated Financial Plan</u>                                      | – US\$14,917,011.00 |

A review of each of the (3) modalities used to assess the total funding requirements of the CSP up to, including and post April, 2016 suggests that initiatives planned for the period Oct,2014 to April, 2016( including ongoing projects) are adequately supported and covered by the value of loan funds still to be drawn. This includes CSP expansion projects in East Port-of-Spain, Port-of-



Spain proper, Sea Lots, Marie Road, Romain Lands, Eastern Quarry, Laventille, Upper Belmont and Mon Repos, Morvant, Picton, Romain Lands, Upper Belmont.

CSP has confirmed that (4) new CAOs have been taken on board with a view to addressing the needs of the expansion communities of East Port-of-Spain. An Assistant Community & Youth Specialist has also been contracted who will provide support to the Community & Youth Specialist.

## **General Comments**

Some critical CSP-Expansion projects to be undertaken:

- (i) Mobilization of East POS expansion communities
- (ii) Training for CBOs & CACs assigned to East POS expansion communities
- (iii) Conflict Management & Mediation Services
- (iv) Crime Prevention Through Environmental Design
- (v) Development of Community safety Plans
- (vi) Procurement of Public Education material for distribution to (87) communities
- (vii) Construction of Multi-purpose facilities/Community Impact Centres

Some approved projects still to be awarded as at Oct, 2014:

- (i) Institutional strengthening of NGOs – Leadership Training
- (ii) Conflict Management & Mediation Services
- (iii) Establishment of Domestic Violence Clinics in (16) CSP communities
- (iv) Positive Partnering Programme in (3) Partner Communities in Tobago
- (v) Establishment of community based drug rehab services in Tobago
- (vi) Community Media Production Project - Videography
- (vii) Training & Development for (75) Police Youth Clubs
- (viii) Construction Works for Youth Friendly Spaces
- (ix) Refurbishment of (6) Police Stations to include Victim & Witness Support Unit accommodation
- (x) Installation of an Injury Surveillance System at the POS General Hospital

The Cure Violence contract for implementation in East Port-of-Spain, commenced on November 20, 2014. Based on the projects still to be awarded, mobilized, or commissioned, as well as those captured under the “expansion” initiatives, there is a concern that the timeline to April, 2016 may prove to be too aggressive in bringing these projects to completion or near completion. Another concern is the promptness of the timing of loan draw-downs under the Counterparty funding allocation. In the case of the IDB, loan funds are available for drawing once the relevant paperwork and processes are meticulously followed. Counterparty loan funding under the CSP is not resident in an account awaiting disbursement. Rather this is constituted in the form of a commitment by the Counterparty to fund stated aspects of the

Program. This commitment is rolled up into the Republic of T & T's Public Sector Investment Program and is therefore competing with the multitude of other projects scheduled for commissioning in Fiscal 2014/2015 which is also an election year.

There should be discussion as soon as possible among all constituents and stakeholders on the future of the CSP, long before April, 2016 so that there is a common perspective and approach to sustaining and protecting the virtues and achievements of the Programme post-April, 2016.

### **3.2 The extent to which interventions were implemented as planned**

To assess if interventions were implemented as planned there are five areas to be considered: the ***completion rate (intended vs actual)***, the ***time for implementation***, the ***resources*** (financial, physical, human), the intended and actual ***beneficiaries*** and the interventions' ***alignment to the Framework for Crime and Violence Prevention Delivery***. The findings of the evaluation team in these five areas will be presented in this section.

#### ***Completion rate – December 2014***

Considering the projected targets to April 2016, the summary of <sup>19</sup>Outputs Targets indicated that at the December 2014 milestone, the estimates for achievement of planned targets were 65.5% for *Community Action*, 61.7% for *Support to the TTPS*, and 78.5% for *Institutional Strengthening of the MNS*. The overall completion of project was estimated to be 68.6%, which represented 72.8% of the original scope of the project. In June 2014, the targets were met or ahead of planned levels for the outputs:

- NGOs and CBOs trained/ strengthened;
- Police led community projects supported;
- Residents participating in community based social interventions;
- School Based Violence Reduction projects completed;
- ICT Equip & Supplies for TTPS - requests funded;
- Persons trained to provide specialized victim support services; and
- Social Work support for the TTPS provided.

Except for the output “communities actively engaged”, generally, the project implementation lagged behind the intended yearly targets. The evaluation team found that generally, implementation was hampered by:

- the low level of readiness in communities to work as intended by the CSP,
- the readiness conditions of intended partner ministries and agencies to achieve CSP's community development agenda in support of crime reduction; and

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<sup>19</sup> Results Framework December 2014

- the capacity of the Ministry of National Security to make disbursements as intended by the CSP .

### ***Time for Implementation***

As stated in the Interim Report, the findings in this area indicated that a large number of projects had been introduced, however, the work of the PIU was severely hampered by the bureaucratic processes within the Ministry of National Security. Specifically, though approvals were obtained at level of the programme (CSP), the next steps leading to the payment of funds from the MNS, within which the CSP is housed, created several delays. As <sup>20</sup>Medrano 2011 (p.8) stated, the Programme's resources have adjusted to lower production levels. He further stated that the extremely long and bureaucratic process was "generating a high risk of loss of trust at the community level particularly among small scale providers for those communities or the CACs which purchase goods and services for programme activities". The evaluation team found that this situation regarding trust is still an issue which has also impacted the level of interest of community members to engage in CSP projects. There are still many challenges with the remuneration of service providers and accessing funds to conduct activities.

In <sup>21</sup>Khan 2011, which focused on strategies to improve the draw down rate of loan resources and facilitate efficient project implementation, issues with the procurement process and the procurement management system were noted. These included several constraints related to weak staff capacity, inefficiency of its systems and poor knowledge of public service purchasing procedures. The evaluation team found that efforts were made to improve the procurement process, details of which will be presented in question 8.

CSP staff shared that implementation time was impacted by the need for preparatory work which had to be undertaken to help communities, and CACs in particular, get ready to implement and monitor their community projects in alignment with CSP's Logic Model. Khan's Report (2011) found that the disbursement schedule might have been somewhat ambitious. In addition, she noted that the programme might have overestimated the 'readiness' of target communities to engage in programme activities. The evaluation team found that during the period under review, capacity building activities in the areas of proposal preparation, M&E and financial processes were undertaken with primary stakeholders at the community level and secondary stakeholders such as NGOs.

### **Beneficiaries**

Considering the period under review, the results provided showed that as a result of its projects, the CSP had 71, 482 beneficiaries up to June 2014. These results were not categorized according to the categories of stakeholders (primary, secondary, key, external) discussed in

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<sup>20</sup> Report on the Consultancy for Review of Operational Procedures

<sup>21</sup> Feasibility Assessment Report, titled The Clustering of Procurement Requirements Across all Projects of the Citizen Security Programme (March, 2011),

Chapter 2. After reviewing the documents the evaluation team concluded that the actual beneficiaries were appropriate for the activities and to achieve the programme's outcomes.

### **Resources**

*Financial:* The response to the previous evaluation gave indication that the CSP was adequately resourced financially. The challenge has been the timely draw down of funds and the disbursement of funds to service providers.

*Human:* At the level of the CSP PIUs in Trinidad and in Tobago the programme was adequately resourced. The CAOs were prepared through different training programmes to perform their functions at the community level, within the parameters of their job description. However, in some instances, they encountered situations which required input from other Ministries whose community staff may not have been as proactive in the high needs communities. The structure of the programme was new for the MNS. The Ministry has to follow specific guidelines regarding payments, and the volume of payments from the CSP was overwhelming for the existing resources within the Ministry. The evaluation team learned that no additional resources were added to the financial unit of the Ministry to address the added work load, though several MNS staff sessions were conducted to address CSP's requirements.

### **Alignment to the Framework for Crime and Violence Prevention Delivery**

This survey was administered to Executing Agencies who were individuals or organisations, which implemented activities with funding from the CSP. The overall results of the survey are shown in Table 3.

***Programmatic Priorities*** – Community organization/building (75%), social investment/ capacity building (66%) and life/social skills training (63%) were the areas most targeted by the projects which were implemented by the respondents (Table 3). Most of the projects in these three categories, were focused on teaching specific skills to community residents. Generally respondents were of the opinion that the CSP was "engaged in commendable activities" in the high-needs communities, but they also noted that there was a desire for sustainable CSP interventions. One example of this included the CSP's investment in the organizational strengthening of their community partners. However, it was noted that these programmes and projects were too short term, and any follow-up could not be facilitated due to budgetary constraints. Respondents also raised the issue of lack of M&E capacity among NGO personnel and the need for capacity-building activities in this area.

Table 3 – Alignment of Projects with the Framework for Crime and Violence Prevention Service Delivery

| Programmatic Priorities   |     | Risk Factors  |     | Protective Factors   |     | Outcomes  |     |
|---|-----|---|-----|--|-----|---|-----|
| a. community organization/ building                               | 75% | a. Family management problems (e.g. - poverty, conflict, health) –  | 62% | a. Opportunities for pro-social involvement in the community | 72% | a. Enhanced community cohesion  | 73% |
| b. after school programmes – not academic                         | 37% | b. Family history of violence/ problem behavior (e.g. - criminal activity, domestic violence, juvenile delinquency, alcoholism, drug use)                                 | 50% | b. Increase in life and social skills                        | 79% | b. Improved individual/ community capacity to respond to violence and crime | 55% |
| c. life/social skills training –                                  | 63% | c. Parenting stress, weak parent-child relationships (e.g. - coping with problem behavior in children, reducing child-abuse risk, inconsistent access of child to parent) | 62% | c. Bonding with peers with healthy attitudes/ behaviours     | 77% | c. Reduction in anti-social behavior  | 71% |
| d. youth entrepreneurship –                                       | 34% | d. Community disorganization  | 54% | d. Healthy and stable family functioning                     | 62% | d. Reduction in youth violence  | 70% |
| e. sport for development –  | 26% | e. Availability of alcohol/ drugs/ weapons (in the community)   | 24% | e. Nurturing parenting skills                                | 54% | e. Reduction in homicides/ shootings and woundings                          | 26% |
| f. parenting skills/ education – not intervention                 | 24% | f. Academic failure   | 46% | f. Connectedness to family, school and community             | 69% | f. Reduction in incidents of domestic violence and child maltreatment       | 45% |
| g. therapeutic family/ individual intervention (trauma reduction) | 34% | g. Association with delinquent peers  | 46% |  |     |   |     |
| h. academic enrichment/ vocational mentorship                     | 47% | h. Early and persistent antisocial behavior (e.g. - among the children and youth, bullying, getting into conflict with peers)   | 57% |  |     |   |     |
| i. social investment/ capacity building                           | 66% | i. Lack of access to structured recreational activities   | 41% |  |     |   |     |
| j. creating positive youth-friendly environments                  | 53% |   |     |  |     |   |     |
| k. mediation/ conflict resolution                                 | 47% |   |     |  |     |   |     |
| l. crime prevention through environmental                         | 24% |   |     |  |     |   |     |

**Risk Factors:** Family management problems (62%), parenting stress (62%), weak parent/child relationships (62%) were the areas addressed (Table 3) by the programmes and projects implemented by the respondents, most of which were focused on building awareness about the risk factors. Respondents noted that parents were not making use of the support efforts offered by the civil society organisations, and were thus keen on seeing more parent participation in the funded activities, and also parents ensuring that their children attend the projects that specifically developed for their needs. Bullying and anti-social behaviour were also highlighted by several respondents, who indicated that this was cited as a reason for children dropping out of some of the programmes. One respondent specifically requested that the interventions in bullying and anti-social behaviour should continue. Another respondent noted that community initiatives to address risk factors were unable to get off the ground because of opposition by some members of that particular community.

**Protective Factors:** Increase in life and social skills (79%), bonding with peers with healthy attitudes/ behaviours (77%), opportunities for social involvement in the community (72%) were the areas which received the most focus (Table 3) in the projects implemented by the respondents. The respondents aimed to teach specific skills. While the work already carried out under the CSP in this area was acknowledged, respondents were largely in favour of continued programmes and activities in the community which would address family life and also be family-oriented. The general perception was that the current initiatives are too short term, and would hardly be effective in some communities that are resistant to change. One respondent addressed this directly by posing the question, "how can long term negative behaviours be addressed and changed in a short term period?"

**Outcomes:** Enhanced community cohesion (73%), reduction in anti-social behavior (71%), reduction in youth violence (70%) were the areas received the most focus (Table 3) among the projects implemented by the respondents. The majority of those projects focused on increasing awareness about the outcomes. Most of the respondents were of the view that these projects, programmes and activities, which were conducted under the CSP were simply too short term for any tangible and sustainable results to be recorded. Responses included "these issues cannot be effectively addressed utilizing short-term measures", "work implemented by an NGO in two years can only be the beginning of a long term plan", and "community cohesion appears to be temporary, what can make it sustainable?" A longer period of monitoring projects as well as ongoing activities in the area of life skills were specifically identified by respondents as areas for follow-up activity.

The evaluation used the data in the preceding categories of implementation time, resources, beneficiaries and alignment to the delivery framework to conclude that generally the CSP was implemented as intended. However institutional constraints within the MNS negatively impacted the efficiency of the implementation. There were adequate resources in the PIUs. The actual beneficiaries were the intended beneficiaries. The evaluation team did not have evidence of possible double counting of persons who may have benefitted from more than one

project or programme. The evaluation team concluded that for the most part the CSP-funded projects were aligned to the proposed framework for its service delivery. For the two components Programmatic Priorities and Protective Factors projects were focused on teaching specific skills to participants while for Risk Factors and Outcomes, projects focused on building awareness. The evaluation team agrees with the concern of the respondents that the short implementation period for projects and programmes without follow-up activities will not result in sustained gains in the high-needs communities.

### 3.3 The extent to which the programme is cost effective

“To <sup>22</sup>strengthen the potential for positive impact particularly over the life of this initiative, a cost effectiveness analysis that compares the relative costs and outcomes of alternative approaches to crime intervention is the natural next step in the process of programme evaluation and is therefore recommended for implementation. This should be guided by international best practices relative to the target outcome indicators defined by CSP.”

This quote was extracted from a cost-benefit analysis undertaken in 2009 which focused on the CSP. The CSP was identified as having a multi-component, multi-project approach to discharging its mandate of:

- (i) Reducing the levels of murders, robberies and woundings;
- (ii) Increased perception of safety in *partner communities*;
- (iii) Reduction in injuries related to firearms, child abuse, domestic violence, youth violence; and
- (iv) Facilitating increased *collective efficacy* to prevent violence in partner communities

Four main recommendations were made to the CSP:

- (i) CSP must improve its system of institutional awareness and partnering, so that key stakeholders are more sensitive to both the CSP itself, and the need for cooperation among all stakeholders. The underlying objective being to maximize the benefits to be derived from the Programme.
- (ii) Annual programme-based assessments should be facilitated to measure projections against actual outcomes, in order to inform any modification or validation, for increasing the capacity of the Programme to generate further positive outcomes.
- (iii) Develop a process of primary data collection that can provide the basis for evaluating intangibles such as psychological impacts, safety and social contributions as well as variables such as number of man hours lost by victims of crime. Well-designed interventions such as national and community-based targeted victim surveys should also be done to facilitate such data capture.

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<sup>22</sup> Cost benefit analysis – CSP Trinidad & Tobago Final Report, 2009, Indera Sagewan-Alli.

(iv) The CBA projected a positive return on the investment based on the cashflows and assumptions used.

A cost effectiveness analysis compares one the economic bottom-line of a programme or initiative with other options facing the decision maker. A cost effective analysis compares the economic bottom-line of a programme or initiative with other options facing the decision-maker. As at the date of this evaluation exercise, there are no other initiatives of similar construct against which we could conduct a worthwhile comparative analysis. In its stead, we have applied some of the principles, data benchmarks and data sets of the 2009 CBA conducted by Indira Sagewan-Alli, and updated the analytical outcomes based on actual crime reduction data presented by CSP for the period 2008 – 2014. The crime categories that our evaluation focused on included; *murders, woundings and shootings, and robberies*, which were the core areas mentioned in the 2009 CBA Report. Consequently, we have opted to present an updated Cost Benefit Analysis using CSP Crime Reduction Data 2008 – 2014.

The crime reduction projections used in the 2009 CBA Report when compared with the actual crime reduction data presented over the period 2008 – 2014 appear aggressive, particularly in the area of reduction of robberies which actually showed an increase in such incidents in 2009, 2010, 2012 and 2014 using 2008 as the base year for comparison. With regard to Murders, and Woundings & Shootings, the incidents recorded showed a steady decline over the same period 2008 – 2014 (again using 2008 as the base year) but not to the magnitude projected in the CBA Report of 2009.

We have used the same Project Benefit categories mentioned in the CBA Report of 2009, which effectively constitute cost savings projected or incurred in the following cost categories as a result of actual reduction in *murders, woundings and shootings, robberies*:

- (1) Annual Police Cost saved
- (2) Annual Judicial & Legal cost saved
- (3) Annual Prison cost saved
- (4) Total Annual Property & Vehicle loss prevented
- (5) Total Annual Value of Life saved
- (6) Total Annual Burial cost saved
- (7) Total Annual Productivity saved
- (8) Total Annual Health cost saved

The cost categories in items 1, 2, 3, 4, 6 & 7 above were adjusted to reflect actual crime reduction achieved in the period 2008 – 2014. The data originally recorded in CBA 2009 for the cost categories in items 5 and 8 above were retained over the period under review in our analysis as we were unable to determine or verify the basis on which these numbers were derived. Hence, in updating the CBA 2009 Report using the actual crime reduction statistics for 2008 – 2014 in the categories *murders, woundings and shootings, and robberies*, the following are instructive:



- (i) All cost reduction (project benefit) categories have been adjusted to reflect actual crime specific data for the period 2008 – 2014.
- (ii) Health cost and Value of Life cost savings as represented in CBA 2009 have been retained for reasons aforementioned
- (iii) The crime reduction projections in CBA 2009 reflect a more aggressive and predictable linear reduction in the respective crime categories when compared to the actual results over the period 2008 – 2014
- (iv) The worksheet included as CBA worksheet 1 (Table 4) shows no cost reduction benefits recorded for 2009 and 2010 under the category “Police” as increases in robberies in those years more than outweighed the reduction in *murders, woundings and shootings* for the same period. We have used 2008 as our base line year against which we derived our crime reduction statistics for the subsequent years 2008 – 2014
- (v) The Discounted Cost Benefit Analysis is presented as CBA worksheet 2 (Table 5). The numbers stated therein were derived using a Discount Rate of 4% over the period 2008 – 2014. The Discount Rate was derived using the current Repo Rate of 3.75% rounded up to 4%. We have retained the inflation rate of 6% and exchange rate of TT\$6.5% to US\$1.00 as per CBA 2009.
- (vi) We have used the actual loan drawdowns in the respective years 2008 – 2014 to approximate project costs associated with the CSP initiative over the period under review and have discounted same to arrive at the discounted net benefit by year

Results reflect the following:

- (i) Total Discounted Cost = TT\$95,618,658
- (ii) Total Discounted Benefits = TT\$161,373,824
- (iii) Net Present Value = TT\$65,755,166
- (iv) Cost Benefit Ratio = 1.69

Based on the cashflows derived and amended to reflect actual crime reduction statistics for the period 2008 – 2014 and the cost savings as quantified using the above framework of cost categories and assumptions, the CSP project appears to have generated a positive return on the investment over the period which spanned the remit of this evaluation exercise.

Table 4 - Worksheet 1 - Undiscounted Cashflow (TTD)

| Project Years        | 2008        | 2009        | 2010         | 2011         | 2012         | 2013         | 2014         |
|----------------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|
| Cost                 | \$6,459,603 | \$8,422,843 | \$11,785,729 | \$14,561,300 | \$17,741,192 | \$26,734,968 | \$25,398,256 |
| Benefits             |             |             |              |              |              |              |              |
| Police               |             | 0           | 0            | 3,470,523    | 3,025,584    | 3,737,486    | 1,646,273    |
| Prisons              |             | 316,294     | 180,101      | 515,596      | 483,744      | 563,376      | 241,872      |
| Judicial/ Legal Fees |             | 226,016     | 195,043      | 381,598      | 375,457      | 391,436      | 316,836      |
| Property/ Vehicles   |             | 645,121     | 1,107,785    | 1,713,808    | 2,137,373    | 2,567,454    | 3,080,944    |
| Value of Life        |             | 3,924,708   | 10,010,914   | 18,751,705   | 30,270,017   | 45,277,599   | 45,277,599   |
| Health               |             | 726,074     | 886,422      | 1,060,155    | 1,278,688    | 1,436,305    | 1,579,935    |
| Productivity Loss    |             | 114,740     | 57,011       | 172,579      | 169,399      | 178,988      | 80,851       |
| Funeral              |             | 120,000     | 420,000      | 780,000      | 760,000      | 800,000      | 540,000      |
| Total Benefit        | 0           | 6,072,953   | 12,857,276   | 26,845,964   | 38,500,262   | 54,954,644   | 52,764,310   |
| Net Benefit          | -6,459,603  | -2,349,890  | 1,071,547    | 12,284,664   | 20,759,070   | 28,217,676   | 27,366,054   |

Table 5 - Worksheet 2 - Discounted Cashflow

| Year | Project Cost | Project Benefit | Discount Factor | Discounted Cost | Discounted Benefit | Discounted Net Benefit |
|------|--------------|-----------------|-----------------|-----------------|--------------------|------------------------|
| 2008 | 6,459,603    | 0               | 1               | 6,459,603       | 0                  | -6,459,603             |
| 2009 | 8,422,843    | 6,072,953       | 0.962           | 8,102,775       | 5,842,181          | -2,260,594             |
| 2010 | 11,785,729   | 12,857,276      | 0.925           | 10,901,799      | 11,892,980         | 991,181                |
| 2011 | 14,461,300   | 26,845,964      | 0.889           | 12,944,996      | 23,866,062         | 10,921,066             |
| 2012 | 17,741,192   | 38,500,262      | 0.855           | 15,168,719      | 32,917,724         | 17,749,005             |
| 2013 | 26,734,968   | 54,952,644      | 0.822           | 21,976,144      | 45,171,073         | 23,194,929             |
| 2014 | 25,298,256   | 52,764,310      | 0.790           | 20,064,622      | 41,683,804         | 21,619,182             |

Total Discounted Cost = \$95,618,658

Total Discounted Benefits = \$161,373,824

Total Discounted Net Benefit or NPV = \$65,755,166

### 3.4 The appropriateness of the administrative structure

**Project Implementation Units:** The evaluation team found that over the life of the programme, efforts to bring the staff of the two PIUs together to ‘learn’ from each other were few. The CAOs across the two PIUs do not plan strategies together or co-ordinate their approaches. All of the specialists for the CSP are housed at the Trinidad PIU and the evaluation team did not see evidence of regular meetings with the Tobago staff. The two PIUs have had to respond to interests from external stakeholders for data, project development and implementation. Both PIUs have suffered because of the bottlenecks in the MNS.

As stated in the Interim Report, there are also some contentious areas that need further exploration. Overwhelmingly it is the view of diverse stakeholders that the CSP is appropriately sited in the MNS. The reasons given are that such a siting gives notice that it is a serious initiative, and affirmation that it is an important national “actor” in the arena of citizen security and community safety. The grounding of its community-based perspective and the name of the initiative, however, brings to the fore the contrasting nuance on citizen security and community safety.

Interestingly a Community Safety Programme was already planned for Tobago when the Citizens Security Programme was initialised. The Head of Tobago operations described Tobago as being in a more heightened state of readiness for community development as individuals were already driven through socialisation to be accountable to their communities. This point was supported in the interview with Trinidad CAOs who in describing the contexts of the communities for which they had responsibility described persons who lived in the communities but felt no sense of belonging or need to contribute to the development of the community.

The recommendation of the Tobago Coordinator – Tobago Operations is that what is needed is for community-based social institutions (CBIs) to partner with the government to build communities. These CBIs should have community service support location which performs the function of a secretariat. One such location was identified in the Bon Accord area but there were bureaucratic challenges with getting the lease agreement signed.

All of this is taking place against a background of the CSP’s future, which is both contrary and complex, with the CSP continuing its development, at the same time that the initiative is being challenged with the prospect of winding down. During different interviews there was the admission that even at this point, departments in the Ministry of National Security do not know of the CSP’s existence.

This is the scenario within which the evaluation is being conducted, for CSP’s work is expected to be completed in 2016, and the IDB expects a winding down of activities. However, the CSP is embarking on three new initiatives: expanding its work to communities in east Port-of-Spain; establishing youth-friendly spaces (YFS); and implementing the Cure Violence Programme in east Port-of-Spain. There is a difference in perspectives around the YFS. The PIU is looking for specific physical locations while the Tobago Head believes that YFS should be a concept where

every support service location should be a YFS. This requires a change in thinking and an openness to active listening and creation of environments where youth are comfortable to share spaces with other age groups except when specific programmes are to be implemented for youth. In this winding down period the exit strategy from communities has not been made clear by the CSP.

**Monitoring and Evaluation:** The M&E Specialist was able to provide numerous documents to show evidence of the projects undertaken by the CSP during the review period. The data could be disaggregated by project type, executing agencies, categories, time period. The evaluation team found that the Framework for Crime and Violence Prevention Service Delivery was not being used to categorise the projects.

As stated in the Interim Report, the impact of readiness also had import for the internal activities of the CSP. Khan's Report (2011) informed the allocation of funds to each of the components of the programme does not appear to be based on a comprehensive operationalization of each component. She stated that 'this coupled with the lack of a detailed implementation plan, have contributed to the implementation challenges experienced to date. That report also noted that the implementation of the CSP had been affected by a range of challenges related to flaws in its programme design, inadequate working knowledge of GORTT's purchasing and procurement process and a weak commitment of institutional partners.

The evaluation team found that the CSP relied on a Matrix of Targets, and providing results for the outcomes identified by the IDB. The CSP itself does not have an overall Performance Framework which provides a comprehensive view of all the work which it undertakes. To achieve the outcomes identified by the IDB, the CSP had to first achieve other results with its stakeholders (primary, secondary, key and external) and these in turn facilitated the achievement of the outcomes which are the focus of the IDB. The results related to the IDB outcomes would be a subset of all of CSP's results which would be captured in an overall Performance Framework. A Performance Framework would complement the detailed implementation plan suggested by Khan. The Performance Framework would also help to identify gaps, inform or rationalize actions such as the reallocation of funds to components, which was also recommended by Khan.

**Strategic Direction for CACs:** Another recommendation from the Khan report was the need for the development of cohesive community strategic plans. She noted that in the CSP's current approach, which focuses on implementing projects under each of the components and sub-components, cohesive community strategic plans should be developed based on the risk factors identified in each of the CSP partner communities. The evaluation team found through feedback from CSP staff that the development of strategic plans was the direction anticipated for the programme in 2011.

The evaluation team also found that action plans had been completed for the Tobago communities in 2009. The Tobago staff shared that they were not encouraged to implement the

action plans as designed because of perceived challenges with the development of indicators and the measurement of progress. The evaluation team found that these Action Plans detailed well-developed and sequenced projects clearly linked to the achievement of the CSP objectives related to violence reduction, increased perception of safety, reduction in injuries related to child maltreatment, domestic violence and youth violence. At present the NGO Veni Apwonn has begun working with the CACs in Trinidad to develop strategic plans before the close of the programme in 2016. The evaluation team found that to date, there are no plans for this NGO to work with the Tobago CACs to complete similar activities.

**Community Action Officers:** The Community Action Officers are CSP's representatives in the communities and during the evaluation team's visits to the CAC meetings, we observed how the CAOs, who were present, interacted with and supported the CAC members. Generally during the group interviews the CAC members were pleased with the competence of the CAOs and the relationships they were able to build. The Kairi Report proffered "the evidence suggests that the primary indicator of success of a CSP-funded community intervention (however defined) is the will, skill and personality of the CAO of the particular community" (p. 42). The evaluation team has not seen any documents describing the exit strategy that will be employed by the CSP in the communities, however, we can report that generally we met CAC teams who were able to conduct meetings in business-like manner.

**The Civil Society Working Group:** Members of the CSWG benefitted from various capacity-building activities during the 2008-2014 period. Eighteen persons representing organizations of the CSWG responded to the online survey which examined the alignment of CSP-funded activities and the Framework for Crime and Violence Prevention Service Delivery. The majority of the respondents, rated the CSWG as successful, because of the forum it provided for the NGOs working in the CSP communities to come together to share and learn, and discuss their successes and failures in the high needs communities. The forum also provided a key networking opportunity for these NGOs. The CSWG was also hailed for the capacity building opportunities offered to the participating NGOs, including training in good governance and project management. One respondent however, did not share these positive views, and stated "With all the successes recorded throughout the twenty two (22) communities serious crimes continue to plague these communities. I would not wave any flags of success".

The respondents were largely in favour of the continuity of the CSWG, and recommended the development of a plan that would allow for the operations of the CSWG to continue. The majority of respondents were also in favour of increased collaboration on projects, between and among the participating NGOs in the future. One respondent recommended that the CSWG seek "national recognition" in order to formalize its operations. In most of the comments the CSP was commended for its mission and work conducted at the community level. The general consensus among respondents was that it was important for the CSP to continue its work, in order to sustain the successes already made and bring about real change in these communities. One respondent was very much in favour of this and asked, "What is the reason for disbanding

a government agency that has been making such an impact in the communities it has partnered with". Another comment suggested that best practices from the CSP be documented for future reference. While a review of the CSP's Tobago operations was requested by yet another respondent.

**Steering Committee:** There was a consistent finding about the Steering Committee from previous studies on the CSP that it was not operating as intended. In November 2013, the twelve-member SC at the time, was asked to complete a Self-Assessment Questionnaire, which focused on roles, responsibilities, and recommendations for improving the effectiveness of the SC members, and the SC itself. Six members completed this questionnaire.

All of the respondents indicated that they were aware of their roles and functions and they were also aware of CSP's mandate and were able to inform others about the programme as necessary. Four of the six respondents indicated that they had been able to identify possible areas for collaboration between their agencies and the CSP, or other agencies, and that they had actively enabled or promoted partnering opportunities and strategic support for the CSP. Three of the six respondents had been advocates for the CSP model of social change, and had been able to facilitate, or enhance the delivery of core services from their agencies, to support the PIU or CSP communities. Only two of the six respondents had actively enabled or promoted partnering opportunities and strategic support for the CSP initiatives, or contributed to clearing implementation bottlenecks raised at the SC level. All of the respondents indicated that in their current job portfolio, they were able to effectively execute the role and functions expected as representatives of their agencies.

To be more effective as SC members, the respondents made the following recommendations:

- (i) Have the SC members more involved in the public education and marketing aspects of the CSP;
- (ii) Involve SC members in more of the planning activities and decision making (before implementation) by providing them with up to date information so that they could engage the appropriate arms of the Ministries;
- (iii) Establish a process to enable SC members to report directly on the status of projects within their institutions and how those projects support CSP's objectives, as well as to inform the SC of challenges experienced in trying to implement or complete projects.

For the SC to be more effective as a whole, the respondents made the following recommendations:

- i. Clearly define the roles and responsibilities of SC members, and the SC itself as mandated by the Cabinet minute.
- ii. Return to setting and sticking to Action Plans.

- iii. Develop the standard operating practice of SC members working collaboratively instead of silos so that they learn from and support one another to be able to partner to deliver a more comprehensive projects.
- iv. Ensure full representation on the SC by all identified Agencies
- v. Place greater focus on open discussion of CSP directions at SC monthly meetings.
- vi. The SC should meet quarterly instead of monthly.

From these results the evaluation team was able to glean that the SC members were challenged to galvanize the resources in their respective agencies after projects were already implemented. Also the “ways” in which the agencies were expected to collaborate with the CSP were novel for the agencies especially in light of the bureaucratic and hierarchical contexts of the agencies.

During interviews held with SC members for this evaluation, the evaluation team was presented with several explanations for the lack of effectiveness of the SC. These included:

- While the PS of the Ministry of National Security chairs the SC, the work of the SC may not be high on the priority list for the Permanent Secretaries of other Ministries.
- Between 2008 and 2014, Trinidad and Tobago had 5 Ministers of National Security, and three Permanent Secretaries, with different levels of buy-in and willingness to advocate for the CSP.
- The SC representatives from the Ministries changed often, and many times were not appropriately placed in their respective Ministries to advocate for collaboration for CSP-funded projects.
- Conditions and protocols for co-operation between and among Ministries were not institutionalized.
- SC members did not understand their mandate.

In the Interim Report the evaluation team stated that the Steering Committee had not acted as described in the Operations Manual. At that time the team had not seen any reports in which the inter-agency collaboration was implemented, or how bottlenecks around finance were addressed in the MNS. Since the writing of that report the team learned that several training sessions were held with the MNS staff concerning CSP’s financial requirements. However, the reality persists that the MNS is not sufficiently resourced to respond in a more efficient manner regarding payments to service providers. The evaluation team has to echo what was expressed by the <sup>23</sup>Kairi report (p. 29):

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<sup>23</sup> Best Practices in Implementing a Community Based Crime and Violence Prevention Programme, Kairi Consultants, April 9, 2014



In the areas of autonomy to act and collaboration with other ministries, it was initially felt that ministerial members on the steering committee would be individuals with greater authority/power to make decisions and allocate resources and better coordination of programs, but this has not turned out to be the case. CSP also anticipated that this Steering Committee would improve efficiency by avoiding duplication of resources, but this benefit also did not materialize.

**Summary – Administrative Structure:** Our findings indicated that a large number of projects had been introduced, however, the work of the PIU was severely hampered by the bureaucratic processes within the Ministry of National Security. On the question of whether the current organizational structure is fit for purpose, the answer is somewhat complex. The PIU has worked hard in getting the right structure, processes and people (doing the supposedly right things) in place to manage the programme. This is commendable, however many of the developments in this sphere seem to have made meagre impact on shifting the pace of how things are done in the CSP, and the sense that the CSP can do much more and achieve greater success if it can just do things right. It is only in recent times that evidence of the PIU offering leadership, being strategic and modeling new ways of working (doing things right) have emerged to challenge bureaucratic practices in novel ways, question the normative use of M&E and sought to surface lessons learned and best practice from its experiences to steer the initiative. CSP success needs to be communicated and appreciated at local, national and international levels.

However, ostensibly what still persists is an administrative structure that is transactional rather than transformational, with a logic framework, operational manual, M&E system and specialist people in positions. What is still needed is coherence and alignment to the CSP's vision, and an initiative truly informed by CSP's lived experiences, lessons learned, best practice and what works for success in citizen security and community safety in Trinidad and Tobago. This will require actions and development solutions at multiple levels, and will include the revisioning of the Steering Committee, a restructuring and development of the Senior Management Team to be more strategically focused, the introduction of a relevant performance management framework for CAOs and the employment of effective capacity building and staff development processes for staff at all levels. This is the evaluation team's recommendation in wanting to see the continuance of the CSP into future building communities to deliver on its sustainability objectives.

### **3.5 The effectiveness of the interventions implemented in terms of immediate outputs**

The CSP Logic Model presents an ambitious framework to increase public safety through strengthening the current infrastructure, implementing crime reduction strategies focused on known risk factors and offering support to those in crime prevention. Interventions as well as victims of crime. Moreover, the logic model supports a theory of change that emphasizes

community engagement and a focus on socioeconomic risk and protective factors for community safety. Community reports and interviews support that the activities and outputs of the logic model were achieved to varying degrees in the communities. However, the interviews with the community members suggest that although official crime statistics indicate a reduction of crimes in general as well as the prioritized categories, the official statistics do not reflect the crime reality the residents live as many crimes still go unreported for a variety of reasons. Activities related to the risk and protective factors within the communities that focus on education, employment and human services varied greatly among the 22 communities. As each of the communities prioritized risk and protective factors differently and proposed solution strategies unique to their communities, a variety of activities occurred over the course of the CSP funding timeframe.

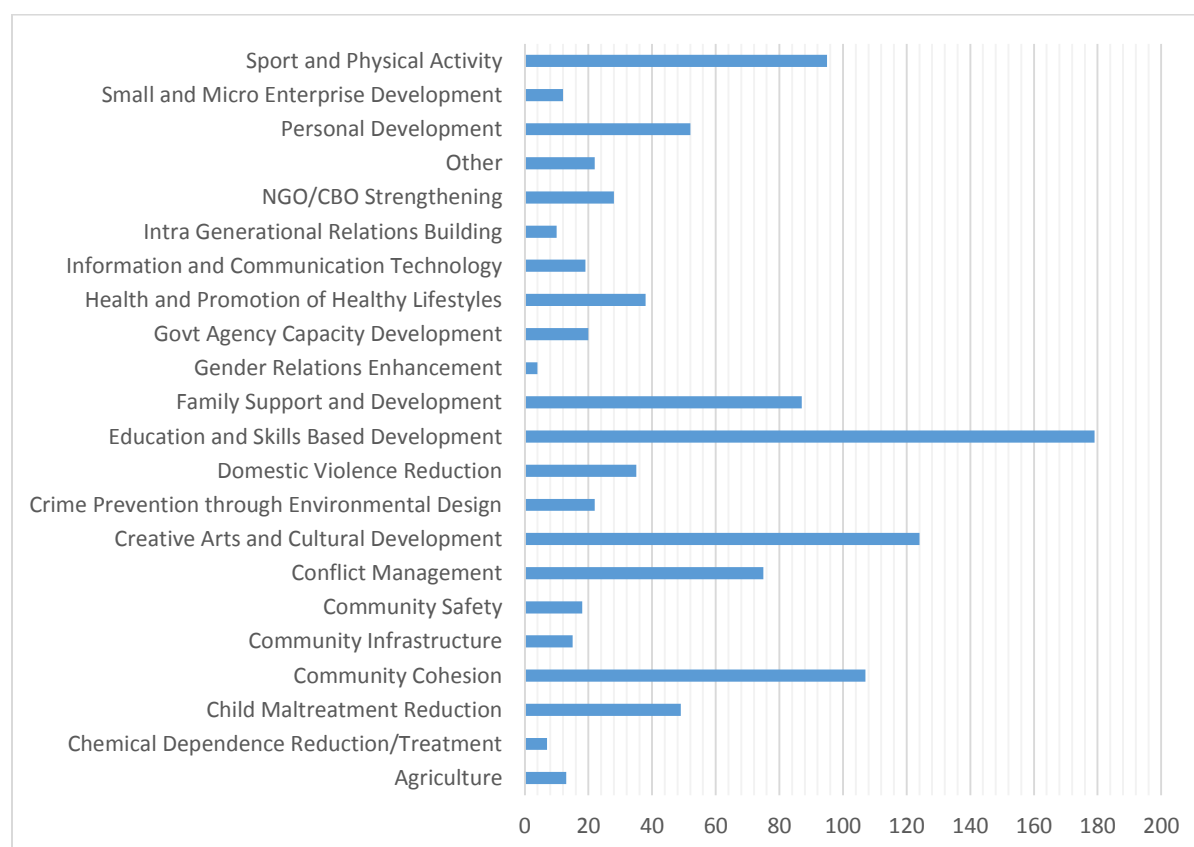


Figure 4 – Number of CSP Projects by Thematic Area

In Figure 7 above, the range of thematic areas covered by the CSP projects between 2008 and 2014 is shown. The areas with the highest number of projects were **Education and Skills Based Development** (179), 4456 beneficiaries, **Creative Arts and Cultural Development** (124), 10446 beneficiaries, and **Community Cohesion** (107), 11585 beneficiaries). While the lowest number of projects was in the area of Gender Relations Enhancement (4,) 478 beneficiaries, Chemical

Dependence Reduction/Treatment (7), 532 beneficiaries. The full results are presented in Appendix 12.

The evaluation team was not able to observe the outputs of all of these interventions. Thus the effectiveness of the interventions was gauged from the comments submitted by respondents to the surveys, and interviews. Some of these comments include:

- The level of participation of the children in our programmes was very encouraging. Over sixty children daily in a programme speaks well. The assessment of children's behavior over time will tell us how successful our programme was. However we have seen changes in the children's behavior that is encouraging. The principal of the Primary school has also indicated that he sees changes in the children who attended the programmes.
- Approximately 65% of students who participated in the programme demonstrated improved ability to manage and resolve conflicts with peers and parents. Approximately 75% of participants reported improved relationships with family members. Approximately 71% of parents who participated in the programme adopted positive parenting strategies taught in the programme
- Community cohesion, reduction in killing in the community, increase in youths performance at their school, exposure of individuals' talents, health awareness and improvement, youths involvement in community development, educational development among membership
- Personal transformation in demeanor/personality of individuals (empowered, capable of coping with life situations and conflicts). Transformation because of skills and ability to manage/resolve conflicts. Participants immediately putting skills to use in families, schools, work and community. Participants self-analysing/introspective and willingness to work on individual issues. Participants communicating, networking and assisting each other (group camaraderie developed- family type atmosphere).
- A calming of the minds where the young people are concerned. We saw great improvement in behaviour which positively affected their school work and social activities.
- These programs were very useful in helping my organisation transform our members and our community. There is still a challenge in capturing the 14 - 18 age group.
- For its time in operation, the CSP has done a good job in attempting to reduce violence in communities. As with all things, to sustain behaviour change in individuals and communities a prolonged effort must be undertaken on a consistent basis, otherwise persons revert to their old comfortable behaviours. It is therefore necessary for the CSP or some other organization to maintain the efforts of the CSP in the long run for behaviour change to occur.

Attitude and behavior change were the main observations regarding the effectiveness of the CSP interventions. Examples from the Summary of Intermediate Outputs provided by the CSP are presented in Appendix 9.

In the Kairi report, an unanticipated outcome of the CSP's community work "the mental shift within communities from dependence to interdependence" (p. 37) was noted. The time for data collection by the evaluation team did not facilitate long engagement with community members. Thus, the evaluation team was very encouraged that another theme which emerged from among the comments was empowerment. This was illustrated in the following admission by the Hearts and Minds representative:

The community now knows that they can access services, write proposals to get things done without the help of a Minister or Member of Parliament. They have to account. They have the opportunity to be in charge of what happens versus having to accept what is given to them.

### **3.6 The extent to which communities have increased their capacity to prevent or treat with crime and violence as a result of project interventions**

Ninety-four (94) CAC members responded to the survey: *Impact of CSP in the Your Community*. Of these 88 were resident in their communities, 35 were members of NGOs, 49 were members of churches within their communities, 55 were members of other community groups, 36 were members of Village Councils, 12 owned businesses, 6 were involved in other community activities. Of those CAC members who lived in the high needs communities, the length of the residency ranged from 1 – 65 years. Approximately 54.1% of these CAC members owned their homes, 16.5% live in rented homes while 25.7% chose other with explanations such as squatting, living with family, and passed on. The number of relatives of the CAC members who lived in their communities ranged from 0 -100. Some respondents answered with words, the general message being that all of their members resided in their communities.

During the period under review, the CSP worked to develop the capacity of the CACs to build and facilitate community cohesion and to help the community as a whole address their problems of crime and violence. A 10-item questionnaire was included in the survey to determine the types of skills acquired by CAC members as a result of their participation in the CSP capacity building interventions. Respondents were required to rate their skill levels using the scale 0 – None, 1 – Some and 2 – A lot.

The 10 items in this questionnaire were grouped into two categories as shown in Table 6. In preparation to conduct t-tests to compare the before and after conditions, a continuous variable BCOMBuild, was created by adding the scores for each respondent for each of the

items in the category Building Community for the before condition. The variables AComBuild was created in a similar way by combining the scores in the after condition. Continuous variables BCrimeRes and ACrimeRes which represented the respondents' crime response skills before and after CSP's interventions, were created in a similar manner. The results for the T-tests are presented in Table 7. The tests produced statistically significant results for community building and response to crime. The t values in both cases were negative indicating that there was an increase in skills in the 'after' condition.

**Table 6 – Impact of CSP on the Capacity of Community Action Councils**

| Category           | Items   |
|--------------------|---|
| Building Community | Getting people to get involved in community efforts                   |
|                    | Actively listening and communicating with others in the community     |
|                    | Building relationships with people in the neighbourhood.              |
|                    | Developing solutions to community problems.                           |
|                    | Developing and implementing action plans to address problems.         |
|                    | Identifying resources inside and outside the community.               |
| Crime Response     | Identifying problem neighbourhood behaviours, situations or issues.   |
|                    | Identifying and resolving conflict situations in a respectful manner. |
|                    | Identifying crime and violence issues in the neighbourhood.           |
|                    | Developing solutions to neighbourhood crime and violence issues.      |

**Table 7 – CAC Capacity**

|        |                       | t       | df  | Sig. (2-tailed) |
|--------|-----------------------|---------|-----|-----------------|
| Pair 1 | BCOMBuild - AComBuild | -13.282 | 115 | .000            |
| Pair 2 | BCrimeRes - ACrimeRes | -12.657 | 115 | .000            |

The review of community data (Appendix 10), shows that the t values for community building skills due to CAC membership and CSP interventions was statistically significant in Covigne, Pinto Road, Cocorite, Beetham Gardens, NE Settlement, St. Barbs, Farm Road, Enterprise and La Romaine. Regarding the ability to respond to crime, statistically significant results were obtained from Pinto Road, Cocorite, Beetham Gardens, NE Settlement, St. Barbs, Farm Road, Mt. D'OR and La Romaine.

### **3.7 The extent to which the MNS agencies have increased capacity to prevent or treat with crime and violence as a result of project interventions.**

The <sup>24</sup> support to the MNS has included:

- Technical Assistance and Software for MNS including training of staff
- Policies, Intervention and Media Campaign with special emphasis on Domestic Violence

**Review of Report on Fingerprinting System Purchase:** One of the infrastructure updates supported by CSP in 2012 was the upgrade and expansion of the TTPS Automated Fingerprint Identification System (AFIS), which was noted as a priority in the TTPS needs assessment. CSP staff evaluated AFIS, which is used by the Trinidad and Tobago Police Service to process fingerprints for criminal investigation and certificates of character for the public. The CSP evaluation team visited 8 of the 11 TTPS stations to interview staff and review the operations of the updated system in five categories of performance; operational efficiency, quality and value added, training of personnel, location suitability and other technical issues.. The reviews of the system were mixed and issues were addressed by the CSP evaluation staff who offered recommendations to improve the performance categories of the new system. In particular, location suitability of the new equipment and technical issues such as internet bandwidth and printer quality were rated lowest among the 8 stations. The ANEVER evaluation team found the report to be thorough, offering recommendations to rectify the issues that surfaced from the review. The evaluation team was not able to make observations or speak with TTPS personnel who use the system, however in discussions with police officers, the team learned that the system has speeded up the process of getting a Certificate of Good Character issued to citizens for various purposes when requested.

**Crime and Analysis Problem Unit –** A CAPA Needs Assessment was undertaken in 2009 by CSP staff. Several recommendations were made, though all were not to be funded by the CSP. The evaluation team is able to report on the progress which has been made in different areas.

- *Accurate and complete recording of crime data on Incident Reporting Form* - Videos stressing the importance of accurate data collection have been created for use by internal staff. Divisional Heads support these efforts by emphasizing that all forms must be checked, verified and signed by the station commander before being passed for data entry. There is also a handing over protocol for staff. Training on the use of the forms began at the Police Training College, but was not continued. The evaluation team was able to view the revised forms and data entry time for each form was estimated to be approximately 15 minutes. The team also learned that the clerks have experienced some level of secondary trauma as a result of the type of information to which they have been exposed. This activity was funded by the CSP.

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<sup>24</sup> CSP Achievements Report to June 2014

- *Availability of up-to-date, reliable and comprehensive data on TTPS VERSADEx database.* - Increasing the number of data entry points for the TTPS is in progress. As the laws are revised, the database is upgraded appropriately.
- *Capacity for analysis of crime reporting and intelligence data.* - Software licenses were purchased for the unit. There is improved reporting capability. Electronic fingerprint and photography systems were purchased with CSP funding. This activity was funded by the CSP.
- *Linkages with other MNS Systems and capacity for data sharing.* - Established the use of a unique identifier for crime reports, with linkages to key database.
- *GIS analysis capability and equipment* - Additional GPS handsets were purchased allowing each station this facility. Personnel from the two CAPA offices can now log in to the system simultaneously. This activity was funded by the CSP.
- *Human Resource Issues* – All roles for the staff of the Unit have been clearly identified.
- *Availability of minor equipment and supplies that would enhance efficiency* – There is a sufficient supply of meeting equipment and stationery.
- *Physical space* – The unit is housed in a new building which is not shared with another Ministry as was recommended.
- *Transport between CAPA offices* – A vehicle was purchased for this purpose.

During the site visit to the CAPA unit the evaluation team learned that the University of Cambridge (UC) was working with the TTPs and CAPA specifically to monitor police patrol activities in **hot spots**. CAPA staff reviewed the list of CSP's **hot spots** against the ones identified by the University of Cambridge and the feedback was that the areas looked at by the CSP were on the periphery of the "real" hot spots. The criteria for identifying areas as **hot spots** were not shared with the evaluation team during the site visit with CAPA. However, further review of projects from UC on evidence-based policing stated <sup>25</sup>forty (40) hot spots were identified by the TT Police Commissioner based on violent crimes reported by Trinidad policing districts between January 1, 2012 and July 15, 2013. The differences between the geographical boundaries of the hotspots identified by UC and CSP may be based on the different time frames for violent crime and the distinct purposes of the projects. The CSP is focused on community building to reduce and prevent crime, while the UC is focused on community policing and policing patterns to reduce and prevent crime. The UC project is informing other policing activities in **hot spots** as defined by the UC, which could advise the CSP project's policing component as well as build the CAPA infrastructure for detecting crime and deploying officers.

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<sup>25</sup> Sherman, L. (UC & UM), Williams, S. (TTPS), Ariel, B. (UC, HUU), Strang, L. (Cambridge Centre for Evidence-Based Policing), Slothower, M. (UM), Norton, A. (TTPS). **An Integrated Theory of Hot Spots Patrol Strategy: Implementing Prevention by Scaling Up and Feeding Back** available at University of Cambridge Institute of Criminology Website, 5/20/2015, [http://www.crim.cam.ac.uk/people/academic\\_research/lawrence\\_sherman/recent\\_publications/](http://www.crim.cam.ac.uk/people/academic_research/lawrence_sherman/recent_publications/).

The CAPA staff believed that the unit would not have made the progress that it did without the help of the CSP. They made particular mention of the efforts made by the CSP M&E Specialist to provide guidance and support especially in regard to their training needs. Interview participants of the stakeholder agencies reported they were very satisfied with the assistance offered by CSP in infrastructure support and capacity building. The stakeholders offered evidence of the increased capacity to the evaluation team during the site visits.

### **3.8 The extent to which TTPS agencies have increased capacity to prevent or treat with crime and violence as a result of project interventions**

The <sup>26</sup> support to the TTPs has included:

- IT Training and Equipment
- Victim Support Unit
- Psycho-Social Support to TTPS Officers

**Interagency Task Force – Hearts and Minds** – This group has been supported by the CSP to implement police-led community activities in the high-needs areas of Beetham Gardens, St. Barbs, Gonzales and Sogren Trace. They are using different strategies to improve the perception of the role of the police in these communities. Describing themselves as engaging in the “softer side of policing”, their successes include facilitating the re-entry of willing students into education programmes, Christmas activities for children, field trips outside of these communities, and providing alternatives to gang and anti-social behavior. The CSP-funded activities helped this unit to make inroads into these communities for which the unit remains grateful.

**Victim and Witness Support Unit** – The CSP has supported the Unit to procure equipment and furniture which is housed in the Unit. The CSP/VSU related projects included:

- Trauma Treatment Methods training
- Introduction to Mediation training
- Computer equipment for VSU
- Traumatic Incident Reduction Training Workshop
- Purchase of PA System for VSU
- Purchase of Computer Equipment and Accessories
- Funding for Regional Conference - From Victims to Victors
- Debriefing Retreat
- Advanced Development Workshop on Narrative Therapy

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<sup>26</sup> CSP Achievements Report to June 2014



- Dealing with Incest
- Teaming for Success

The Unit provides an important service for the TTPS and has been identified as a key initiative in the TTPS Strategic Plan for the period 2014-2016. Due to scheduling challenges the evaluation team was not able to meet with the Manager of the Unit during the data collection period.

**Social Work Unit** – This unit provides psycho social support to members of the TTPS and their families. The officers of this unit, also conduct workshops. The main challenges have been the buy-in from first and second division officers, privacy concerns, and responding to the ‘police culture’ of working to maintaining a hard exterior, when faced with trying circumstances at work. Officers do not want their peers or superiors to know that they have sought counselling help. The CSP funded the 8 social workers in the Unit for the period 2010-2013.

**Peer Counselling Initiative** – The evaluation team met with the facilitator Anne Diaz for a face-to-face interview, and conducted telephone interviews with the Coordinator Keith Phillip and six graduates of the initiative. The following information was shared.

***How did the training benefit you?***

Most of the respondents were of the opinion that this course allowed them to develop a different perspective when it came to dealing with their peers. The training facilitated greater introspection among the participants, and provided them with the tools needed to effectively assist their peers in dealing with personal issues. There was an overall consensus that this led to an improvement in relations with fellow police officers, and laid the foundation for a support network across the police service. One respondent learned "how to discuss [an issue] without offering advice". Another developed the ability of knowing "how to share with my fellow colleagues". Generally there was increased "sympathy and empathy" among the respondents.

***How will the training benefit the police service as a whole?***

Respondents generally felt that since they benefitted as individuals, from this training, there is no doubt that the entire police service would benefit. The lack of trust among police officers is currently a major issue within the TTPS. Overall, respondents were of the view that peer counsellor training will play a great role in addressing that issue of mistrust among officers, and "bring that level of trust back within the TTPS". This would lead to improved communication and understanding, and a greater sense of camaraderie, resulting in a better police service. It was also agreed that this training has contributed to improved relations among the different ranks of the police service. One respondent went as far as to say that "personally, I would like to know that everyone [all police officers] is a peer counsellor". Another proffered, "If we can communicate and understand better we can be better police officers".

***When should this type of training be introduced?***

Almost all respondents held the view that this training should be introduced at the level of the police academy as part of basic training for new recruits in order to "make them better officers". Respondents also believed that senior and mid-level members of the TTPS should also be a target group to receive this type of training, to allow them to develop better relationships with those under their charge. One respondent was of the view that this training would not be "as effective in the training stage", because actual experience as a police officer would provide a better insight and understanding of how police officers think and the experiences that they go through. This respondent also noted that though he did not believe that the peer counseling should form part of basic training, it should still happen fairly early in an officer's career after he has had some experience.

***What challenges might the implementation of this type of counselling encounter?***

As previously mentioned, the lack of trust among police officers of one another and concerns about confidentiality are major issues. According to one respondent, "police ourselves are not trusting". Respondents indicated that there would be a hesitancy to utilise this service if officers are not convinced that confidentiality will be maintained. Some respondents were also of the view that the current bureaucratic processes that exist in the TTPS could also pose a challenge to implementing this service on a wider scale.

***What suggestions do you have for the training programme?***

Respondents were overwhelmingly in favour of a longer training period for this particular course. Although they believed that they learnt a great deal, a longer course would, according to one respondent, lead to "more self-evaluation and in-depth learning". Many respondents also believed that certain follow-up activities could have been included, to not only serve as an evaluation tool, but also provide participants with more advanced training in this area. One participant suggested that a train the trainer component could be offered in the future, which would "empower the officer to deliver".

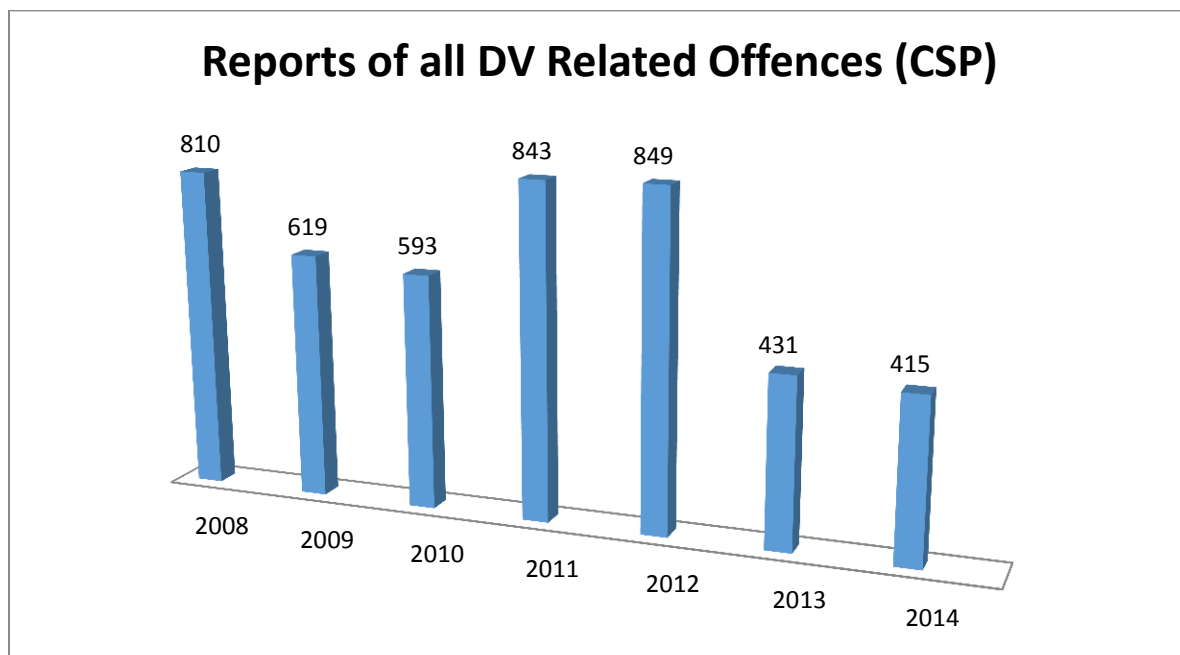
It is evident from interviews with representatives of the police service that the CSP has supported the strengthening of the public safety infrastructure and police officer training to achieve the outputs and intermediate outcomes presented in the Logic Model. Supports are in place for both police officers (and policing staff) and victims of crimes to address stressors and trauma linked to building resilience and improving police-community relations. These support systems are intended to address response times, police presence in the community and relationships with community members to support crime reduction and higher levels of safety within the communities. The evaluation team understands that a Train the Trainer component of the Peer Counselling Programme was scheduled for May 4-8, 2015.

### 3.9 The crime and violence data in partner communities

Official crime statistics reflect a decrease in reported crimes in the prioritized categories including murders, woundings, sexual offenses, robberies and domestic violence.

***What does the crime statistics data look like at baseline in comparison to post CSP intervention(s)?***

The data presented in Table 8 is from the compilation of domestic violence (DV) statistics collected between 2008 and 2014. It appears that the DV rate per 100,000 spiked in 2008 in the CSP communities and then declined in 2009 & 2010. There were spikes in 2011 and 2012, a decline in 2013, and a further but small decline again in 2014.



**Figure 5: Domestic Violence Crime Rate 2008-2014**

**Table 8: Comparison of National Crime Rates and Rates in CSP High-Needs Communities**

| Comparison Rate by Year | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  |
|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CSP DV Rate per 100,000 | 135.4 | 173.8 | 132.8 | 127.3 | 180.9 | 182.2 | 92.5  | 89.1  |
| National                | 1302  | 1470  | 1069  | 1426  | 2597  | 2946  | 1803  | 1686  |
| T&T DV Rate per 100,000 | 103.1 | 116.4 | 84.7  | 113.0 | 205.7 | 233.4 | 142.8 | 133.6 |
| Difference CSP/TT       | 32.3  | 57.4  | 48.2  | 14.3  | -24.8 | -51.2 | -50.3 | -44.5 |

|                     |              |              |              |              |               |               |               |               |
|---------------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|
| <b>Difference %</b> | <b>31.3%</b> | <b>49.3%</b> | <b>56.9%</b> | <b>12.7%</b> | <b>-12.1%</b> | <b>-21.9%</b> | <b>-35.2%</b> | <b>-33.3%</b> |
|---------------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|

In 2011 and 2012 the rate increased beyond the 2008 spike and then substantially declined in 2013 to a rate much lower than the 2007 rate. In comparison to the national rate, which also experienced a spike in DV rates during 2011 and 2012, the CSP communities had a much lower rate of domestic violence related offences. The DV rate for both TT and the CSP communities decreased substantially between 2012 and 2014.

**Table 9 - Comparison of CSP & TT Change in Murder, Wounding & Shooting, Sexual Offences & Robbery**

| <b>Murder</b>               | <b>To Dec</b> | <b>Wounding &amp; Shooting</b> | <b>To Dec</b> | <b>Sexual Offences</b> | <b>To Dec</b> | <b>Robberies</b> | <b>To Dec</b> |
|-----------------------------|---------------|--------------------------------|---------------|------------------------|---------------|------------------|---------------|
| CSP change 2008-13:         | -56.3%        | -40.2%                         |               | -37.5%                 |               | -11.3            |               |
| National change 08-13:      | -25.8%        | -11.9%                         |               | -13.7%                 |               | -27.9            |               |
| CSP change 08-14:           | -43.0         | -26.4%                         |               | -25.0%                 |               | + 4.2%           |               |
| Difference % TT – CSP 08-13 | 30.5%         | 28.3%                          |               | 23.8%                  |               | 16.6%            |               |

Rates for Murder, Wounding & Shooting and Sexual Offences for the CSP communities in comparison to the national rates appeared to decrease substantially between 2008 and 2013. Although both at the national and CSP levels the rates for the specific offence categories declined, the CSP communities experienced a higher rate of decline than experienced at the TT national level. Even though robberies declined in the CSP areas over the period 2008-2013, the CSP communities did not experience as large of a decline as the nation experienced. In fact, the projection for 2008-2014 illustrates a potential increase in the robbery rate for the CSP communities. Further investigation regarding the factors related to the decrease in the offence rates is needed to determine the impact of the project intervention(s) on the CSP communities.

### **3.10 The perception of safety in communities**

To respond this question the evaluation team used the results from the Community Cohesion and Perception of Safety Survey. The average ratings (-4 – very uncommon to +4 – very common) assigned by the respondents to each of the 30 items were calculated. The results are presented in Table 8. In this questionnaire, the statements about fear were written in the positive form. For example if a respondent identified as uncommon, the statement, “People limit the places or times for recreational activities”, the understanding is that people are not limiting the places or times to engage in recreational activities. Thus, when these positive statements about fear



Table 10 – Perception of Safety

|                               | Very Uncommon |    |      |        | Neutral          |                  |        |                |        | Very Common    |     |   |   |   |
|-------------------------------|---------------|----|------|--------|------------------|------------------|--------|----------------|--------|----------------|-----|---|---|---|
|                               | -4            | -3 | -2.5 | -2     | -1.5             | -1               | -0.5   | 0              | 0.5    | 1              | 1.5 | 2 | 3 | 4 |
| Bethel                        |               |    |      | 16, 18 | 15, 20           | 17, 19, 21, 22   |        |                |        |                |     |   |   |   |
| Beetham                       |               |    |      |        |                  | 18               | 17     | 15, 16, 20, 22 | 21     | 19             |     |   |   |   |
| Bon Accord                    |               |    | 19   | 16     | 18, 20 21        |                  | 15, 17 | 22             |        |                |     |   |   |   |
| Cocorite                      |               |    |      |        | 15               | 17, 18           | 16     | 19, 22         | 21     | 20             |     |   |   |   |
| Covigne                       |               |    |      |        | 22               | 15, 16 17, 18 19 |        | 20, 21         |        |                |     |   |   |   |
| DBD                           |               |    |      | 16     | 20               | 18               |        | 22             | 19     | 15, 17, 20, 21 |     |   |   |   |
| Glen Rd/<br>Darrell<br>Spring |               |    | 18   | 16     | 17, 20           | 15 21            | 19     |                | 22     |                |     |   |   |   |
| Embacadere                    |               |    |      | 19, 20 |                  | 15, 16 18, 22    |        |                |        | 17, 21         |     |   |   |   |
| Enterprise                    |               |    |      |        | 19               |                  | 15, 16 | 17, 18         |        | 21, 22         | 20  |   |   |   |
| Farm Road                     |               |    |      |        |                  | 15, 16 19, 20    | 17, 21 | 18, 22         |        |                |     |   |   |   |
| Gonzales                      |               |    |      | 15     | 16               | 17               | 18, 19 | 21, 22         | 20     |                |     |   |   |   |
| La Romain                     |               |    |      |        | 22               | 18, 19           | 15, 21 |                | 16, 20 | 17             |     |   |   |   |
| Mt'Dor                        |               |    |      | 15, 16 | 18, 19 20        | 17, 21           |        | 22             |        |                |     |   |   |   |
| Mon Repos                     |               |    |      | 15     | 16, 17 18, 19 21 |                  |        | 20, 22         |        |                |     |   |   |   |
| N.E.S                         |               |    |      | 16     | 15               | 17, 19 20, 21    |        | 18, 22         |        |                |     |   |   |   |
| Pinto Road                    |               |    |      | 15     | 19, 21           | 17, 18           | 16, 20 | 22             |        |                |     |   |   |   |
| Quash Trace                   |               | 16 |      | 15     | 17, 21 22        |                  | 20     | 18             | 19     |                |     |   |   |   |
| Samaroo<br>Village            |               |    |      |        |                  | 19               | 16, 17 | 15, 18 22      | 21     | 20             |     |   |   |   |
| St Barbs                      |               |    |      |        |                  | 16, 18 19        | 15, 20 | 17, 21 22      |        |                |     |   |   |   |

appear in the uncommon section in Table 10 that is an indication that the community is not fearful regarding those particular behaviours.

In sixteen of the communities people are not fearful about not being attacked during the day (15). However there are mixed views about this in Beetham Gardens and Samaroo Village, but among the respondents from DBD this people are fearful of being attacked during the day on the streets. This is an improvement over what was found in the Crime and Victimization Survey (2008), when 83.8% of respondents felt a less safe in their community during the day. In sixteen communities, people are not fearful of being attacked when they are out during the night in the community (17) the exceptions being Embacadere, and there were mixed views in Enterprise and St Barbs. The 2008 report stated that feelings of safety dropped in the night (59.8%) with the highest levels in Never Dirty, River Estate and Bangladesh. The evaluation results showed that for approximately 80% of the respondents were not fearful about being out in the night in their communities. The communities with the highest fear from 2008 were not part of this evaluation. The evaluation team was not able to meet with the CACs of Never Dirty and River Estate during the data collection period. During the group interview at Farm Road the attendees spoke about Bangladesh as part of the Farm Road community. The evaluation team received the clarification from CSP that the community referred to as Bangladesh in the 2008 report is in fact the community of Farm Road.

In seventeen of the nineteen communities people (approximately 80% of respondents) are not fearful about being attacked in front of a business, church or in a community facility (16), however, it is an issue in La Romaine, and there are mixed views in Beetham Gardens. The 2008 survey reported that 32.7% of respondents felt very unsafe in business establishments with the highest levels in St. Barbs and La Romaine. The fear appears to have decreased in St. Barbs but is still of concern in La Romaine.

It is uncommon for persons to limit the places they go shopping (18) in fourteen of the communities, there were mixed views in Beetham, Enterprise, Farm Road, NES and Samaroo Village Mootoo Lands. The 2008 survey also reported a low level of fear 17.5% related to shopping. For this evaluation approximately 66.7% of the respondents reported a low level of fear related to shopping

It is common to limit the places and times of work (19) in Beetham Gardens, DBD and Quash Trace. While in Cocorite there were mixed views about this. The behavior is uncommon in fifteen communities representing approximately 80% of respondents. In the seven communities of Beetham Gardens, Cocorite, DBD, Embacadere, Enterprise, La Romain and Samaroo Village, it is common for people to limit the places or times for recreational activities

(21). There were mixed views in Covigne, Gonzales and St. Barbs there were mixed views. However it is uncommon behaviour in the remaining eight communities.

In five communities it is common for persons to limit the places they go alone (20) in Cocorite, DBD, Enterprise, Gonzales and Samaroo Village. There are mixed views about this in Beetham Gardens, Covigne, and Mon Repos. Thus in the remaining 9 communities, this is not common.

Having some form of self-protection (22) is common in Glen Road/Darrell Spring and Enterprise, there were mixed views about the eleven communities of: Beetham Gardens, Bon Accord, Cocorite, DBD Farm Road, Gonzales, Mt D'Or, Mon Repos, NES, Pinto Road, Samaroo Village and St. Barbs. However this behaviour was identified as uncommon in the remaining six communities. The last three safety concerns, were not captured in the 2008 survey.

### **Community Cohesion**

The evaluation team was able to capture additional information on the community cohesion components which contribute to the perceptions of safety in the high-needs communities. A comparison of the communities in the areas of ***shared values, neighbourliness, sense of belonging, trust, willingness to intervene***, and ***community relations*** is shared in the tables presented in Appendix 13. General findings include:

- ***Shared values*** – The belief that community problems are solved within the community is common in two communities. The belief that good neighbours mind their own business is common in two communities. The belief that when neighbours intervene communities are safer is common in twelve of the high-needs communities.
- ***Neighbourliness*** – Willingness to help was common in 14 communities. The perception that neighbours could be trusted was common in 9 communities. In 16 communities neighbours were perceived as “getting along”. In 9 communities, respondents believed that neighbours would give them good advice.
- ***Sense of belonging*** – Generally respondents across the communities the sense of belonging was common. Except for Samaroo Village/Mootoo Lands, respondents believed that community loyalty was common.
- ***Trust*** – Speaking to strangers was perceived as common in six of the communities. Asking persons to watch their homes or children was uncommon in thirteen communities.
- ***Willingness to Intervene*** – Questioning primary or secondary school students seen away from school during school hours was generally an uncommon behavior in the communities. Only in one community was there the perception that persons would intervene if a couple was having a public quarrel which appeared to be turning violent. In 10 communities the respondents believed that persons would intervene to stop car



theft. Stopping youth from defacing walls and buildings was perceived as an uncommon behavior in 12 communities.

- *Community Relations* – Asking for a ride, asking to borrow food or tools, and visiting neighbours in their homes tended to be uncommon across the communities. The perception that generally persons could recognize adults and youth who were non-family members tended to be common. Respondents perceived that generally persons knew the names of the people living close to them.

The results indicated that elements of community cohesion existed in the high-needs communities. During the validation process the team learned that factors such as where persons lived within the community, the length of time having lived in the community, the number of family members living in the community and participation in community activities impacted the perceptions of respondents. One community admitted that their responses were impacted by a recent murder in the community. Another community spoke about the boundaries of the community not being clear to the wider public and thus the community was wrongfully stigmatized for incidents happening outside what they knew as the borders of their community.

### Community Conditions

As described in Chapter 2, the items in the Community Conditions questionnaire (**administered to CAC members and community beneficiaries**) were grouped into four categories. The first step taken in the data analysis was the creation of two continuous variables **BCrimeRisk**, **ACrimeRisk** to represent respondents' perception scores regarding the conditions in their communities before and at the time of the survey (after CSP) respectively. To complete this survey (Appendix 7), if respondents chose YES, the score assigned was 1, and if they chose the response of NO, then the score assigned was zero. In this way, the variables BCrimeRisk and ACrimeRisk were calculated for each respondent by identifying the number of YES responses they made for the items in Table 11.

Table 11 – Crime Risk Index

| Index      | Item   | Results of T-test  |
|------------|--|--|
| Crime Risk | There is adequate police protection in my community              | $t = 7.073, df=115, p = 0.000$ . This was a statistically significant result indicating that overall, the crime risk factors in the communities were |
|            | Our community has many vacant abandoned lots or boarded up homes |  |
|            | There are people selling or using drugs                          |  |
|            | There are bars where people can drink openly                     |  |
|            | There are groups which cause trouble                             |  |
|            | There is violent crime or physical assaults                      |  |
|            | There is vandalism and defacing of the walls and buildings       |  |

|  |  |                         |
|--|--|-------------------------|
|  | Our community has clean and well-maintained surroundings | perceived as decreased. |
|--|--|-------------------------|

The analysis at the community level revealed that the perception of a decreased crime risk was a statistically significant result in Bethel, Beetham Gardens, Covigne, Gonzales, and NES. In Mt. D'OR however, the negative t result indicated a perception of increased crime.

The analysis of the data collected by the Community Conditions questionnaire yielded information about positive community groups (**PosComGroup**), use of community facilities (**UseIndex**), and the availability of community facilities (**ComFacIndex**). The evaluation team understood that the CSP did not have the sole responsibility for the results for these three variables, chose to include these results to provide more information about the communities.

**Table 12 – Positive Community Groups**

| Index                     | Items  | Results of t-tests   |
|---------------------------|--|--|
| Positive Community Groups | We could join sports clubs, steel bands or other community groups to learn new skills and share my talents | t = -1.331, df = 115, p = 0.186<br>This was not a statistically significant result. The negative t value is an indication that overall, there was the perception of an increase in positive community groups |
|                           | There are community organizations that deal with community problems  |  |

Regarding the community conditions related to positive community groups (Table 12), the negative t value implied an overall perceived increase in such groups. During the validation process, the evaluation learned that in some communities, some community groups have grown in strength in terms of the number of members and supporters. Also the number of groups which actually address community issues, such as but not limited to unemployment or domestic violence has not increased. The review of individual community data (Appendix 10) yielded statistically significant results, indicating perceived increases in Beetham Gardens and Farm Road. Though the t results were not statistically significant, increases were also noted in DBDH, Enterprise, GRDS, Mon Repos, Mt D'OR, and Samaroo Village Mootoo Lands. While this result was statistically significant in Embacadere, the positive t value was an indication that there was a decreased perception regarding the presence of positive community groups.

Regarding the use of community facilities, the positive t value is an indication of perceived reduced usage (Table 13) among the CAC members. During the validation exercise, CAC members suggested that factors such as confidentiality, increased financial resources and sometimes stigma may have contributed to the perception. Specifically related to shopping CAC members felt that the the community conditions related to use was dependent on the type of products to be bought. Major shopping in most instances was done outside of the community,

due to better prices and convenience. This result was significant in Covigne, La Romain, NES and St. Barbs. Mt D’or is the only community in which the t value (though not statistically significant) was negative indicating the perception of increased shopping in the community. The community is very close to the Eric Williams Medical Complex and a new Save-A-Lot supermarket opened in 2011.

**Table 13 - Use of Community Facilities**

| Index                       | Items   | Results of t test  |
|-----------------------------|---|--|
| Use of community facilities | When I need medical services, I use those in the community  | $t = 7.942, df=115, p = 0.024$<br><br>This was a statistically significant result indicating that overall, the use of community facilities was perceived as decreased. |
|                             | I use recreational facilities in my community   |  |
|                             | I am comfortable participating in community groups such as the sports clubs and steel bands in my community |  |
|                             | We regularly do our shopping in the community   |  |
|                             | There is a place of worship that I would go to  |  |

**Table 14 - Availability of Community Facilities**

| Index                | Items   |   |
|----------------------|---|---|
| Community Facilities | There are small shops & minimarts   | $t = 5.805, df=115, p = 0.000$<br><br>This was a statistically significant result indicating that overall, the availability of these community facilities was perceived as decreased. |
|                      | There is a clinic or other medical service near my community that I would go to |   |
|                      | There are parks we can use in or near my community                              |   |
|                      | Public transportation is convenient for us to use                               |   |
|                      | There are recreational activities for youth in my community                     |   |
|                      | Internet access is available in our community                                   |   |

Overall there was the perception of decreased availability of community facilities (Table 14). The review of community data (Appendix 10) showed that having community facilities was perceived as decreased. This was a statistically significant result in Covigne, Embacadere, Gonzales and St. Barbs. In Cocorite, Enterprise, Glen Road/Darrel Spring and Mt D’OR, the t values were negative but not statistically significant. The negative values were an indication of the perceived increase in the availability of community facilities.

**Table 15 – Comparison of CAOs and CAC Members’ Opinions About  
CSP’s Impact on Community Conditions**

| Paired Items |                                 | Results of CAOs |    |                 | Results of CAC Members |     |                 |
|--------------|---------------------------------|-----------------|----|-----------------|------------------------|-----|-----------------|
|              |                                 | t               | df | Sig. (2-tailed) | t                      | df  | Sig. (2-tailed) |
| Pair 1       | BCrimeRiskIndex -<br>ACrimeRisk | 4.945           | 19 | .000            | 7.073                  | 115 | .000            |
| Pair 2       | BPosComGroup -<br>APosComGroup  | 2.939           | 19 | .008            | -1.331                 | 115 | .186            |
| Pair 3       | BUseIndex - AUseIndex           | 2.027           | 19 | .057            | 7.942                  | 115 | .000            |
| Pair 4       | BComFacIndex -<br>AComFacIndex  | 4.539           | 19 | .000            | 5.805                  | 115 | .000            |

The results of the t-tests in Table 15, indicate that when considering the overall results, regarding crime risk factors, the CAOs and the CAC members had the same perceived perceptions of a decrease in these factors at the community level. The CAOS appear to have the perception of decreased positive community groups, while the CAC members perceived an increase. Both groups also perceived a decreased used of community facilities, and the availability of some community facilities.

While the findings in the areas of the availability and use of community facilities did not perfectly align with the desired community outcomes expected from the Logic Model, and CSP Matrix of Targets, the findings regarding the presence of positive community groups supported the intended outcomes. The evaluation team was aware that communities were exposed to parallel initiatives from other agencies, during the period under review (2008-2014), which were also focused on community development. The team can only surmise that with a co-ordinated effort among the implementing agencies, the community outcomes would have better facilitated and maybe better sustained.

### **3.11 The adherence to guidelines with respect to accountability, financial reporting and audits**

The Financial Statements prepared by Pannell Kerr Forster, Chartered Accountants & Business Advisors, have used the Cash basis of accounting in accordance with the Cash Basis International Public Sector Accounting Standards (IPSAS). The cash basis of accounting recognises transactions when the cash or cash equivalent is received or disbursed by the entity. On this basis, loan disbursements are recognised when received and expenses are recognised when paid rather than when incurred. By extension, no provision is made for depreciation.

Financial Statements were reviewed for the period Sept 2008 to Sept 2014 with in-depth analysis being conducted on the audited accounts of 2012, 2013 and 2014. The Statement of Cumulative Investments as at Sept 30, 2014 reflects the following balances:

| IDB              | GORTT         | Total          |
|------------------|---------------|----------------|
| US\$11, 375, 583 | US\$6,155,979 | US\$17,531,562 |

The above total includes the following cash amounts drawn/invested in each of the years 2008 – 2014:

|                        |
|------------------------|
| 2008 – US\$993,785     |
| 2009 – US\$1,295,822   |
| 2010 – US\$1,813,189   |
| 2011 – US\$2,240,200   |
| 2012 – US\$3,168,070   |
| 2013 – US\$4,113,072   |
| 2014 – US\$3,907,424   |
| Total – US\$17,531,562 |

Explanations were solicited from and delivered by the Financial Specialist of the CSP on the following:

- (i) Reconciliation of amounts owed to the IDB with the loan balance drawn to date as per 2014 audited accounts .
- (ii) Reconciliation of IDB disbursements with the IDB Statement of Cashflows for the period ended Sept 30, 2014
- (iii) Reconciliation of disbursements under the Counterparty loan with the Counterparty Statement of Cashflows for the period ended Sept 30, 2014

- (iv) Reconciliation of disbursements under the Counterparty loan with total expenditure as per the Ministry of National Security Vote Book for the period ended Sept 30, 2014

We also conducted our own independent due diligence of the Financial Statements and sought explanations on the modalities of the Revolving Fund Account maintained by the IDB at the Central Bank and in which loan balances are kept on a revolving basis up to a maximum of 5% of the IDB loan commitment of US\$24.5MN. Funds are drawn, replenished and redrawn based on the presentation of the following documents in support of loan draw down requests submitted to the IDB:

- (i) No Objection Letter from the IDB
- (ii) Copy of Approved Contract
- (iii) Prism Letter and number for signed Approved Contract
- (iv) Approved Invoice
- (v) CSP cover letter signed by the Financial Specialist and Program Coordinator

In terms of the Procurement Processes applied during the financial year ended Sept 30, 2014, the CSP used (7) different procurement methods for a total of (37) transactions and these were performed in accordance with the applicable standards and represented valid and eligible expenses of the Program.

#### CSP Procurement Infrastructure

The CSP's Procurement Plan details the Program Implementation Unit's procurement activities. The Plan is prepared by the Procurement Specialist with input from the CSP Coordinator, the Community & Youth Specialist, the TTPS representative on the Steering Committee and the Monitoring and Evaluation Specialist. The procurement plan is prepared and updated on an ongoing basis relative to the PIU's Annual Operations Plan and the Macro Implementation Plan and details information such as procurement methods, estimated cost and timelines for the procurement of goods and services and the contracting of works. The procurement plan is expected to be updated on a regular basis and submitted annually to the IDB for approval including any subsequent amendments. The management of the procurement process is the responsibility of the Procurement Specialist.

The current Procurement Specialist Consultant joined the CSP in May, 2014, the fifth Procurement Resource since the launch of the CSP in 2008. Decision-making bottlenecks were encountered in the System caused by (a) CSP projects competing with mainstream Line Ministry projects for attention and timely adjudication by the Procurement Unit of the MNS (b) the mis-procurement of certain consultancy services which required the retendering of such services consistent with the procurement threshold guidelines as per the CSP Operating Guidelines. These structural and process related impediments were largely responsible for the protracted delays in commencement of (i) the refurbishment of (6) police stations to include Victim Support and Domestic Violence outreach facilities (ii) the Cure Violence/Ceasefire initiative in

association with the University of Chicago (iii) the construction and establishment of Youth Friendly Spaces in partner communities, to name a few. These projects are now (3) years behind schedule.

Overall, as at October 1, 2014 the following projects were still to be awarded:

- (i) Procurement of local implementing partner for the Ceasefire/Cure Violence Initiative
- (ii) Institutional strengthening of NGO's – Leadership training
- (iii) Community Violence Prevention Training
- (iv) Conflict Management & Mediation Services
- (v) Establishment of Domestic Violence Clinics in partner communities
- (vi) Positive Partnering Program in (3) partner communities in Tobago
- (vii) Establishment of Community based Drug Rehab services in Tobago
- (viii) Community Media Production Project
- (ix) Training for (75) Police Youth Clubs
- (x) Construction works – establishment of Youth Friendly Spaces
- (xi) Refurbishment of (6) Police Stations to include capacity to render Victim Support & Domestic Violence outreach services
- (xii) Establishment of an Injury Surveillance System at the Port-of-Spain General Hospital

Although the Logic Model is a tool that facilitates the design and evaluation of projects under consideration, it is also used to determine which activities should be filtered into the Annual Operating Plan which ultimately informs the Implementation Plan. However, the full benefit of the application of the Logic Model is compromised by the current process of adjudication and approval of projects and contracts and payment for services rendered.

Contracts relative to projects whose values are above the authority and adjudication level of the Program Coordinator must be reviewed by either the Legal Dept of the MNS (and in the case where contracts are approved at the level of the CTB) by the State Solicitor's office. These CSP originated projects must compete with other mainstream MNS projects in terms of review and sign-off of associated contracts which contributes to the protracted delay in project implementation and commissioning. With regard to payment for services rendered, there are several layers of approval for the preparation of cheques (we are advised as many as (7) layers), incorporating the CSP and the Projects, Accounts and Finance Depts of the MNS which makes the System less responsive and sensitive to the specific operational dynamics and imperatives of the CSP. One approach that has been suggested to expedite the payment process is to implement a custodial Vote Book and Petty Cash system managed within CSP to facilitate a more efficient payment settlement process. All partner communities have opined about the protracted time it takes to launch initiatives, commission projects, and pay for services rendered because of late issuance of cheques which militates against full optimization of the benefits to be derived under the Program.

### 3.12 Lessons learned

#### **Formalization and Clarification**

1. Role of the CAO: There is much evidence to show that the emergent practices of the CAOs in communities have been impactful. The recommendation is that in the formalization of CSP's exit strategy from communities, and include capacity building for CAOs to coach rather than actively participate in the CACs' operations.
2. Utilizing Lessons learned: Khan 2011 suggested that "The CSP may need to focus on improved documentation of programme related successes to ensure that 'evidence' is readily available to assess the impact of the CSP interventions." The evaluation team agrees and also considers that previous lessons learned have been utilised in adhoc, rather than purposeful and planned ways. Thus we recommend the formalized capture and dissemination of the successes and lessons learned during implementation at the community level, organizational level and partnership level and from the external environment. This recommendation implies that the CSP look without and within. The results of this strategy can provide evidence for the importance of the CSP to the national community. This evidence may also be used to garner support for the continued existence and need for the CSP in the areas of community building and crime and violence reduction.

#### **Partner roles and expectations**

3. Conditions for collaboration: Sagewan-Alli (2009) wrote, "CSP might want to consider improving its system of institutional awareness and partnering so that key stakeholders are more sensitive to both the CSP itself and the need for corporation." Medrano 2011 recommended that " Collaboration and agreements must be developed that lead to Memorandums of Understanding (MoU) with the Ministries that form part of the Steering Committee." The evaluation team agrees with the two previous recommendations, and suggests that even at this stage of CSP's operations, the expectations for partnerships (roles, responsibilities, commitment) must be clearly defined.
4. TTPS: The evaluation team recognized that the crime surveillance system is designed to capture data about the location of crimes but not about the locations from which the perpetrators have come. The team recommends that this additional location data should be captured to inform the policing strategy in the high needs communities.
5. TTPS and MNS: Assist these organisations to promote and facilitate the use of the support psycho-social services among their staff because the evaluation team discovered the demonstration of the effects of secondary trauma by frontline as well as non-frontline workers.



## **Strategic planning and value propositions**

6. Provide for follow-up: All capacity building and developmental activities, should include provisions for follow-up coaching. In this wind down period, commit some funds to follow-up on selected capacity building activities, which were implemented during the period under review, to sustain some of the gains achieved in the communities.
7. Improve the visibility of the CSP
  - Khan (2011) suggested “The Minister of National Security should engage Ministerial Colleagues to ensure the cooperation and collaboration of institutional partners across the public service.” The evaluation team understood this comment as one approach to advocate for the utilization of the CSP and the potential for mutual benefits for partnering. At this stage of CSP’s operations, the Programme is still not known within some areas of the MSN and across the Ministries. Thus the recommendation is to embark on a major public education campaign where the CSP makes known its projects and takes credit for the successes in the three components of its execution.
  - Employ a Consultant with skills including but not limited to organizational development, organisational profiling and communication, to support the Programme Co-ordinator to package and promote the CSP across the Ministries and for potential future funders.
  - It was evident from the meetings with community members that many positive events and programs were supported by CSP. Likewise, the community representatives were grateful for CSPs support and demonstrated high levels of community pride. However, the label of “hot spot” seemed to cloud the many positive accomplishments in those communities. Moreover, it appears that the positive community happenings do not make the news so the communities continue to be viewed in a negative light. It is critical that the positive efforts in the communities receive media spotlight to recognize the progress being made and to lift up the community profiles.
  - Increased visibility and recognition of CSP is needed to link the community efforts with the project. Although those CAC members were aware of CSP, many times community members did not link the ongoing community improvement efforts with CSP. It is important to link the program components with the CSP so community members are more aware of the funding source.

## **8. Financial:**

- The CSP should not be administered as an appendage of the MNS wholly dependent on the current infrastructure, human, financial and administrative configuration of the Ministry which do not ideally sustain the deliverables of the Program. If the Program is to be given an extended life it must be operationalized as an independently resourced intervention in the context of a broader socio-economic dynamic rather than as an

initiative that is a special project of the MNS. If it remains housed within the MNS, clearly articulated policies and procedures, and dedicated staff, paid by the CSP, would facilitate the prioritization of timely payments for CSP-funded activities.

- If the CSP is to continue beyond 2016, pursue the Khan 2011 recommendation, which suggested the re-configuration of the CSP as an IDB Certified Implementation Agency.

## **9. Sustainability**

- Working on sustainability early on in the grant making cycle is critical to ensure the communities have the capacity to continue with those program components that are working. In several communities the community members did not know what they would do once CSP funding ended. Although most community members were hopeful that they would continue to work together to improve community conditions, they were not sure how their work would be funded or supported from external sources.

## Appendix 1 - Responsibilities for Component Execution

### Permanent Secretary

- Chair CSP steering committee
- Authorize PIU expenditure in excess of TT\$100,000 and up to TT\$500,00 and/or matters of a contractual nature
- Direct line of contact to the Minister MNS- re: matters requiring Minister's approval/influence
- High level advocate of CSP objectives with other Ministries and Government agencies
- Facilitate dialogues between the CSP coordinator and heads of security

### CSP Steering Committee

- Review monthly implementation progress
- Ensure information flows between the CSP and relevant contacts within Agencies to facilitate identification of collaborative opportunities
- Assist in developing efficient/effective strategies for inter Agency collaboration on crime and violence reduction initiatives
- Pro-actively address bottlenecks that may occur in the planning or implementation of joint CSP/ Agency activities
- Support and add value to existing Agency /CSP initiatives to reduce crime and violence
- Provide timely technical support and advice in their area of expertise upon request
- Use Crime reports and other available data for decision making and guiding government strategies and policies.

### MNS Procurement

- Awards of contract for (i) consultancy services over TT\$500,000 and up to TT\$1,000,000 via the Ministerial Tenders Committee; (ii) goods and associated services over TT\$1,000,000 and up to TT\$2,000,000 via the Ministerial Tenders Committee
- Awards of contract for (i) consultancy services in excess of TT\$1,000,000 and (ii) goods and associated services in excess of TT\$2,000,000 via the Central Tenders Board.

### MNS Project Unit

- Interface between CSP and Accounts department for funding approval, preparation of invoice orders and submission of bills :
  - Up to TT\$100,000 Projects Unit Accounts
  - Over TT\$100,000 Projects Unit Permanent Secretary Accounts
  - Interface with the Ministry of Finance for budget requirements
  - Interface with the Ministry of Planning for PSIP reporting

### MNS Legal Department

- Provide advice, comments and approval on contracts
- Advise in all areas where a legal opinion is required
- Prepare and oversee the execution contracts

### MNS Research

- Interface with the Ministry of the People and Social Development for completion of Social Sector Investment Programme monitoring forms
- Participate in internal evaluation activities

**Information Technology**

- Provide technical support for the acquisition and maintenance of computer hardware and software for CSP and the TTPS
- Maintain CSP website

**General Administration**

- Provide physical infrastructure i.e. desks, chairs, telephones, office space, identification cards, office security etc. to the PIU

**TTPS**

- Security and positive interaction with community members at community events
- (CAPA) Provide crime data to PIU to support evidence based interventions
- Provide security for CSP staff in high risk communities as required
- Provide services through Victim Support Unit

**STEERING COMMITTEE**

- Ministry of the People and Social Development – Community Action Officers interact directly with staff such as social welfare officers, family service officers, conditional cash transfer regional officers and poverty reduction unit regional officers; particularly to link community members with services needed.
- Ministry of Community Development – Community Action Officers interact directly with community development officers and village councils to support community projects, facilitate registration of CBOs and usage of community centres etc.
- Ministry of Sport– Community Action Officers interact directly with sport officers to support sport projects and facilitate registration of community based sporting organizations.
- Ministry of Gender, Youth and Child Development - Community Action Officers interact directly with youth officers to assist in the establishment of Youth Friendly Spaces and support the development of youth groups and youth focused projects.
- Ministry of Education – Interact with departments such as Student Support Services
- Ministry of Health – Interact with departments such as Child Guidance Clinic
- Ministry of Planning and Sustainable Development

**Partner Communities**

- Membership of Community Action Council (CAC)
- Participate actively in community building events
- Assist the CSP to identify priority needs
- Assist the CSP to develop community specific strategies for crime and violence prevention
- CAC members assist the CSP to implement and monitor Rapid Impact Projects
- Assist in the establishment of Youth Friendly Spaces and activities

## APPENDIX 2 – Results Framework

| A  | Programme Outcome Indicators   | Unit                              | Base Year |
|----|--|-----------------------------------|-----------|
| A1 | Rate of <b>murder</b> in partner communities (A)   | Murders per 100,000               | 2008      |
| A1 | Rate of <b>murder</b> in partner communities (B)   | Murders per 100,000               | 2013      |
| A2 | Rate of <b>wounding and shooting</b> in partner communities (A)  | Wounding and Shooting per 100,000 | 2008      |
| A2 | Rate of <b>wounding and shooting</b> in partner communities (B)  | Wounding and Shooting per 100,000 | 2013      |
| A3 | Rate of <b>robbery</b> in partner community stations   | Robbery per 100,000               | 2008      |
| A3 | Rate of <b>robbery with violence</b> in partner communities (A)  | Robbery per 100,000               | 2008      |
| A4 | Difference between national <b>murder</b> rate and rate in partner communities (A)                                     | CSP rate - national rate          | 2008      |
| A4 | Difference between national <b>murder</b> rate and rate in partner communities (B)                                     | CSP rate - national rate          | 2013      |
| A5 | Difference between national <b>wounding and shooting</b> rate and rate in partner communities (A)                      | CSP rate - national rate          | 2008      |
| A5 | Difference between national <b>wounding and shooting</b> rate and rate in partner communities (B)                      | CSP rate - national rate          | 2013      |
| A6 | Difference between national <b>robbery</b> rate and rate in partner community stations                                 | CSP rate - national rate          | 2008      |
| A6 | Difference between national <b>robbery with violence</b> rate and rate in partner communities (A)                      | CSP rate - national rate          | 2008      |
| A7 | Percent of persons in partner communities who perceive them to be safe (A)*  | %                                 | 2007      |
| A7 | Percent of persons in partner communities who perceive them to be safe (B)*  | %                                 | 2014      |
| B  | <b>Community Action Enhanced</b>   |                                   |           |
| B1 | Percentage of persons in partner communities with positive conflict management skills (A)*                             | %                                 | 2007      |
| B1 | Percentage of persons in partner communities with positive conflict management skills (B)*                             | %                                 | 2014      |
| B2 | Percentage of all individuals engaged by Cure Violence Initiative who have at least 1 core need/ risk factor addressed | %                                 | 2013      |
| B2 | Percentage of all individuals engaged by Cure Violence Initiative who demonstrate positive social skills               | %                                 | 2013      |
| B3 | Percentage of all individuals completing CBSIs who achieve learning or behavioural objectives                          | %                                 | 2008      |
| B4 | No of individual users receiving services at multi-purpose resource centres  | Users per year                    | 2012      |
| B5 | Percentage of persons in partner communities who feel that the authorities are concerned about them (A)*               | %                                 | 2007      |
| B5 | Percentage of persons in partner communities who feel that the authorities are concerned about them (B)*               | %                                 | 2014      |
| B6 | Percentage of PYC leaders with increased knowledge and skills to facilitate management of a PYC                        | %                                 | 2013      |
| B7 | Rate of domestic violence in partner community stations  | Rate per 100,000                  | 2008      |
| B8 | Rate of youth violence in partner communities  | Rate per 100,000                  | 2008      |
| B9 | Difference between national domestic violence rate and rate in partner community stations                              | CSP rate - national rate          | 2008      |

|                           |   |                          |      |
|---------------------------|---|--------------------------|------|
| B10                       | Difference between national youth violence rate and rate in partner communities   | CSP rate - national rate | 2008 |
| B11                       | Percentage of residents reporting a high degree of social cohesion (A)*   | %                        | 2007 |
| B11                       | Percentage of residents reporting a high degree of social cohesion (B)*   | %                        | 2014 |
| B12                       | Percentage of residents reporting a high degree of social control (A)*  | %                        | 2007 |
| B12                       | Percentage of residents reporting a high degree of social control (B)*  | %                        | 2014 |
| <b>C TTPS Supported</b>   |   |                          |      |
| C1                        | No of unique clients per quarter served at Victim Support Units   | Clients per quarter      | 2009 |
| C3                        | Percentage of persons receiving services who perceive they have benefitted from the support of social workers                         | %                        | 2009 |
| C4                        | Percentage of officers receiving services who perceive they have benefitted from the support of peers trained in peer-counselling     | %                        | 2013 |
| C5                        | Percent of public perceiving TTPS positively (A)*   | %                        | 2007 |
| C6                        | Percent of public perceiving TTPS positively (B)*   | %                        | 2014 |
| <b>D MNS Strengthened</b> |   |                          |      |
| D1                        | Percentage of stakeholders reporting that crime and violence prevention and treatment strategies are based on integrated data systems | %                        | 2014 |
| D2                        | Percentage of participants reporting that training has assisted them in the performance of their duties                               | %                        | 2008 |

### Appendix 3 List of Persons Interviewed

|  |   |
|--|---|
| 1. Gregory Sloane-Seale                          | Programme Coordinator - CSP   |
| 2. Ryssa Brathwaite                              | Community & Youth Specialist  |
| 3. Tonya Pierre-Gopaul                           | CSP M&E Specialist  |
| 4. Anselm Richards                               | Co-ordinator – Tobago Operations  |
| 5. Allan Cunningham                              | Procurement Specialist  |
| 6. Mick Ollivierre                               | Finance Specialist  |
| 7. Dana King                                     | Modernization of State Specialist - IDB   |
| 8. Gregory Dunbar                                | IDB   |
| 9. Neeca Brathwaite                              | IDB   |
| 10. Inspector James                              | Steering Committee Member – TTPS  |
| 11. Gerard D’Abreau                              | Steering Committee Member – SERVOL  |
| 12. Lionel Sampson                               | Steering Committee Member   |
| 13. Jennifer Boucaud-Blake                       | Past Head-Steering Committee – Retired PS MNS                                   |
| 14. ASP Sharon Gomez-Cooper                      | Crime and Problem Analysis Branch (CAPA)  |
| 15. Sgt. Jacinta Ayers                           | CAPA  |
| 16. Senior Data Analyst                          | CAPA  |
| 17. Ag. Sgt. Ramsaran                            | CAPA - Lead Analyst Port of Spain, Western,<br>Tobago Divisions and G.I.S Team. |
| 18. ASP McDonald Jacob                           | Data Entry Unit - Central Police Station  |
| 19. Sasha Lynch                                  | Data Entry Clerk  |
| 20. Valerie Hopkins                              | TTPS Social Work Unit   |
| 21. Keith Phillip                                | TTPS Social Work Unit, Co-ordinator - Peer Initiative<br>Programme – TTPS       |
| 22. Ann Diaz                                     | Peer Initiative Programme<br>Primary Facilitator – Mediation Training           |
| 23. Inspector Subero                             | Inter-Agency Task Force   |
| 24. Inspector Reid                               | Inter-Agency Task Force   |
| 25. Officer Henry                                | Inter-Agency Task Force   |
| 26. Hal Greaves                                  | Hearts and Minds, Community Liaison   |
| 27. Abinta Clarke                                | CAO - Beetham Gardens, Sogren Trace   |
| 28. Ato Augustine                                | CAO - Pinto Road, Samaroo Village/Mootoo Lands                                  |
| 29. Cristal Harry                                | CAO - La Romain/Embacadere  |
| 30. Ernest Nurse                                 | CAO - Enterprise/Patna  |
| 31. Gary Grant                                   | CAO - Gonzales/St. Barbs  |
| 32. Mtima Solwazi                                | CAO – Gonzales/ St. Barbs (NEW)   |
| 33. Gleeson Job                                  | CAO - East Port-of-Spain  |
| 34. Kevin Liverpool                              | CAO - Mon Repos/Never Dirty   |
| 35. Kwasi Cudjoe                                 | CAO - Farm Road/Mt. Dor   |
| 36. Natalie Gonsalves                            | CAO - East Port-of-Spain  |
| 37. Rachel Joseph                                | CAO - Northeastern Settlement/Quashe Trace                                      |
| 38. Rea George                                   | CAO - Cocorite/Dibe/BelleVue/Dondonald Hill                                     |
| 39. Reynold Samuel                               | CAO - Morvant/Upper Belmont   |
| 40. Sraddha Jeffers-Harry                        | CAO – Laventille  |
| 41. Anne Marie De Gazon                          | CAO – Bethel/ Bon Accord  |
| 42. Jerome Toby                                  | CAO – Darryl Spring/ Glen Road  |
| 43. CAC Samaroo Village/Mootoo Lands – 6 members |   |
| 44. CAC Pinto Road – 6 members                   |   |
| 45. CAC Cocorite – 6 members                     |   |

- |     |  |
|-----|--|
| 46. | CAC Covigne Road – 7 members                               |
| 47. | CAC Beetham Gardens – 8 members                            |
| 48. | CAC Northeast Settlement – 7 members                       |
| 49. | CAC Gonzales – 6 members                                   |
| 50. | CAC Embacadere – 5 members                                 |
| 51. | CAC La Romaine – 11 members                                |
| 52. | CAC Enterprise – 6 members                                 |
| 53. | CAC Mt. D’OR – 8 members                                   |
| 54. | CAC Farm Road – 9 members                                  |
| 55. | CAC Darryl Spring/Glen Road – 2 members                    |
| 56. | CAC Bon Accord – 1 member                                  |
| 57. | CAC Bethel – 3 members                                     |
| 58. | CAC Mon Repos – 5 members                                  |
| 59. | CAC St. Barbs – 11 members                                 |
| 60. | Community Beneficiary 1 – Quash Trace                      |
| 61. | Community Beneficiary 2 – Quash Trace                      |
| 62. | Denise Stewart<br>Community Beneficiary - Cocorite         |
| 63. | Whitney Gill<br>Community Beneficiary – Dibe               |
| 64. | Britney Gill<br>Community Beneficiary – Dibe               |
| 65. | Noreen Gill<br>Community Beneficiary – Dibe                |
| 66. | Kern Solomon<br>Community Beneficiary – Dibe               |
| 67. | Nika Byam-Castanada<br>Community Beneficiary – Covigne     |
| 68. | Lynette Bravo<br>Community Beneficiary – Beetham Gardens   |
| 69. | Mr. Mason<br>Community Beneficiary – Beetham Gardens       |
| 70. | Chevron Henry<br>Community Beneficiary – Beetham Gardens   |
| 71. | Eligel Charles<br>Community Beneficiary – Beetham Gardens  |
| 72. | Hollis Peters<br>Community Beneficiary – Beetham Gardens   |
| 73. | Pamela Williams<br>Community Beneficiary – Beetham Gardens |



## APPENDIX 4 – SURVEY - Community Cohesion and Perception of Safety

### Our Community

You have received an envelope packet with **30** statements. Each of these statements refers to behaviours you may have observed in your community.

- 1) PUT the statements into 3 groups –
  - a. What is **Common** in my community
  - b. What is **NOT Common** in my community
  - c. I am not sure about this or have not observed this.
  
- 2) **RANK** the statements in each group according to what **YOU** believe is happening in **YOUR** community.

| Common<br>(Start with the most common) | Not common<br>(Start with the most uncommon) | Don't know<br>or<br>Not sure |
|--|--|------------------------------|
| 4                                      | -4   | 0                            |
| 3                                      | -3   | 0                            |
| 3                                      | -3   | 0                            |
| 2                                      | -2   | 0                            |
| 2                                      | -2   | 0                            |
| 2                                      | -2   | 0                            |
| 2                                      | -2   | 0                            |
| 1                                      | -1   |                              |
| 1                                      | -1   |                              |
| 1                                      | -1   |                              |
| 1                                      | -1   |                              |
| 1                                      | -1   |                              |

Why did you choose the number in the yellow box? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Why did you choose the number in the green box? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Community Cohesion and Perceptions of Crime – Q Sort Format

You have received an envelope packet with **30** statements. Each of these statements refers to behaviours you may have observed in your community.

**Arrange** the statements according to what **YOU** believe is **MOST Common** in **YOUR** community and then **WRITE** the numbers in the grid below. Only write one number in each cell.

[illegible]

| Example |    |    |    |    |    |    |    |   |
|---------|----|----|----|----|----|----|----|---|
| -4      | -3 | -2 | -1 | 0  | 1  | 2  | 3  | 4 |
| 25      | 23 | 5  | 7  | 9  | 14 | 2  | 11 | 9 |
|         | 1  | 30 | 21 | 11 | 12 | 13 | 20 |   |
|         |    | 22 | 15 | 6  | 10 | 3  |    |   |
|         |    | 4  | 27 | 28 | 29 | 18 |    |   |
|         |    |    | 19 | 17 | 16 |    |    |   |
|         |    |    |    | 24 |    |    |    |   |

Reason for +4 choice \_\_\_\_\_

Reason for -4 choice

|  | Statements  |  |
|--|---|--|
| 1. Neighbours are willing to help  | 9. I would feel comfortable to ask to borrow food, or tools from my neighbours  | 17. People are fearful of being attacked when they are out with other people at night in the community.  |
| 2. Neighbours can be trusted   | 10. In our community we solve the community problems on our own   | 18. People limit the places or time to go shopping   |
| 3. Neighbours generally get along with each other  | 11. I could recognise more than 6 adults who are not related to me by sight and name.                                     | 19. People limit the places or time of work.   |
| 4. I feel like I belong to this community  | 12. I could recognise more than 6 youths, who are not related to me, by sight and name.                                   | 20. People limit the places they go alone.   |
| 5. I feel loyal to the people in my community  | 13. People ask each other to watch their house or children when they are not at home                                      | 21. People limit the places or times for recreational activities.  |
| 6. I visit my neighbours in their homes  | 14. I can ask people for a ride for myself or a family member   | 22. People in my community have some form of self - protection   |
| 7. Neighbours will give me good advice   | 15. People are fearful of being attacked during the day on the streets.   | 23. People would intervene if a couple was having a quarrel in public and it appeared that one of them could turn violent.                           |
| 8. I know most of the names of the people living close to my house   | 16. People are fearful of being attacked in front of a business, church or in a community facility                        | 24. If a secondary school child was seen away from the school during school hours people would question the child about why he/she was not in school |
| 25. If a primary school child was seen away from the school during school hours people would question the child about why he/she was not in school | 26. People can be counted on to stop children or youth from defacing buildings, walls and vehicles with writings or paint | 27. People would help the victim if someone was breaking into or trying to steal their car from the community.                                       |
| 28. People will speak to strangers in the community.   | 29. I believe that good neighbours mind their own business  | 30. I believe that when neighbours intervene communities are safer.  |

## APPENDIX 5 – Community Cohesion Components

### Shared Values

|                        | Very Uncommon |    |    |      |          |                | Very Common |          |    |     |   |   |   |
|------------------------|---------------|----|----|------|----------|----------------|-------------|----------|----|-----|---|---|---|
|                        | -4            | -3 | -2 | -1.5 | -1       | -0.5           | 0           | 0.5      | 1  | 1.5 | 2 | 3 | 4 |
| Bethel                 |               |    |    |      | 10<br>29 |                |             | 30       |    |     |   |   |   |
| Beetham                |               |    | 10 |      |          | 30             |             |          | 29 |     |   |   |   |
| Bon Accord             |               |    |    | 10   |          |                | 29<br>30    |          |    |     |   |   |   |
| Cocorite               |               |    |    |      |          |                | 10<br>29    |          | 30 |     |   |   |   |
| Covigne                |               |    |    |      | 10       |                | 29          |          |    | 30  |   |   |   |
| DBD                    |               |    | 29 |      | 10       |                | 30          |          |    |     |   |   |   |
| Glen Rd/ Darell Spring |               |    |    |      |          |                | 29          |          | 10 | 30  |   |   |   |
| Embacadere             |               |    |    |      |          | 10<br>29<br>30 |             |          |    |     |   |   |   |
| Enterprise             |               |    |    |      |          | 10             | 29          |          | 30 |     |   |   |   |
| Farm Road              |               |    | 29 |      | 10       |                |             |          | 30 |     |   |   |   |
| Gonzales               |               |    | 29 |      |          |                | 10          |          | 30 |     |   |   |   |
| La Romaine             |               |    |    |      |          | 10             |             |          |    |     |   |   |   |
| Mt'Dor                 |               |    |    |      | 29       |                | 30          |          | 10 |     |   |   |   |
| Mon Repos              |               |    |    |      |          | 10             | 29          | 30       |    |     |   |   |   |
| N.E                    |               |    |    |      | 10       |                |             | 29<br>30 |    |     |   |   |   |
| Pinto Road             |               |    |    |      | 29       |                | 10          | 30       |    |     |   |   |   |
| Quash Trace            |               |    |    | 10   | 29       |                |             |          | 30 |     |   |   |   |
| Samaroo Village        |               |    | 10 |      |          |                | 29          |          | 30 |     |   |   |   |
| St Barbs               |               |    |    |      | 29       | 10             | 30          |          |    |     |   |   |   |

10 - In our community we solve the community problems on our own

29 - I believe that good neighbours mind their own business

30 - I believe that when neighbours intervene communities are safer.

## Neighbourliness

|                        | Very Uncommon |    |    |           |      |      |           |        |      |         | Very Common |  |  |  |
|------------------------|---------------|----|----|-----------|------|------|-----------|--------|------|---------|-------------|--|--|--|
|                        | -4            | -3 | -2 | -1        | 0    | 0.5  | 1         | 1.5    | 2    | 3       | 4           |  |  |  |
| Bethel                 |               |    |    | 3         |      |      | 7         | 2      | 1    |         |             |  |  |  |
| Beetham                |               |    |    | 2         |      | 1    | 3, 7      |        |      |         |             |  |  |  |
| Bon Accord             |               |    |    |           |      |      |           |        | 2, 7 | 1, 3    |             |  |  |  |
| Cocorite               |               |    |    |           | 2, 7 |      |           | 1, 3   |      |         |             |  |  |  |
| Covigne                |               |    |    | 7         |      |      | 2         | 1, 3   |      |         |             |  |  |  |
| DBD                    |               |    | 2  | 7         |      | 1    |           |        | 3    |         |             |  |  |  |
| Glen Rd/ Darell Spring |               |    |    |           |      | 2    | 1, 3      |        | 7    |         |             |  |  |  |
| Embacadere             |               |    |    |           |      | 1    | 2, 3<br>7 |        |      |         |             |  |  |  |
| Enterprise             |               |    |    |           | 2    | 3    | 1, 7      |        |      |         |             |  |  |  |
| Farm Road              |               |    |    | 2         | 1    | 3, 7 |           |        |      | 7,<br>3 |             |  |  |  |
| Gonzales               |               |    |    | 2         | 7    |      | 1         |        | 3    |         |             |  |  |  |
| La Romain              |               |    |    |           |      |      |           |        | 1, 7 | 2, 3    |             |  |  |  |
| Mt'Dor                 |               |    |    |           |      |      | 2, 7      |        | 3    | 1       |             |  |  |  |
| Mon Repos              |               |    |    | 2, 7      |      | 1    |           |        | 3    |         |             |  |  |  |
| N.E                    |               |    |    |           | 7    |      | 3         | 1<br>2 |      |         |             |  |  |  |
| Pinto Road             |               |    |    |           |      | 7    | 1, 2<br>3 |        |      |         |             |  |  |  |
| Quash Trace            |               |    |    |           |      | 7    | 2         | 1, 3   |      |         |             |  |  |  |
| Samaroo Village        |               |    |    | 2, 3<br>7 |      | 1    |           |        |      |         |             |  |  |  |
| St Barbs               |               |    |    |           |      | 2, 7 | 1, 3      |        |      |         |             |  |  |  |

1. Neighbours are willing to help
2. Neighbours can be trusted
3. Neighbours generally get along with each other
7. Neighbours will give me good advice

**Belonging**  
**Average Ratings for communities**

|                              | -4 | -3.5 | -3 | -2.5 | -2 | -1.5 | -1 | -0.5   | 0      | 0.5    | 1      | 1.5    | 2      | 2.5    | 3      | 3.5    | 4      |
|------------------------------|----|------|----|------|----|------|----|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>Bethel</b>                |    |      |    |      |    |      |    |        | 4<br>5 |        |        |        |        |        | 4<br>5 |        |        |
| <b>Beetham</b>               |    |      |    |      |    |      |    |        | 4<br>5 |        |        |        |        |        |        |        |        |
| <b>Bon Accord</b>            |    |      |    |      |    |      |    |        |        |        |        | 4<br>5 |        |        |        |        |        |
| <b>Cocorite</b>              |    |      |    |      |    |      |    |        |        | 4<br>5 |        |        |        |        |        |        |        |
| <b>Covigne</b>               |    |      |    |      |    |      |    |        |        |        | 5<br>4 |        |        |        |        |        |        |
| <b>DBD</b>                   |    |      |    |      |    |      |    |        |        |        | 4<br>5 |        |        |        |        |        |        |
| <b>Glen Rd/Darell Spring</b> |    |      |    |      |    |      |    |        |        |        |        |        | 5<br>4 |        | 4<br>5 |        |        |
| <b>Embacadere</b>            |    |      |    |      |    |      |    |        |        |        |        | 5<br>4 |        |        |        |        |        |
| <b>Enterprise</b>            |    |      |    |      |    |      |    |        | 5<br>4 |        |        |        |        | 4<br>5 |        |        |        |
| <b>Farm Road</b>             |    |      |    |      |    |      |    |        |        | 5<br>4 |        |        | 4<br>5 |        |        |        |        |
| <b>Gonzales</b>              |    |      |    |      |    |      |    |        |        |        |        | 4<br>5 |        |        |        |        |        |
| <b>La Romain</b>             |    |      |    |      |    |      |    |        | 5<br>4 |        |        |        |        |        |        |        | 4<br>5 |
| <b>Mt'Dor</b>                |    |      |    |      |    |      |    |        |        |        |        |        | 5<br>4 |        | 4<br>5 |        |        |
| <b>Mon Repos</b>             |    |      |    |      |    |      |    |        |        |        |        | 5<br>4 |        |        |        | 4<br>5 |        |
| <b>N.E</b>                   |    |      |    |      |    |      |    |        |        |        |        |        | 5<br>4 |        |        |        |        |
| <b>Pinto Road</b>            |    |      |    |      |    |      |    |        | 5<br>4 |        |        |        |        | 4<br>5 |        |        |        |
| <b>Quash Trace</b>           |    |      |    |      |    |      |    |        |        |        |        | 5<br>4 |        |        | 4<br>5 |        |        |
| <b>Samaroo Village</b>       |    |      |    |      |    |      |    | 5<br>4 |        | 4<br>5 |        |        |        |        |        |        |        |
| <b>St Barbs</b>              |    |      |    |      |    |      |    |        |        |        |        | 5<br>4 |        |        |        |        |        |

4. I feel like I belong to this community
5. I feel loyal to the people in my community

## TRUST

|                       | Very Uncommon |      |    |      |    |      |    |      | Very Common |     |    |     |    |   |   |
|-----------------------|---------------|------|----|------|----|------|----|------|-------------|-----|----|-----|----|---|---|
|                       | -4            | -3.5 | -3 | -2.5 | -2 | -1.5 | -1 | -0.5 | 0           | 0.5 | 1  | 1.5 | 2  | 3 | 4 |
| Bethel                |               |      |    |      |    |      |    | 13   | 28          |     |    |     |    |   |   |
| Beetham               |               |      |    |      |    |      |    | 13   | 28          |     |    |     |    |   |   |
| Bon Accord            |               |      |    |      |    |      |    |      | 13          |     |    |     |    |   |   |
|                       |               |      |    |      |    |      |    | 28   |             |     |    |     |    |   |   |
| Cocorite              |               |      |    |      |    | 13   |    |      |             |     | 28 |     |    |   |   |
| Covigne               |               |      |    |      |    |      |    | 13   |             |     | 28 |     |    |   |   |
| DBD                   |               |      |    |      |    |      | 13 |      | 28          |     |    |     |    |   |   |
| Glen Rd/Darell Spring |               |      |    |      |    |      | 13 |      |             | 28  |    |     |    |   |   |
| Embacadere            |               |      |    |      |    |      |    |      |             |     | 28 |     | 13 |   |   |
| Enterprise            |               |      |    |      |    |      | 13 | 28   |             |     |    |     |    |   |   |
| Farm Road             |               |      |    |      |    |      | 13 |      | 28          |     |    |     |    |   |   |
| Gonzales              |               |      |    |      |    |      | 13 |      |             |     | 28 |     |    |   |   |
| La Romain             |               |      | 13 |      |    |      |    |      |             |     |    |     |    |   |   |
|                       |               |      | 28 |      |    |      |    |      |             |     |    |     |    |   |   |
| Mt'Dor                |               |      |    |      |    |      |    |      | 13          |     |    |     |    |   |   |
|                       |               |      |    |      |    |      |    |      | 28          |     |    |     |    |   |   |
| Mon Repos             |               |      |    |      |    |      |    |      | 13          |     | 28 |     |    |   |   |
| N.E                   |               |      |    |      |    |      |    |      | 13          |     |    |     |    |   |   |
|                       |               |      |    |      |    |      |    |      | 28          |     |    |     |    |   |   |
| Pinto Road            |               |      |    |      |    |      | 13 |      | 28          |     |    |     |    |   |   |
| Quash Trace           |               |      |    |      |    | 13   |    |      |             |     |    |     |    |   |   |
|                       |               |      |    |      |    | 28   |    |      |             |     |    |     |    |   |   |
| Samaroo Village       |               |      |    |      |    |      | 13 |      | 28          |     |    |     |    |   |   |
| St Barbs              |               |      |    |      |    |      | 28 |      |             | 13  |    |     |    |   |   |

13 – People ask each other to watch their house or children

28 – People will speak to strangers in the community

# Willingness to Intervene

|                       | Very common |    |      |          |                      |                 |              |              |        |        |     |    |   |   |
|-----------------------|-------------|----|------|----------|----------------------|-----------------|--------------|--------------|--------|--------|-----|----|---|---|
|                       | -4          | -3 | -2.5 | -2       | -1.5                 | -1              | -0.5         | 0            | 0.5    | 1      | 1.5 | 2  | 3 | 4 |
| Bethel                |             |    |      |          |                      | 23<br>26        | 24, 25       | 27           |        |        |     |    |   |   |
| Beetham               |             |    |      |          | 23                   | 26              | 24, 25<br>27 |              |        |        |     |    |   |   |
| Bon Accord            |             |    | 23   | 25       | 24<br>27             |                 |              | 26           |        |        |     |    |   |   |
| Cocorite              |             |    |      | 24       | 23<br>26             |                 | 25, 27       |              |        |        |     |    |   |   |
| Covigne               |             |    |      | 24       | 23<br>26             | 25              |              |              | 27     |        |     |    |   |   |
| DBD                   |             |    |      | 23<br>27 | 26                   |                 |              | 24           |        |        |     | 25 |   |   |
| Glen Rd/Darell Spring |             |    |      | 23<br>24 | 26                   | 25              |              |              |        | 27     |     |    |   |   |
| Embacadere            |             |    |      |          | 23<br>24             | 25              |              |              |        | 26, 27 |     |    |   |   |
| Enterprise            |             |    |      | 26       | 24<br>25             | 23              |              | 27           |        |        |     |    |   |   |
| Farm Road             |             |    |      |          |                      | 25              | 24, 26       | 23, 27       |        |        |     |    |   |   |
| Gonzales              |             |    |      |          | 23<br>24             |                 |              | 25, 26<br>27 |        |        |     |    |   |   |
| La Romain             |             |    |      | 26       | 23<br>24<br>25       |                 |              |              | 27     |        |     |    |   |   |
| Mt'Dor                |             |    |      |          | 27                   | 23<br>24        | 25, 26       |              |        |        |     |    |   |   |
| Mon Repos             |             |    |      |          |                      | 23,<br>24<br>26 | 25, 27       |              |        |        |     |    |   |   |
| N.E                   |             |    |      |          | 23<br>24<br>25<br>26 |                 |              | 27           |        |        |     |    |   |   |
| Pinto Road            |             |    |      |          | 24<br>26             | 23<br>27        |              | 25           |        |        |     |    |   |   |
| Quash Trace           |             |    |      | 23       |                      |                 | 25           | 24           | 26, 27 |        |     |    |   |   |
| Samaroo Village       |             |    |      |          |                      | 23<br>26        | 24, 27       |              | 25     |        |     |    |   |   |
| St Barbs              |             |    |      |          | 23<br>24<br>26<br>27 |                 | 25           |              |        |        |     |    |   |   |



23. People would intervene if a couple was having a quarrel in public and it appeared that one of them could turn violent.

24. If a secondary school child was seen away from school during school hours, people would question that child about why he/she was not in school.

25. If a primary school child was seen away from school during school hours, people would question that child about why he/she was not in school.

26. People can be counted to stop children or youth from defacing building walls and vehicles with writings or paint.

27. People would help the victim if someone was breaking into or trying to steal their car from the community

|                       |  | Community Relations             |      |    |      |    |      |         |               |    |                |               |     |               |         |   |     |   |  |  |
|-----------------------|--|---------------------------------|------|----|------|----|------|---------|---------------|----|----------------|---------------|-----|---------------|---------|---|-----|---|--|--|
|                       |  | Average Ratings for communities |      |    |      |    |      |         |               |    |                |               |     |               |         |   |     |   |  |  |
|                       |  | -4                              | -3.5 | -3 | -2.5 | -2 | -1.5 | -1      | -0.5          | 0  | 0.5            | 1             | 1.5 | 2             | 2.5     | 3 | 3.5 | 4 |  |  |
| Bethel                |  |                                 |      |    |      |    | 9    | 14      |               |    |                |               |     | 6<br>11<br>12 |         | 8 |     |   |  |  |
| Beetham               |  |                                 |      |    |      |    |      | 6<br>14 |               | 9  |                | 8             | 12  | 11            |         |   |     |   |  |  |
| Bon Accord            |  |                                 |      |    |      |    |      |         | 9<br>11<br>12 | 14 |                | 6             |     |               |         | 8 |     |   |  |  |
| Cocorite              |  |                                 |      |    |      |    |      | 6       | 9             | 14 |                | 11<br>12      |     | 8             |         |   |     |   |  |  |
| Covigne               |  |                                 |      |    |      |    |      | 6<br>14 |               |    |                | 9<br>12       | 11  | 8             |         |   |     |   |  |  |
| DBD                   |  |                                 |      |    |      |    |      | 6<br>14 | 9             |    |                |               |     | 12            | 8<br>11 |   |     |   |  |  |
| Glen Rd/Darell Spring |  |                                 |      |    |      | 11 |      |         | 9             | 6  |                | 8<br>12<br>14 |     |               |         |   |     |   |  |  |
| Embacadere            |  |                                 |      |    |      | 6  | 9    |         |               |    | 11<br>12<br>14 |               |     | 8             |         |   |     |   |  |  |
| Enterprise            |  |                                 |      |    |      | 6  | 9    |         |               | 8  | 14             | 11<br>12      |     |               |         |   |     |   |  |  |

|                        |  |  |  |   |  |              |         |         |    |          |    |         |    |    |  |  |
|------------------------|--|--|--|---|--|--------------|---------|---------|----|----------|----|---------|----|----|--|--|
|                        |  |  |  |   |  | 9<br>14      |         |         |    | 6<br>11  |    | 12      |    | 8  |  |  |
| <b>Farm Road</b>       |  |  |  |   |  |              |         |         |    |          |    |         |    |    |  |  |
| <b>Gonzales</b>        |  |  |  | 9 |  | 6            | 14      |         | 12 | 11       |    | 8       |    |    |  |  |
| <b>La Romain</b>       |  |  |  |   |  | 9            | 6<br>14 |         |    | 8        | 11 | 12      |    |    |  |  |
| <b>Mt'Dor</b>          |  |  |  |   |  | 6<br>14      |         |         | 9  | 11<br>12 | 8  |         |    |    |  |  |
| <b>Mon Repos</b>       |  |  |  |   |  |              | 6       | 9<br>12 | 14 |          |    | 8<br>11 |    |    |  |  |
| <b>N.E</b>             |  |  |  |   |  | 6<br>9<br>14 |         |         |    | 8<br>12  |    | 11      |    |    |  |  |
| <b>Pinto Road</b>      |  |  |  |   |  | 14           | 9       | 6       |    |          |    | 8<br>12 | 11 |    |  |  |
| <b>Quash Trace</b>     |  |  |  |   |  | 6            |         | 14      |    | 9        |    | 8<br>12 |    | 11 |  |  |
| <b>Samaroo Village</b> |  |  |  |   |  | 6<br>9       |         |         |    | 12       | 14 | 8<br>11 |    |    |  |  |
| <b>St Barbs</b>        |  |  |  |   |  | 9            |         | 6<br>14 |    | 11<br>12 |    | 8       |    |    |  |  |

6. I visit my neighbours in their homes

8. I know most of the names of the people living close to my house

9. I would feel comfortable to ask to borrow food or tools from my neighbours

11. I could recognise more than six adults who are not related to me by sight or name.

12. I could recognise more than six adults who are not related to me by sight or name

14. I can ask people for a ride for myself or a family member.

## Appendix 6 – SURVEY - Impact of CSP – CAC Members

### Impact of CSP in Your Community

**Instructions:** This survey will be used to improve our knowledge of the impact of CSP in your community. Please answer each question honestly. We will use the data only to provide general community information.

**1. What is your relationship to the community? (check all that apply)**

- |                                     |   |   |
|-------------------------------------|---|---|
| <input type="checkbox"/> Resident   | <input type="checkbox"/> Church member          | <input type="checkbox"/> Business owner |
| <input type="checkbox"/> NGO        | <input type="checkbox"/> Community Group        | <input type="checkbox"/> Other          |
| <input type="checkbox"/> CAC member | <input type="checkbox"/> Village Council member | <input type="text"/>                    |

**2. If you are not a resident, which community do you live in? \_\_\_\_\_**

**IF YOU ARE A RESIDENT, ANSWER THE FOLLOWING QUESTIONS:**

- 3. How many years have you lived in this community?** \_\_\_\_\_
- 4. Is the home you live in rented or owned?** ☐ Rented ☐ Owned ☐ Other: \_\_\_\_\_ (Explain)
- \_\_\_\_\_

**5. How many of your relatives live in the community, not including those in your household?** \_\_\_\_\_

**6. Please RATE your *skills* in the following areas.**

**0 – None    1- Some    2 – A lot**

|   | Before CSP | After CSP |
|---|------------|-----------|
| Getting people to get involved in community efforts                   |            |           |
| Actively listening and communicating with others in the community     |            |           |
| Building relationships with people in the neighbourhood.              |            |           |
| Developing solutions to community problems.                           |            |           |
| Developing and implementing action plans to address problems.         |            |           |
| Identifying resources inside and outside the community.               |            |           |
| Identifying problem neighbourhood behaviours, situations or issues.   |            |           |
| Identifying and resolving conflict situations in a respectful manner. |            |           |
| Identifying crime and violence issues in the neighbourhood.           |            |           |
| Developing solutions to neighbourhood crime and violence issues.      |            |           |

**7. Are you: ☐ Male OR ☐ Female?**

8. How old were you on your last birthday? \_\_\_\_\_ Years

9. What is your **present** employment status? (**Check one**)

- ☐ Employed full-time      ☐ Unemployed      ☐ Homemaker      ☐ Disabled  
☐ Employed part-time      ☐ Retired      ☐ Student: \_\_\_\_\_      ☐ Other: \_\_\_\_\_

How many children living in your household are: \_\_\_\_\_ 7 or under;      \_\_\_\_\_ 8-12;      \_\_\_\_\_ 13-18

10. Which of the following **BEST** describes your current family situation? (**Check all that apply**)

- ☐ Never Married      ☐ Domestic Partnership      ☐ Separated      ☐ Other: \_\_\_\_\_  
☐ Married      ☐ Divorced      ☐ Widowed
- 

11. Which of the following categories **BEST** describes your total household income from all sources in 2014?

- ☐ Less than fifty thousand      ☐ Fifty to one hundred thousand      ☐ More than one hundred thousand

12. What is the **Highest** class you completed in school? (**Check one**)

- ☐ Did not finish primary school      ☐ Did not finish secondary school      ☐ Bachelors Degree  
☐ Finished primary school      ☐ Finished secondary school      ☐ Graduate or Professional Degree

13. Other than the CSP, what training for employment have you received?

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14. How have you benefitted from opportunities for personal development offered by the CSP programmes?

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Thank you very much for completing this survey and for your participation in CSP-funded activities.

### Appendix 7 – SURVEY - Community Conditions

| Indicate whether or not the following statements are “True” for<br><b>YOUR</b> Community                   | Before<br>CSP            | After<br>CSP             |
|--|--------------------------|--------------------------|
| There are small shops and mini-marts   | <input type="checkbox"/> | <input type="checkbox"/> |
| There is a place of worship that I would go to   | <input type="checkbox"/> | <input type="checkbox"/> |
| There is a clinic or other medical services in or near to my community.                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| We could join sports clubs, steelbands and other community groups to learn new skills and share my talents | <input type="checkbox"/> | <input type="checkbox"/> |
| There are parks that we can use in or near my community.   | <input type="checkbox"/> | <input type="checkbox"/> |
| Public transportation is convenient for us to use.   | <input type="checkbox"/> | <input type="checkbox"/> |
| There are community organizations that deal with community problems.                                       | <input type="checkbox"/> | <input type="checkbox"/> |
| We regularly do our shopping in the community.   | <input type="checkbox"/> | <input type="checkbox"/> |
| When I need medical services, I use those in the community.  | <input type="checkbox"/> | <input type="checkbox"/> |
| I use the recreational facilities in the community.  | <input type="checkbox"/> | <input type="checkbox"/> |
| There are recreational activities for youth in my community.   | <input type="checkbox"/> | <input type="checkbox"/> |
| There is adequate police protection in my community.   | <input type="checkbox"/> | <input type="checkbox"/> |
| Our community has many vacant abandoned lots, or boarded up homes  | <input type="checkbox"/> | <input type="checkbox"/> |
| There are people selling or using drugs  | <input type="checkbox"/> | <input type="checkbox"/> |
| There are bars where people can drink openly   | <input type="checkbox"/> | <input type="checkbox"/> |
| There are groups which cause trouble   | <input type="checkbox"/> | <input type="checkbox"/> |
| There is violent crime and physical assaults.  | <input type="checkbox"/> | <input type="checkbox"/> |
| I am comfortable participating in community groups such as the sports clubs and steelbands in my community | <input type="checkbox"/> | <input type="checkbox"/> |
| There is vandalism and defacing of the walls of buildings  | <input type="checkbox"/> | <input type="checkbox"/> |
| Internet access is available in our community  | <input type="checkbox"/> | <input type="checkbox"/> |
| Our community has clean and well-maintained surroundings   | <input type="checkbox"/> | <input type="checkbox"/> |

## Appendix 8: SURVEY - Alignment to Framework for Crime and Violence Prevention Service Delivery

**Evaluation of the Citizen Security Programme**

**Introduction**

ANEVER LTD. has been contracted to conduct a comprehensive evaluation of the Citizen Security Programme (CSP) which is an initiative of the Trinidad and Tobago Ministry of National Security (MNS). The CSP is partially financed through a loan facility from the Inter-American Development Bank (IDB) to the Government of Trinidad and Tobago (GORTT).

The evaluation will focus on the work undertaken between 2008 and 2014.

The CSP has various categories of stakeholders and beneficiaries thus, to understand CSP's impact, it is important to collect data from these stakeholders and beneficiaries. You are receiving this survey because you have undertaken programmes, projects or conducted activities funded by the CSP.

The completion time for this survey is estimated to be 20-30 minutes. If you have to stop, you can log off and come back to the survey to complete your responses, by clicking on the same link.

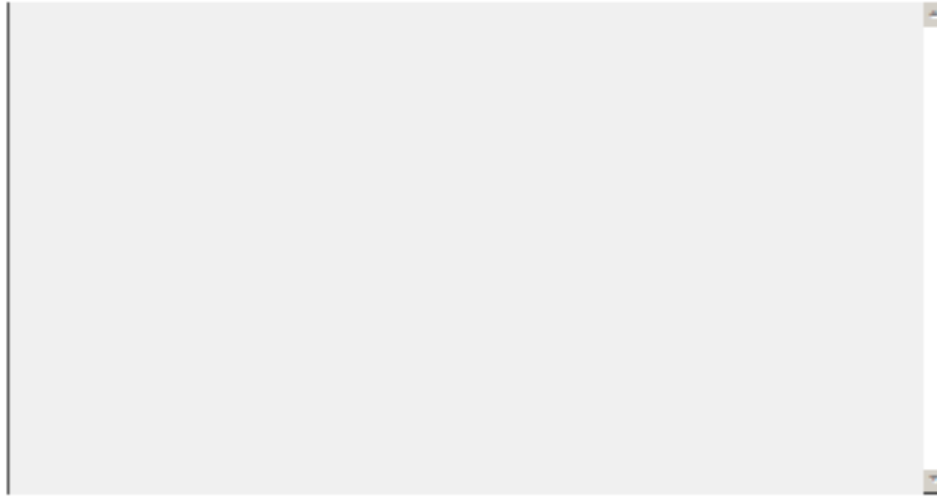
Your responses will be confidential. Your response will not be linked to your email address.

**\*1. Consider the projects, programmes, and activities which you or your organization conducted on behalf of the CSP. In the list below indicate which of the CSP PROGRAMMATIC PRIORITIES your work addressed and what you hoped to achieve? Choose - NOT APPLICABLE - where appropriate.**

|   | NOT APPLICABLE        | Increased awareness of topic; | Specific skills were taught; | Specific or required outputs were developed |
|---|-----------------------|-------------------------------|------------------------------|---|
| a. community organization/ building                               | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| b. after school programmes – not academic                         | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| c. life/social skills training                                    | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| d. youth entrepreneurship   | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| e. sport for development  | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| f. parenting skills/ education – not intervention                 | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| g. therapeutic family/ individual intervention (trauma reduction) | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| h. academic enrichment/ vocational mentorship                     | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| i. social investment/ capacity building                           | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| j. creating positive youth-friendly environments                  | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| k. mediation/ conflict resolution                                 | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |
| l. crime prevention through environmental design                  | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/>        | <input type="radio"/>                       |

## Evaluation of the Citizen Security Programme

**2. Please add your thoughts, explanations or questions which you would like to follow up with the evaluation team about the PROGRAMMATIC PRIORITIES of the CSP listed in the previous question.**



## Evaluation of the Citizen Security Programme

**\* 3. Consider the projects, programmes, and activities which you or your organization conducted on behalf of the CSP. In the list below indicate the RISK factors which your work addressed and what you hoped to achieve. Choose - NOT APPLICABLE - where appropriate**

|   | NOT APPLICABLE        | Increased awareness of topic | Specific skills were taught | Specific or required outputs were developed |
|---|-----------------------|------------------------------|-----------------------------|---|
| a. Family management problems (e.g. - poverty, conflict, health)  | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| b. Family history of violence/ problem behavior (e.g. - criminal activity, domestic violence, juvenile delinquency, alcoholism, drug use)                                 | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| c. Parenting stress, weak parent-child relationships (e.g. - coping with problem behavior in children, reducing child-abuse risk, inconsistent access of child to parent) | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| d. Community disorganization  | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| e. Availability of alcohol/ drugs/ weapons (in the community)   | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| f. Academic failure   | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| g. Association with delinquent peers  | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| h. Early and persistent antisocial behavior (e.g. - among the children and youth, bullying, getting into conflict with peers)   | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| i. Lack of access to structured recreational activities   | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |



## Evaluation of the Citizen Security Programme

**4. Please add your thoughts, explanations or questions which you would like to follow up with the evaluation team about the RISK factors listed in the previous question.**

**\*5. Consider the projects, programmes and activities which you or your organization conducted on behalf of the CSP. Indicate the PROTECTIVE factors which your work addressed and what you hoped to achieve. Choose - NOT APPLICABLE where appropriate.**

|  | NOT APPLICABLE        | Increased awareness of topic | Specific skills were taught | Specific or required outputs were developed |
|--|-----------------------|------------------------------|-----------------------------|---|
| a. Opportunities for pro-social involvement in the community | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| b. Increase in life and social skills                        | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| c. Bonding with peers with healthy attitudes/behaviours      | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| d. Healthy and stable family functioning                     | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| e. Nurturing parenting skills                                | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| f. Connectedness to family, school and community             | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |

## Evaluation of the Citizen Security Programme

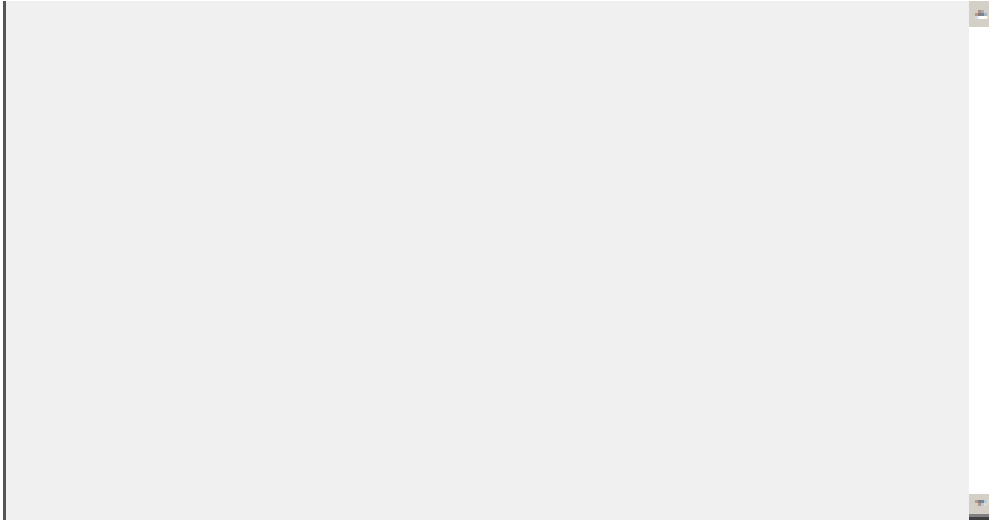
**6. Please add your thoughts, explanations or questions which you would like to follow up with the evaluation team about the PROTECTIVE factors listed in the previous question.**

**7. Consider the projects, programmes and activities which your organization conducted on behalf of the CSP. Indicate the OUTCOMES which your work addressed and what you hoped to achieve. Choose - NOT APPLICABLE - where appropriate.**

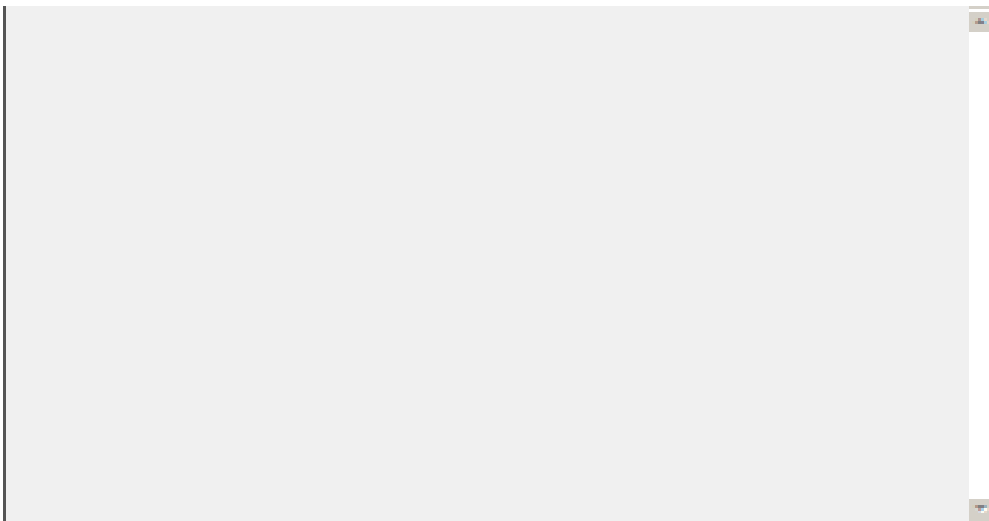
|   | NOT APPLICABLE        | Increased awareness of topic | Specific skills were taught | Specific or required outputs were developed |
|---|-----------------------|------------------------------|-----------------------------|---|
| a. Enhanced community cohesion  | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| b. Improved individual/ community capacity to respond to violence and crime | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| c. Reduction in anti-social behavior  | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| d. Reduction in youth violence  | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| e. Reduction in homicides/ shootings and woundings                          | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |
| f. Reduction in incidents of domestic violence and child maltreatment       | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>       | <input type="radio"/>                       |

## Evaluation of the Citizen Security Programme

**8. Please add your thoughts, explanations or questions which you would like to follow up with the evaluation team about the OUTCOMES listed in the previous question.**

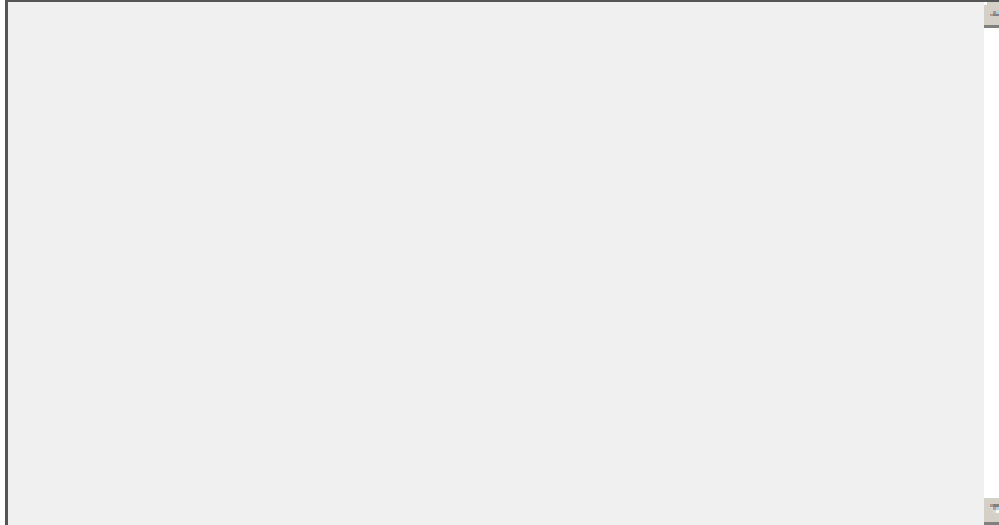


**\* 9. What were your successes with the activities you undertook on behalf of the CSP?**

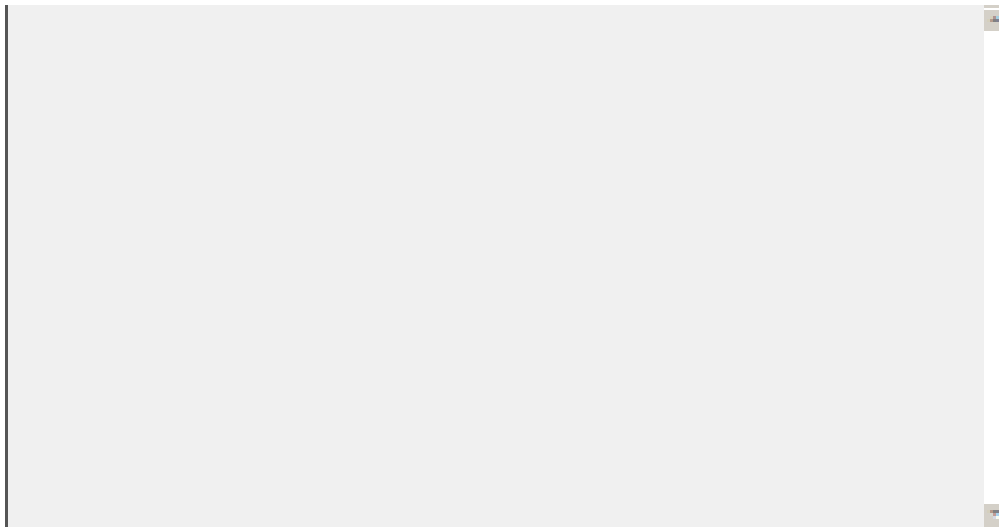


## Evaluation of the Citizen Security Programme

**\*10. What would you do differently if there is another opportunity to repeat the activities which were undertaken on behalf of the CSP?**



**\*11. What unexpected factors did YOU or YOUR organization have to address to achieve YOUR successes.**



## Evaluation of the Citizen Security Programme

**\*12. From this list of communities: Beetham Gardens, Bethel, Bon Accord, Cocorite, Covigne Road, Dibe/ Belle vue/ Dundonald Hill, Embacadere, Enterprise, Farm Road, Glen Road/ Darrel Spring, Gonzales, La Romaine, Mon Repos, Mt D'Or, Never Dirty, NE Settlement, Patna/ River Estate, Pinto Road, Quash Trace, Samaroo Village/ Mootoo Lands, Sogren Trace, St. Barbs • COMMENT from YOUR perspective on the impact of the CSP in the communities IN WHICH YOU HAVE WORKED.**

**\*13. What recommendations would you make to the CSP to improve its operations?**

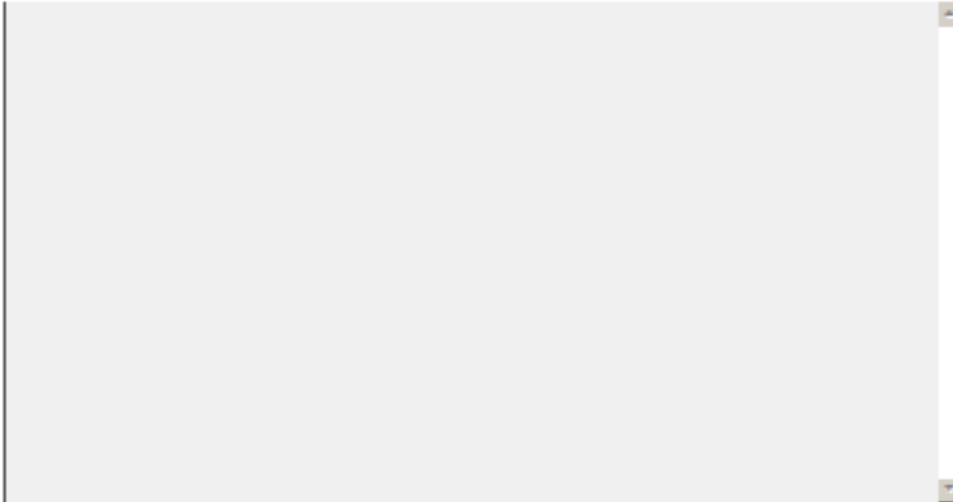
## Evaluation of the Citizen Security Programme

**\*14. Is your organization a member of the Civil Society Working Group?**

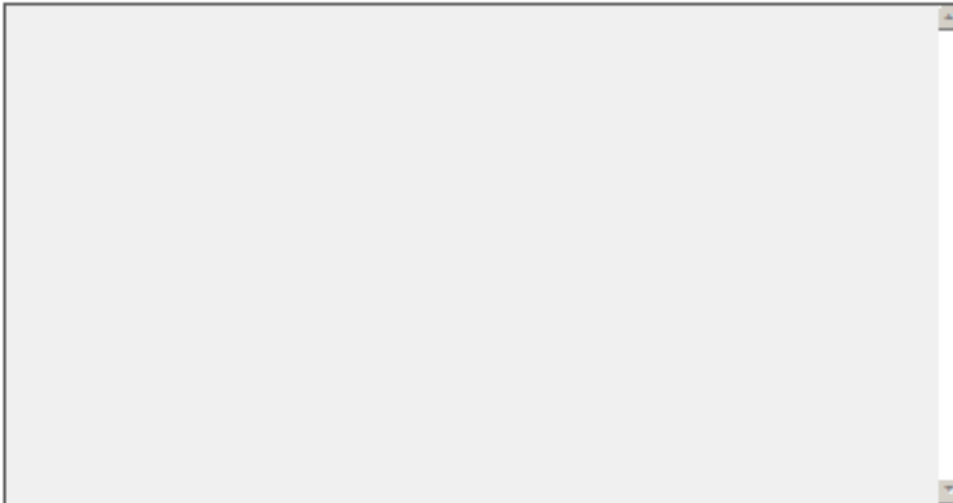
☐ Yes

☐ No

**\*15. What were the successes of the CSWG?**

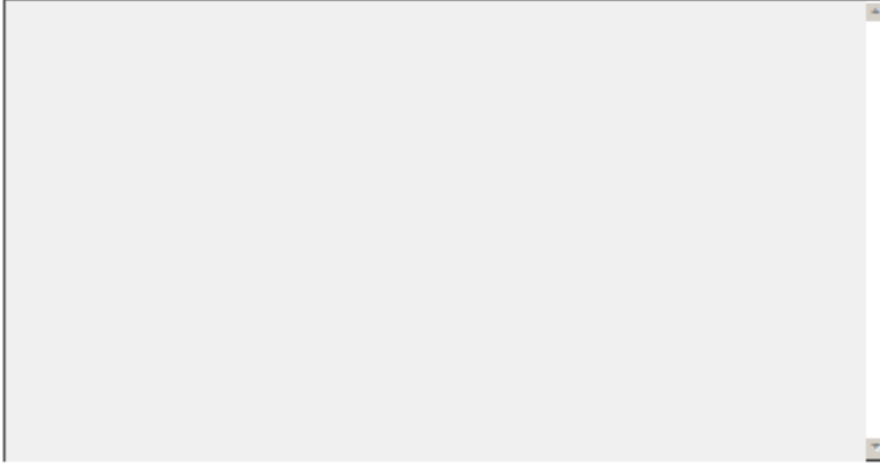
A large, empty rectangular text area with a light gray background, intended for the respondent to write their answer to question 15. It has a small scroll bar on the right side.

**\*16. What would you recommend to increase the success of the CSWG?**

A large, empty rectangular text area with a light gray background, intended for the respondent to write their answer to question 16. It has a small scroll bar on the right side.

## Evaluation of the Citizen Security Programme

17. What additional questions would you like to ask? What additional comments would you like to add?

A large, empty text input area with a light gray background and a thin black border. It is designed for users to provide additional questions or comments. There are small icons in the top right and bottom right corners of the text area.

### End of Survey

Thank you for taking the time to answer the questions. Please email [anevertd@gmail.com](mailto:anevertd@gmail.com) if you would like to be part of an additional interview with the evaluation team.

Lennise Baptiste, Ph.D.  
Director/Owner - ANEVER Ltd.

**APPENDIX 9 – Attitudinal and Behavioural data collected by the CSP**

| <b>SAMPLE – School Grant Results</b> |                    |                           |                            |                                 |   |                       |   |
|--------------------------------------|--------------------|---------------------------|----------------------------|---------------------------------|---|-----------------------|---|
| <b>Proj Title</b>                    | <b>Communities</b> | <b>No of participants</b> | <b>Period of Training</b>  | <b>School</b>                   | <b>Background</b>   | <b>Date Completed</b> | <b>Intermediate Outcome</b>   |
| Russell Latapy Music Programme       | Mon Repos          | 21                        | 12 weeks - 2 days per week | Russell Latapy Secondary School | Two-tiered training programme to develop technical and practical knowledge in drumming, general percussion, music literacy and skills-training in the construction and maintenance of drums.<br>TIER I- Drumming and Minor Percussion | June 16, 2011         | 90% of participants achieved goal in rhythmic arrangements using international standards; 85% of participants demonstrated improvements in playing techniques; 65% of participants gained knowledge and appreciation of history of various music genres and instruments; 55% of participants demonstrated confidence and improved skills in improvisation: 85% of participants were able to construct their instruments using natural materials; 95% provided accompaniment and participated in events and competitions; 80% displayed consistency in listening skills, communication and teamwork. |
|                                      |                    | 13                        | 3 days per week            | Russell Latapy Secondary School | TIER II- Drum Construction and Maintenance  | March 29, 2013        | 99% of participants showed increased levels of appreciation for the artform, and expressed an interest in continuing process; 90% of participants were able to orally classify drums based on their role in folk/African drum ensemble. 100% were able to identify all the steps to constructing and maintaining drums. 95% were able to demonstrate the proper techniques in drum maintenance. 95% displayed a high level of teamwork and discipline.  |



|                                   |                             |     |                                  |  |  |                   |  |
|-----------------------------------|-----------------------------|-----|----------------------------------|--|--|-------------------|--|
| School Clubs                      | St. Barbs                   | 157 | 33 weeks<br>- 2 days<br>per week | St. Barbs<br>Government<br>Primary<br>School | School clubs in eight<br>(8) disciplines<br>designed to<br>encourage self-<br>expression, an<br>appreciation of<br>aesthetics and the<br>development of social<br>and fine motor skills. | March 16,<br>2012 | Drama- 20 participants created and<br>presented skits on community-related<br>social issues;<br>Home Economics- 25 participants<br>taught theory and practice of kitchen<br>safety, measurements food groups<br>etc; Dance- 19 participants learnt<br>different genres of dance; Art and<br>craft- 20 participants designed craft<br>items using raw materials; Music<br>(choir, pan) - 26 participants learnt<br>different genres of music; participants<br>learnt music notes on pan;<br>Agriculture- participants taught<br>introductory agricultural science,<br>reared tilapia and planted patchoi<br>and other short-term crops; Golf- 11<br>participants acquired basic rudiments<br>of theory/practice of golf;<br>IT/journalism- 9 participants taught<br>basics of word art, publishing,<br>formatting images; First Aid- 14<br>participants taught basic first aid<br>concepts. |
| ARROW<br>Literacy<br>Intervention | Glen Road/<br>Darrel Spring | 63  | 9 weeks                          | Scarborough<br>SDA Primary<br>School         | Literacy programme<br>using self-voice and<br>multi-sensory<br>techniques for<br>children  | June 11, 2012     | 23 participants improved by a<br>minimum of one (1) month and a<br>maximum of twenty-eight (28)<br>months in reading and spelling;<br>34% reduction in disruptive behaviour<br>among participants who completed<br>programme; 37% positive change<br>among participants who had issues<br>with authority; 29% reduction in the<br>use of abusive language and the use<br>of threats and intimidation among<br>participants who completed<br>programme; 90% of teachers<br>expressed satisfaction with students'  |

|   |                             |    |                             |                                 |  |               |   |
|---|-----------------------------|----|-----------------------------|---------------------------------|--|---------------|---|
|   |                             |    |                             |                                 |  |               | performance after the eight hour programme  |
| ARROW Literacy Intervention             | Glen Road/<br>Darrel Spring | 30 |                             | St. Andrews Anglican Primary    | Literacy programme using self-voice and multi-sensory techniques for children  | June 12, 2012 | 27 students completed eight hour programme with improvements ranging from a minimum of one (1) month to a maximum of twenty-five (25) months; 79% level of satisfaction of teachers with students' performance post programme compared to 100% dissatisfaction before programme;  |
| Transformation of the Form 3 Year Group | Farm Road                   | 85 | 12 months - 1 day per week  | St. Joseph College              | Remedial programme designed to improve academic performance, enhance the development of social skills and strengthen morals. | Dec-12        | 66% of student participants with improved results in Math; 36% of participants with improved results in English; 36% of participants with improved results in Science at end of programme; 15 teachers exposed to professional development workshops; 22 members of teaching staff exposed to career fairs and seminars.      |
| Music Literacy Programme                | Pinto Road                  | 40 | 12 months - 2 days per week | Arima Government Primary School | Music education programme designed to improve discipline, academic performance among students                                | Dec-12        | 23 students attended a minimum of 80% of sessions; 25 students completed music literacy programme 40 students form school orchestra 72% overall average in end of term report- Term 2; 70% overall average - Term 3; 80% achieved learning outcomes for the term; Co-operation with fellow students increased from 88% to 96% |

| SAMPLE – Support to the TTPS                                  |                    |                    |               |                          |  |   |
|---|--------------------|--------------------|---------------|--------------------------|--|---|
| Proj_Title  | No of participants | Period of Training | Training days | Agency                   | Details  | Intermediate Outcome  |
| Trauma Treatment Methods Training for Victim Support Officers | 13                 |                    | 3 days        | Dolly and Associates Ltd | <u>Learning Objectives</u><br>1. Diagnose and identify trauma and the symptoms associated with it<br>2. Utilize various treatment approaches to trauma<br>3. Select appropriate treatment methods depending on the nature and severity of trauma<br>4. Utilize techniques to guard against burnout and compassionate fatigue | 1. 100% fully achieved<br><br>2. 71.4% fully achieved; 28.6% partially achieved<br><br>3. 57.1% fully achieved; 42.9% partially achieved<br><br>4. 57.1% fully achieved; 42.9% partially achieved   |
|   |                    |                    |               |                          | <u>Utility of Modules</u><br>1. Introduction to Trauma and Treatment<br>2. Traditional approaches to treatment-CBT<br>3. Traditional approaches to treatment-EMRT<br>4. Traditional approaches to treatment-TIR/CISD<br>5. Emerging approaches   | 1. 100.0% fully achieved<br>2. 85.7% fully achieved; 14.3% partially achieved<br>3. 28.6% fully achieved; 71.4% partially achieved<br>4. 71.4% fully achieved; 28.6% partially achieved<br>5. 85.7% fully achieved; 14.3% partially achieved  |
| SPSS Training Level 1   | 32                 | 1 week             | 4 days        | Qure Consultants         | <u>Learning Objectives</u><br>Module 1: Introduction to SPSS for Windows<br>Module 2: Getting to Know Your Data<br>Module 3: Exploring data/ Editing pivot tables<br>Module 4: Creating and Editing of Graphs  | 1. 96.9% agree or strongly agree<br>2. 90.6% agree or strongly agree<br>3. 84.4% agree or strongly agree<br>4. 71.4% agree or strongly agree<br>Met expectations: 87.5% agree or strongly agree<br>More able to conduct statistical analysis at work: 84.4% agree or strongly agree |

| SAMPLE - ICONS  |                |   |
|---|----------------|---|
| Background  | Date Completed | Intermediate Outcome  |
| Training programme in sound engineering and management of related small businesses  | 30-Apr-10      | 80% of participants became active members of the sound teams in churches they attend.   |
| Training programme for youth in PHI to enhance their earning potential  | 13-May-10      | 15 persons attended 80% of all sessions<br>76% of all participants achieved all standards set for attitude and behaviour<br>90% of all participants achieved all standards set for technical ability                                  |
| Vacation camp for children between 13-18 years which addressed attitude and behaviour, and built literacy and art and craft skills        | 02-Aug-10      | Ave score where 1= very poor and 5=very good<br>Attitude and behaviour- Before 3.0 After 4.3<br>Skills in Art and Craft- Before 3.2 After 4.2<br>Reading ability- Before 3.2 After 4.5  |
| Issues addressed included teenage sexuality, drugs, HIV Aids and career goals. The focus was on positive lifestyle choices and attitudes. | 22-Aug-10      | 23 of 26 participants (88.5%) attended all 3 days<br>24 participants completed feedback forms and 100% of this group were (i) able to articulate positive goals for themselves (ii) stated that they would like to repeat the retreat |
| Training programme in music, sound engineering, and business development  | 28-Aug-10      | 100% of trainees attend at least 75% of all sessions<br>80% achieved learning objectives<br>80% feel able to earn an income based on skills learnt  |
| Football training for competitive purposes  | 31-Aug-10      | 13 participants attended 75% of the sessions<br>80% showed an increase in football skills<br>80% displayed a positive change in attitude and behaviour 50% of the membership continue to play football                                |

| SAMPLE - RIPs  |   |  |   |                       |
|--|---|--|---|-----------------------|
| <b>#8 Community Motivational and Educational Programme – Mon Repos</b><br><br><b>9 months</b><br><br><b>1,100 participants</b><br><br><b>17-Apr-2010</b> | A two part project seeking to motivate Mon Repos residents ages 15-34. In Phase 1 residents were exposed to several motivational talks, in Phase 2 youth learnt about Agri-Business and gained practical experience in grow box farming.  | #1: Encourage and Motivate Youth of Mon Repos to engage in positive interactions | Youth comprised approx. 43% of the participants in the grow box phase of the project. During this phase they were able to set up a model kitchen and planted sweet peppers, celery and other vegetables. It was noted that since the training many of the younger participants were more patient with older residents and are more inclined to socialize with one another.  | Somewhat Achieved (2) |
|  |   | #2: To Provide Health Screening and Other Testing for Residents                  | An estimated 144 persons were recorded as receiving either HIV, diabetes, cholesterol testing and blood sugar testing or pap smears and breast examinations from various service providers who were brought into the community.   | Fully Achieved        |
|  |   | #3: To equip youth with skills in small business management and agriculture      | In the grow box phase of the RIP 25 participants were able to utilize the theory from the classroom sessions in a practical environment. These participants also applied their knowledge to their own home gardens. Participants were able to learn how to produce the most organic and cost effective food as well as the types of fertilizers to use and the places to buy them. 12 participants were also exposed to rabbit rearing and received rabbits and hutches at the end of the training period. In both cases materials were provided and residents were able to learn how to effectively utilize their space for agri-business. | Fully Achieved        |
| <b>#9 Equip, Educate and Empower - Dibe Belle Vue, Dundonald Hill</b><br><br><b>1 month</b><br><br><b>348 participants</b>                               | A combination of activities including a Talent and Award Show, Community Celebrations, an Evening of Praise, Post SEA and Parenting Workshops, Small Goal Football and a Health Caravan were utilized to encourage positive interaction among residents at the family and community levels. | #1: Increased interaction among residents of DBVDH                               | The varied activities encouraged participation from residents from all areas. It was noted that those activities involving talent were especially well patronized. In addition to direct participants there were also 375 supporters (indirect beneficiaries)   | Fully Achieved        |
|  |   | #2: Youths Participate in Pro Social Activities                                  | The Small Goal Football, Cultural Extravaganza, Post SEA workshop and Talent Show were pivotal in encouraging youth to participate in the activities over the month   | Fully Achieved        |
|  |   | #3: Residents Practice Positive Parenting Techniques                             | There is some initial evidence to show that some of the participants of the parenting workshop have utilized the techniques they were exposed to. Attendance at these workshops was however low. Follow-up interventions have been implemented.   | Somewhat Achieved (1) |
|  |   | #4: Residents initiate or directly support community interventions               | In the 6 month period following this RIP, 1 ICON and 4 Community Engagements were conducted in the community.   | Fully Achieved        |

## Appendix 10 –Before After Community Conditions Data – By Community

### Paired Samples Test - Bethel

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -1.732 | 2  | .225            |
| Pair 2 | BCrimeRes - ACrimeRes        | -4.000 | 2  | .057            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 4.000  | 2  | .057            |
| Pair 4 | BPosComGroup - APosComGroup  | -2.000 | 2  | .184            |
| Pair 5 | BUseIndex - AUseIndex        | 1.512  | 2  | .270            |
| Pair 6 | BComFacIndex - AComFacIndex  | 1.000  | 2  | .423            |

### Paired Samples Test – Beetham Gardens

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -3.832 | 11 | .003            |
| Pair 2 | BCrimeRes - ACrimeRes        | -3.667 | 11 | .004            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 3.263  | 11 | .008            |
| Pair 4 | BPosComGroup - APosComGroup  | -3.527 | 11 | .005            |
| Pair 5 | BUseIndex - AUseIndex        | .000   | 11 | 1.000           |
| Pair 6 | BComFacIndex - AComFacIndex  | 1.278  | 11 | .228            |

### Paired Samples Test - Cocorite

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -4.419 | 5  | .007            |
| Pair 2 | BCrimeRes - ACrimeRes        | -3.114 | 5  | .026            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 0.542  | 5  | .611            |
| Pair 4 | BPosComGroup - APosComGroup  | -1.000 | 5  | .363            |
| Pair 5 | BUseIndex - AUseIndex        | 1.581  | 5  | .175            |
| Pair 6 | BComFacIndex - AComFacIndex  | -0.542 | 5  | .611            |

### Paired Samples Test-Covigne

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -3.930 | 7  | .006            |
| Pair 2 | BCrimeRes - ACrimeRes        | -2.339 | 7  | .052            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 4.596  | 6  | .004            |
| Pair 4 | BPosComGroup - APosComGroup  | 0.203  | 6  | .846            |
| Pair 5 | BUseIndex - AUseIndex        | 3.548  | 6  | .012            |
| Pair 6 | BComFacIndex - AComFacIndex  | 3.042  | 6  | .023            |

### Paired Samples Test – Dibe/ Bellevue/ Dundonald Hill

|        |                              | T     | df | Sig. (2-tailed) |
|--------|------------------------------|-------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -1.00 | 3  | .391            |
| Pair 2 | BCrimeRes - ACrimeRes        | -1.00 | 3  | .391            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 1.732 | 3  | .182            |
| Pair 4 | BPosComGroup - APosComGroup  | -1.00 | 3  | .391            |
| Pair 5 | BUseIndex - AUseIndex        | 1.732 | 3  | .182            |
| Pair 6 | BComFacIndex - AComFacIndex  | .397  | 3  | .718            |

### Paired Samples Test - Embacadere

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -2.202 | 4  | .092            |
| Pair 2 | BCrimeRes - ACrimeRes        | -2.301 | 4  | .083            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 2.058  | 4  | .109            |
| Pair 4 | BPosComGroup - APosComGroup  | 3.500  | 4  | .025            |
| Pair 5 | BUseIndex - AUseIndex        | 1.871  | 4  | .135            |
| Pair 6 | BComFacIndex - AComFacIndex  | 3.068  | 4  | .037            |

### Paired Samples Test - Enterprise

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -3.348 | 5  | .020            |
| Pair 2 | BCrimeRes - ACrimeRes        | -2.858 | 5  | .035            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | -1.581 | 5  | .751            |
| Pair 4 | BPosComGroup - APosComGroup  | -2.000 | 5  | .102            |
| Pair 5 | BUseIndex - AUseIndex        | 1.00   | 5  | .365            |
| Pair 6 | BComFacIndex - AComFacIndex  | -1.00  | 5  | .365            |

### Paired Samples Test – Farm Road

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -7.472 | 8  | .000            |
| Pair 2 | BCrimeRes - ACrimeRes        | -5.231 | 8  | .001            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | .217   | 8  | .834            |
| Pair 4 | BPosComGroup - APosComGroup  | -5.500 | 8  | .001            |
| Pair 5 | BUseIndex - AUseIndex        | 1.155  | 8  | .282            |
| Pair 6 | BComFacIndex - AComFacIndex  | 1.474  | 8  | .179            |

### Paired Samples Test – Glen Road/ Darrell Spring

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -5.000 | 1  | .126            |
| Pair 2 | BCrimeRes - ACrimeRes        | -7.000 | 1  | .090            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 1.000  | 1  | .500            |
| Pair 4 | BPosComGroup - APosComGroup  | -1.000 | 1  | .500            |
| Pair 5 | BUseIndex - AUseIndex        | 1.000  | 1  | .500            |
| Pair 6 | BComFacIndex - AComFacIndex  | -1.000 | 1  | .500            |



### Paired Samples Test-Gonzales

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -2.104 | 5  | .089            |
| Pair 2 | BCrimeRes - ACrimeRes        | -2.000 | 5  | .102            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 3.162  | 5  | .025            |
| Pair 4 | BPosComGroup - APosComGroup  | 0.0    | 5  | 1.0             |
| Pair 5 | BUseIndex - AUseIndex        | 2.447  | 5  | .058            |
| Pair 6 | BComFacIndex - AComFacIndex  | 4.029  | 5  | .010            |

### Paired Samples Test – La Romaine

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -5.632 | 10 | .000            |
| Pair 2 | BCrimeRes - ACrimeRes        | -4.658 | 10 | .001            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 1.893  | 9  | .091            |
| Pair 4 | BPosComGroup - APosComGroup  | 1.964  | 9  | .081            |
| Pair 5 | BUseIndex - AUseIndex        | 2.423  | 9  | .038            |
| Pair 6 | BComFacIndex - AComFacIndex  | 1.718  | 9  | .120            |

### Paired Samples Test – Mon Repos

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -2.698 | 4  | .054            |
| Pair 2 | BCrimeRes - ACrimeRes        | -2.419 | 4  | .073            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 6.000  | 4  | .004            |
| Pair 4 | BPosComGroup - APosComGroup  | -.343  | 4  | .749            |
| Pair 5 | BUseIndex - AUseIndex        | 1.177  | 4  | .305            |
| Pair 6 | BComFacIndex - AComFacIndex  | 14.697 | 4  | .000            |

### Paired Samples Test – Mt D'OR

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -1.883 | 6  | .109            |
| Pair 2 | BCrimeRes - ACrimeRes        | -2.680 | 6  | .037            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | -2.393 | 7  | .048            |
| Pair 4 | BPosComGroup - APosComGroup  | -1.528 | 7  | .170            |
| Pair 5 | BUseIndex - AUseIndex        | -1.930 | 7  | .095            |
| Pair 6 | BComFacIndex - AComFacIndex  | -1.930 | 7  | .095            |

### Paired Samples Test – NE Settlement

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -2.562 | 6  | .043            |
| Pair 2 | BCrimeRes - ACrimeRes        | -2.489 | 6  | .047            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 2.955  | 6  | .025            |
| Pair 4 | BPosComGroup - APosComGroup  | .258   | 6  | .805            |
| Pair 5 | BUseIndex - AUseIndex        | 2.931  | 6  | .026            |
| Pair 6 | BComFacIndex - AComFacIndex  | 1.271  | 6  | .251            |

### Paired Samples Test-Pinto Road

|        |                              | t      | df | Sig. (2-tailed) |
|--------|------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild        | -3.571 | 5  | .016            |
| Pair 2 | BCrimeRes - ACrimeRes        | -5.259 | 5  | .003            |
| Pair 3 | BCrimeRiskIndex - ACrimeRisk | 2.210  | 5  | 0.078           |
| Pair 4 | BPosComGroup - APosComGroup  | .255   | 5  | .809            |
| Pair 5 | BUseIndex - AUseIndex        | 1.865  | 5  | .121            |
| Pair 6 | BComFacIndex - AComFacIndex  | 1.904  | 5  | .115            |

### Paired Samples Test – Quash Trace

|        |                             | t     | df | Sig. (2-tailed) |
|--------|-----------------------------|-------|----|-----------------|
| Pair 6 | BComFacIndex - AComFacIndex | 1.000 | 1  | .500            |

### Paired Samples Test- Samaroo Village/ Mootoo Lands

|        |                               | t      | df | Sig. (2-tailed) |
|--------|-------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild         | -2.390 | 5  | .062            |
| Pair 2 | BCrimeRes - ACrimeRes         | -2.169 | 5  | .082            |
| Pair 3 | BCrimeIRiskIndex - ACrimeRisk | 2.110  | 5  | .059            |
| Pair 4 | BPosComGroup - APosComGroup   | -0.415 | 5  | 0.695           |
| Pair 5 | BUseIndex - AUseIndex         | 4.392  | 5  | 0.007           |
| Pair 6 | BComFacIndex - AComFacIndex   | 2.953  | 5  | 0.032           |

### Paired Samples Test – St. Barbs

|        |                               | t      | df | Sig. (2-tailed) |
|--------|-------------------------------|--------|----|-----------------|
| Pair 1 | BCOMBuild - AComBuild         | -2.712 | 9  | .024            |
| Pair 2 | BCrimeRes - ACrimeRes         | -4.529 | 9  | .001            |
| Pair 3 | BCrimeIRiskIndex - ACrimeRisk | 1.992  | 10 | .074            |
| Pair 4 | BPosComGroup - APosComGroup   | 1.047  | 10 | .320            |
| Pair 5 | BUseIndex - AUseIndex         | 2.797  | 10 | .019            |
| Pair 6 | BComFacIndex - AComFacIndex   | 2.544  | 10 | .029            |

**Appendix 11 – SURVEY – Alignment to the Crime and Violence Prevention Service Delivery  
Programmatic Priorities**

| –   | NOT<br>APPLICABLE<br>– | Increased<br>awareness of<br>topic; – | Specific<br>skills were<br>taught; – | Specific or<br>required outputs<br>were developed<br>– | Total<br>– |
|---|------------------------|---------------------------------------|--------------------------------------|--|------------|
| a. community organization/ building                               | 10                     | 10                                    | 13                                   | 7  | 40         |
| b. after school programmes – not academic                         | 26                     | 2                                     | 8                                    | 4  | 38         |
| c. life/social skills training                                    | 16                     | 3                                     | 17                                   | 4  | 38         |
| d. youth entrepreneurship   | 27                     | 6                                     | 3                                    | 4  | 38         |
| e. sport for development  | 30                     | 1                                     | 3                                    | 6  | 38         |
| f. parenting skills/ education – not intervention                 | 16                     | 5                                     | 17                                   | 2  | 38         |
| g. therapeutic family/ individual intervention (trauma reduction) | 27                     | 4                                     | 6                                    | 3  | 38         |
| h. academic enrichment/ vocational mentorship                     | 22                     | 4                                     | 9                                    | 5  | 38         |
| i. social investment/ capacity building                           | 15                     | 5                                     | 11                                   | 9  | 38         |
| j. creating positive youth-friendly environments                  | 20                     | 8                                     | 5                                    | 7  | 38         |
| k. mediation/ conflict resolution                                 | 22                     | 7                                     | 5                                    | 6  | 38         |
| l. crime prevention through environmental design                  | 31                     | 3                                     | 3                                    | 3  | 38         |

### Risk Factors

|   | – | NOT<br>APPLICABLE<br>– | Increased<br>awareness of<br>topic – | Specific<br>skills were<br>taught – | Specific or<br>required outputs<br>were developed – | Total<br>– |
|---|---|------------------------|--------------------------------------|-------------------------------------|---|------------|
| –   |   |                        |                                      |                                     |   |            |
| a. Family management problems (e.g. - poverty, conflict, health)  |   | 16                     | 10                                   | 8                                   | 5   | 37         |
| –   |   |                        |                                      |                                     |   |            |
| b. Family history of violence/ problem behavior (e.g. - criminal activity, domestic violence, juvenile delinquency, alcoholism, drug use)                                 |   | 20                     | 13                                   | 2                                   | 2   | 37         |
| –   |   |                        |                                      |                                     |   |            |
| c. Parenting stress, weak parent-child relationships (e.g. - coping with problem behavior in children, reducing child-abuse risk, inconsistent access of child to parent) |   | 16                     | 7                                    | 13                                  | 3   | 37         |
| –   |   |                        |                                      |                                     |   |            |
| d. Community disorganization  |   | 19                     | 12                                   | 3                                   | 5   | 37         |
| –   |   |                        |                                      |                                     |   |            |
| e. Availability of alcohol/ drugs/ weapons (in the community)   |   | 30                     | 6                                    | 1                                   | 2   | 37         |
| –   |   |                        |                                      |                                     |   |            |
| f. Academic failure   |   | 22                     | 7                                    | 7                                   | 3   | 37         |
| –   |   |                        |                                      |                                     |   |            |
| g. Association with delinquent peers  |   | 22                     | 10                                   | 2                                   | 5   | 37         |
| –   |   |                        |                                      |                                     |   |            |
| h. Early and persistent antisocial behavior (e.g. - among the children and youth, bullying, getting into conflict with peers)   |   | 18                     | 10                                   | 6                                   | 5   | 37         |
| –   |   |                        |                                      |                                     |   |            |
| i. Lack of access to structured recreational activities   |   | 24                     | 7                                    | 2                                   | 6   | 37         |

## Protective Factors

|  | –  | NOT<br>APPLICABLE – | Increased<br>awareness of<br>topic – | Specific skills<br>were taught – | Specific or required<br>outputs were developed<br>– | Total<br>– |
|--|----|---------------------|--------------------------------------|----------------------------------|---|------------|
| –  |    |                     |                                      |                                  |   |            |
| a. Opportunities for pro-social involvement in the community | 11 | 10                  | 8                                    | 10                               |   | 39         |
| –  |    |                     |                                      |                                  |   |            |
| b. Increase in life and social skills                        | 8  | 5                   | 19                                   | 7                                |   | 39         |
| –  |    |                     |                                      |                                  |   |            |
| c. Bonding with peers with healthy attitudes/ behaviours     | 9  | 6                   | 19                                   | 5                                |   | 39         |
| –  |    |                     |                                      |                                  |   |            |
| d. Healthy and stable family functioning                     | 15 | 11                  | 11                                   | 2                                |   | 39         |
| –  |    |                     |                                      |                                  |   |            |
| e. Nurturing parenting skills                                | 18 | 7                   | 11                                   | 3                                |   | 39         |
| –  |    |                     |                                      |                                  |   |            |
| f. Connectedness to family, school and community             | 12 | 17                  | 6                                    | 4                                |   | 39         |

## Outcomes

|   | –  | NOT<br>APPLICABLE – | Increased<br>awareness of<br>topic – | Specific skills<br>were taught – | Specific or required<br>outputs were<br>developed – | Total<br>– |
|---|----|---------------------|--------------------------------------|----------------------------------|---|------------|
| –   |    |                     |                                      |                                  |   |            |
| a. Enhanced community cohesion  | 9  | 11                  | 6                                    | 12                               |   | 40         |
| –   |    |                     |                                      |                                  |   |            |
| b. Improved individual/ community capacity to respond to violence and crime | 17 | 8                   | 7                                    | 6                                |   | 38         |
| –   |    |                     |                                      |                                  |   |            |
| c. Reduction in anti-social behavior  | 11 | 8                   | 13                                   | 6                                |   | 38         |
| –   |    |                     |                                      |                                  |   |            |
| d. Reduction in youth violence  | 11 | 11                  | 9                                    | 6                                |   | 37         |
| –   |    |                     |                                      |                                  |   |            |
| e. Reduction in homicides/ shootings and woundings                          | 28 | 9                   | 0                                    | 1                                |   | 38         |
| –   |    |                     |                                      |                                  |   |            |
| f. Reduction in incidents of domestic violence and child maltreatment       | 21 | 8                   | 6                                    | 3                                |   | 38         |

## Appendix 12 – Summary of CSP Projects by Thematic Areas.

| Category                                      | Beneficiaries | Number |
|---|---------------|--------|
| Agriculture                                   | 1290          | 13     |
| Chemical Dependence Reduction/Treatment       | 532           | 7      |
| Child Maltreatment Reduction                  | 1861          | 49     |
| Community Cohesion                            | 11585         | 107    |
| Community Infrastructure                      | 345           | 15     |
| Community Safety                              | 2598          | 18     |
| Conflict Management                           | 1946          | 75     |
| Creative Arts and Cultural Development        | 10446         | 124    |
| Crime Prevention through Environmental Design | 3747          | 22     |
| Domestic Violence Reduction                   | 1284          | 35     |
| Education and Skills Based Development        | 4456          | 179    |
| Family Support and Development                | 19697         | 87     |
| Gender Relations Enhancement                  | 478           | 4      |
| Govt Agency Capacity Development              | 1061          | 20     |
| Health and Promotion of Healthy Lifestyles    | 4146          | 38     |
| Information and Communication Technology      | 907           | 19     |
| Intra Generational Relations Building         | 980           | 10     |
| NGO/CBO Strengthening                         | 715           | 28     |
| Other   | 1581          | 22     |
| Personal Development                          | 5882          | 52     |
| Small and Micro Enterprise Development        | 173           | 12     |
| Sport and Physical Activity                   | 8818          | 95     |



## Appendix 13 – Perception of Community Conditions Overall

**Table 11 – Positive Community Groups**

| Index                     | Items  | Before CSP |    | After CSP |    | YES - response<br>D-decrease<br>IN-increase |
|---------------------------|--|------------|----|-----------|----|---|
|                           |  | Yes        | No | Yes       | No |   |
| Positive Community Groups | We could join sports clubs, steel bands or other community groups to learn new skills and share my talents | 95         | 41 | 83        | 53 | 13%D  |
|                           | There are community organizations that deal with community problems  | 71         | 65 | 81        | 55 | 14% IN                                      |

In Table 11 above a review of the “YES” responses for the presence of positive community groups shows that there was a decrease for the first item of joining clubs, steelbands and other community groups, but there was an increase in the number of community organisations which are dealing with community problems. In Table 10, the overall results of the t-tests for the ‘before’ and ‘after’ factors regarding the community conditions related to positive community groups is not statistically significant. The review of community data (Appendix 10) shows that having positive community groups was generally perceived as increased, and this was a statistically significant result in Beetham Gardens and Farm Road. While this result was statistically significant in Embacadere, the positive t value is an indication that there are less groups since the advent of CSP.

A review of the “YES” responses for the use of community facilities in Table 12 shows an overall decrease. Persons are less inclined to use recreational and medical services offered in their communities and are not comfortable participating in community groups. In Table B above, the overall results of the t-tests for the ‘before’ and ‘after’ factors regarding the community conditions related to safety is not statistically significant in any of the communities. The perception of increased use indicated by negative t values was evident in the Pinto Road, Enterprise, Mt. D’OR and Glen Road/Darrell Spring communities.

**Table 12– Use of Community Facilities**

| Index                       | Items  | Before CSP |    | After CSP |    | YES - response<br>D-decrease<br>IN-increase |
|-----------------------------|--|------------|----|-----------|----|---|
|                             |  | Yes        | No | Yes       | No |   |
| Use of community facilities | When I need medical services, I use those in the community | 63         | 73 | 48        | 88 | 23% D                                       |
|                             | I use recreational facilities in my community              | 78         | 58 | 63        | 73 | 19%D  |
|                             | I am comfortable participating in                          |            |    |           |    |   |

|  |   |    |    |    |    |     |
|--|---|----|----|----|----|-----|
|  | community groups such as such as the sports clubs and steel bands in my community | 87 | 49 | 80 | 56 | 8%D |
|--|---|----|----|----|----|-----|

**Table 13 – Availability of Community Facilities**

| Index                | Items   | Before CSP |    | After CSP |    | YES – response<br>D-decrease<br>IN-increase |
|----------------------|---|------------|----|-----------|----|---|
|                      |   | Yes        | No | Yes       | No |   |
| Community Facilities | There are small shops & minimarts   | 132        | 4  | 75        | 61 | 43% D                                       |
|                      | There is a place of worship I would go to                                       | 117        | 19 | 60        | 76 | 49% D                                       |
|                      | There is a clinic or other medical service near my community that I would go to | 112        | 24 | 59        | 77 | 48% D                                       |
|                      | There are parks we can use in or near my community                              | 82         | 54 | 69        | 67 | 15.8%D                                      |
|                      | Public transportation is convenient for us to use                               | 105        | 31 | 63        | 73 | 40% D                                       |
|                      | We regularly do our shopping in the community                                   | 73         | 63 | 53        | 83 | 27% D                                       |
|                      | There are recreational activities for youth in my community                     | 79         | 57 | 70        | 66 | 11%D  |
|                      | Internet access is available in our community                                   | 93         | 43 | 68        | 68 | 27%D  |

A review of the “YES” responses in for community facilities in Table 13, shows an overall decrease in the responses obtained. Items such as availability of minimarts, medical services, convenient transportation and places of worship, show decrease in “yes” responses, by more than 40%. In Table 10, the overall results of the t-tests for the ‘before’ and ‘after’ factors regarding the community conditions related to community facilities is statistically significant. The positive t value is an indication that the overall number of community facilities was higher before the CSP. The review of community data (Appendix 10) showed that having community facilities was perceived as decreased and this was a statistically significant result in Covigne, Samaroo Village/Mootoo Lands, St. Barbs, Mon Repos, Gonzales and Embacadere.

**Table 14 – Comparison of CAOs and CAC Members’ Opinions About CSP’s Impact on Community Conditions**

| Paired Items |                              | Results of CAOs |    |                 | Results of CAC Members |     |                 |
|--------------|------------------------------|-----------------|----|-----------------|------------------------|-----|-----------------|
|              |                              | t               | df | Sig. (2-tailed) | t                      | df  | Sig. (2-tailed) |
| Pair 1       | BCrimeRiskIndex - ACrimeRisk | 5.109           | 19 | .000            | 7.216                  | 115 | .000            |

|        |                                |       |    |      |       |     |      |
|--------|--------------------------------|-------|----|------|-------|-----|------|
| Pair 2 | BPosComGroup -<br>APosComGroup | 3.804 | 19 | .001 | -.414 | 115 | .680 |
| Pair 3 | BUseIndex - AUseIndex          | 1.071 | 19 | .297 | 2.289 | 115 | .024 |
| Pair 4 | BComFacIndex -<br>AComFacIndex | 4.721 | 19 | .000 | 7.013 | 115 | .000 |

The results of the t-tests in Table 14 indicate that when considering the overall results regarding crime risk factors, the CAOs and the CAC members agree that these factors decreased since the presence of CSP in the communities. They also agree that the availability of community facilities has also decreased after CSP. This is not the preferred result given the desired community outcomes related expected from the Logic Model and CSP Matrix of Targets. When the evaluation team considered Limitation 4 identified in Chapter 2 regarding the impact of other community initiatives and factors, the result of less community facilities cannot be attributed to solely to CSP's intervention. The CAOs and CAC members differed in regard to the presence of positive community groups. The positive t value for the CAOs is an indication that they perceived that there was a decrease in positive community groups, while the negative t value for the CAC members is an indication that they perceived an increase in the number of positive community groups. The two groups agreed that the use of community facilities had decreased and this was a statistically significant result for CAC members.

## APPENDIX 13 – Evaluation Team

### ANEVER LTD

Registered in 2006, ANEVER Ltd began active operation to provide programme evaluation services in 2012. The company located in Arima, Trinidad and Tobago, through its Directors actively seeks consulting evaluation assignments with professional associates in the fields of education, health and human services, as well as provide quality management related services.

#### 2.3.1 The Evaluation Team

Team Leader - Lennise Baptiste, Ph.D. – Evaluation & Measurement – Kent State University, Ohio, USA, has more than 25 years combined professional experience in the fields of education and programme evaluation and has a strong preference for the use of participatory approaches such as utilization-focused and empowerment evaluation and the application of results-based monitoring and evaluation. Dr. Baptiste has US and Caribbean work experience in the evaluation of education, health, social services and prevention projects for donors such as the World Bank, European Union (EU), Inter-American Development Bank (IDB), Global Fund Round 9, Center for Disease Control (CDC), Norwegian Agency for Development Co-operation (NORAD)], UNICEF, Canadian High Commission (Port-of-Spain, Trinidad and Tobago). She has led multi-disciplinary teams to conduct evaluations and trained multi-disciplinary groups including personnel from NGOs, and civil society organisations to employ M&E tools. Dr. Baptiste is the 2010 recipient of Michael Scriven Dissertation Award for Outstanding Contribution to Evaluation Theory. At present she is the Chair of the Mixed-Methods Topical Interest Group of the American Evaluation Association and is a founding member of Caribbean Evaluators International. Dr. Baptiste truly believes that there is more to be learned than feared when stakeholders engage in the evaluation process, and in this evaluation of the Citizens Security Programme she is very interested in telling the story behind the numbers to illuminate the CSP's impact from 2008 to 2014.

Sandra Ortega, Ph.D. – Educational Policy and Leadership; Quantitative Methods and Evaluation Research, The Ohio State University, Ohio, USA, is a U. S.-based evaluator with over 25 years in evaluation practice. She has served as the evaluator on several national US initiatives, numerous US state-level initiatives and as an internal evaluator for several non-profit organizations. Her experience includes working with funding sponsors and project managers to use evaluation findings for project improvement. She is an active member of the American Evaluation Association. Dr. Ortega's early work in community corrections and background in criminal justice inform her current violence prevention evaluation work. In particular, Dr. Ortega's understanding of juvenile gangs, community policing, victims' advocacy and secondary trauma of those working with crime victims and survivors has informed her work with this evaluation of the Citizens Security Programme. Dr. Ortega has authored several articles in peer-reviewed journals based on her work as an evaluator in violence prevention. Likewise, she has presented at professional conferences at the local, state, national and international levels on evaluating violence prevention efforts.

Patrick Kelly B.A. (Economics and Mathematics), MBA – University of the West Indies, ST. Augustine Campus, Trinidad and Tobago, has worked for (37) years in the Financial Services Sector. His professional experience relevant to this evaluation includes: Loan Remediation & Asset Recovery, Project Financing and Loan Syndication, and Corporate Business Loans Origination. Mr. Kelly is a member of the Institute of Banking & Finance of Trinidad & Tobago and is also an approved Examiner and Moderator for the Certificate and Diploma in Banking exams conducted under the auspices of the Institute of Banking & Finance. In his professional capacity, Mr. Kelly has had to review and analyse loan origination proposals, marketing and strategic plans, audited financial statements and cashflows as part of the overall due diligence process. Mr. Kelly has also been a mentor, trainer and tutor of the Corporate and Commercial Relationship Managers in credit assessment and risk management techniques for the Royal Bank of Canada. He is therefore appropriately placed to lend his expertise in the disciplines of Finance, Accounting, Project Evaluation and Risk Mitigation to the evaluation of the Citizen Security Programme.

Ian Phillips, Ph. D. - Action Research and Management Studies, (Bath University UK).

Dr. Phillips has more than 25 years of combined training, senior strategic leadership and organisational learning and development experiences. Dr. Phillips brings a diverse professional background which includes the evaluation of public, private and third sector organisations in the UK and internationally. In the context of this assignment Dr. Phillips brings particular expertise in qualitative strategies, leadership development and working with issues relating to gangs and serious youth violence in the UK, Jamaica and in Trinidad and Tobago. Dr. Phillips is currently one of the core facilitators on the award winning Ministry of Justice's, National Offender Management Services (NOMS) transformational leadership programme, Accelerate, (now in its 10th cohort) for senior staff seeking top positions in their organisations. The programme has a promotion success rate of over 50%, which is high. Dr. Phillips is also supporting staff in NGOs, CBOs and FBOs in Lewisham to raise awareness and develop strategies focused on Ending Gang and Youth Violence in partnership with the Borough Council, Youth Offending Services and Voluntary Action Lewisham. In Trinidad and Tobago, Dr. Phillips has been the lead consultant supporting the Ministry of Community Development, Community Development Fund (CDF), with its visioning, strategic planning and implementation plans for 2014 – 2016. He is also partnering with the CDF in the design and delivery of workshops for NGOs and CBOs focused on strategic planning, design of M&E systems and implementation of strategic plans. He is also the international consultant to bpTT leading its social audit and design of training programmes to grow the capacity of stakeholders.

Max Frampton, ASQ Certified Manager of Quality/Organisational Excellence

Mr. Frampton, a member of the American Society for Quality, has more than twenty years combined professional experience in the areas of Quality Management and Leadership. An ASQ – Certified Manager of Quality and Organizational Excellence, he has held such positions as Progress Consultant at AMOCO Trinidad Oil Company, Change/Training Coordinator at BPAMOCO Trinidad, Health Safety and Environment Training Team Leader at BPTT, and consulted as a Business Advisor with Advantage Solutions, Barbados, where he also conducted quality related training on their behalf. Max Frampton worked with teams within the AMOCO Trinidad organisation to integrate quality approaches into how the organization worked. In 1998 one of his teams received the Chairman's award for Team Excellence.

He is a Certified Business Professional Master Executive and Project Manager as certified by the International Business Training Association. He also holds a certificate as a Training Manager issued by Langevin Learning Services. As an individual consultant he worked with one NGO in Barbados to develop their strategic plan, and partnered with Softech Computers of the Cayman Islands to provide quality related consulting and training to government and private agencies within the Cayman Islands. He also worked as the Lead Evaluator for two evaluations funded by the Norwegian Association for Persons with Developmental Disabilities (NFU). In these evaluations he examined the implementation of the development cooperation strategy between NFU and two Caribbean NGOs. For the evaluation of the CSP he brings his quality related experience and knowledge of project management to assist with keeping the evaluation on track.

## Appendix 14 – Photos from the Evaluation



1 – Dr. Baptiste (Left) and Dr. Ortega (Right) with members of the Pinto Road CAC

2 – CAO Ato Augustine (Left) and Dr. Ortega (Right) with members of the Pinto Road CAC





Dr. Phillips with members of the North East Settlement CAC displaying banner from Cookout in which they won the 1<sup>st</sup> prize





Dr. Ortega and Dr. Baptiste with members of North-east Settlement and Quash Trace beneficiaries.



Dr. Ortega and Dr. Phillips with CAO Northeast Settlement Rachel Joseph



Data Collection –  
Community Beneficiaries



Community Feedback Tobago  
Tobago CAOs - Ann Marie De Gazon, Jerome Toby







CAC Signage  
Bon Accord Government Primary School, Tobago

CSP Mural - Bon Accord Government Primary School, Tobago







#### Community Feedback

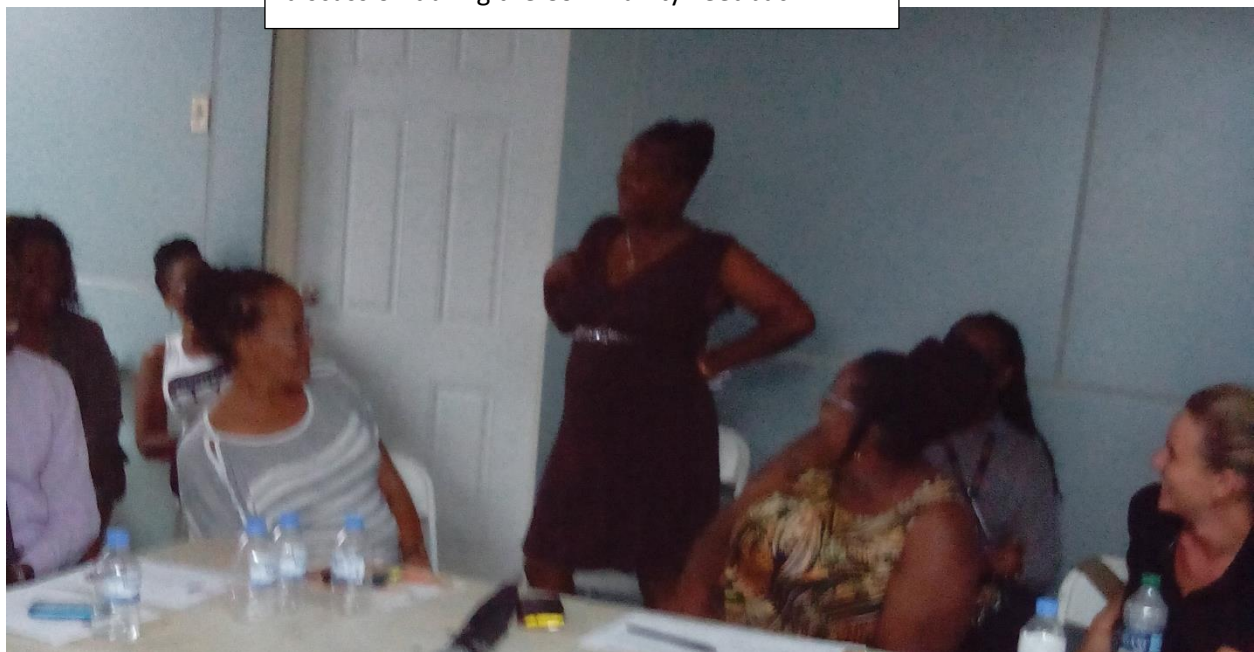
Above - Max Frampton with members of Cocorite Community

Below - Max Frampton with members of Covigne Community with CAO





CAO Mtima Solwazi overseeing an animated discussion during the Community Feedback







Community Feedback – Gonzales Community Action Council Members  
CAO – Mtima Solwazi

Visiting PhD Student from Germany – Janina Pawelt, second row 4<sup>th</sup> from right  
Evaluation Team Member – Patrick Kelly, back row, first from left.