



# STRATEGIC ACTION

# P L A N

*"A national repository  
for the secure storage  
of comprehensive,  
multi-dimensional data  
relating to crime"*

## 2020 to 2023

**infoSEGURA**



ABRIDGED VERSION



# Strategic Action Plan

## 2020-2023

ABRIDGED VERSION

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*This document is based on a more detailed restricted document prepared for the Ministry of National Security by Marydelene Vasquez, Independent Consultant*

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# ACRONYMS

BCO - Belize Crime Observatory  
BCP - Belize Central Prison  
BPD - Belize Police Department  
CEO - Chief Executive Officer  
CIMS - Crime Information Management System  
FAMCare - a human services software that facilitates case management  
GBV - Gender-based Violence  
GIS - Geographic Information Systems  
GoB - Government of Belize  
GPS - Global Positioning System  
InfoSegura - a Central American Project entitled “Evidence-based Information Management on Citizen Security” in Central America and the Dominican Republic (“Gestión de información sobre Seguridad Ciudadana basada en evidencia” in Spanish)  
IT - Information Technology  
JICC - Joint Intelligence Coordinating Center  
JIOC - Joint Intelligence and Operations Center  
KII - Key Informant Interview  
LIMS - Laboratory Information Management System  
MOH - Ministry of Health  
MHDSTPA - Ministry of Human Development, Social Transformation and Poverty Alleviation  
MNS - Ministry of National Security  
NCFC - National Committee for Families and Children  
NFSS - National Forensic Science Service  
NWC - National Women’s Commission  
PITCU - Police Information Technology and Cyber Unit  
PostgreSQL - PostgreSQL is a powerful, open source object-relational database system  
RTIs - Road Traffic Incidents  
SAP - BCO’s Strategic Action Plan 2020 - 2023  
SDI - Spatial data infrastructure  
SICA - Central American Integration System (Sistema de la Integración Centroamericana in Spanish)  
SQL - Structured Query Language, used with relational database management systems  
SWOT - Strengths, Weaknesses, Opportunities and Threats  
UNDP - United Nations Development Programme  
USAID - United States Agency for International Development



# ACKNOWLEDGMENTS

The Belize Crime Observatory's Strategic Action Plan (2020 – 2023) was commissioned by the Ministry of National Security. The formulation of this Plan was funded by USAID, through the InfoSegura Project (Evidence-based Information Management on Citizen Security in Central America and the Dominican Republic), which promotes evidence-based policy and decision-making. The InfoSegura Project is co-implemented in Belize by the UNDP/RBLAC Office, through UNDP Belize, and the Government of Belize, through the Ministry of National Security.

Within the Ministry of National Security, the BCO has enjoyed high-level executive support since its inception, which has enabled the success of the BCO and, most recently, the commissioning of this Plan.

The BCO has provided the leadership, guidance, and logistical support which made this planning process possible. The BCO's focused commitment and its success in establishing functional partnerships have driven its rapid progress in providing relevant and useful crime-related information products to its clients.

Special acknowledgement is given to the executive, managerial and technical leaders who participated in Key Informant Interviews. Through written and verbal feedback, representatives from the Belize Police Department, the National Forensic Science Service, the Belize Central Prison, the Judiciary, the Ministry of Health, the Ministry of Human Development, UNDP Belize, the National Women's Commission, and the National Council on Aging shared their expert knowledge to inform the drafting and review of this plan. The participation of these partners has made this plan a living example of inter-agency collaboration.

The BCO's Strategic Action Plan 2020 – 2023 was prepared by Marydelene Vasquez. Graphics were designed by Shanika Matura @ Techress Inc. Tichana Worrell provided technical support in drafting, editing, and research.



# FOREWORD

Since the launch of the Belize Crime Observatory (BCO) in 2016, the Ministry of National Security has continued to work hand in hand with its partner agencies to deliver relevant, timely and accurate crime data to its users. Our partnership with InfoSegura through its Evidence-based Information Management Project on Citizen Security in Central America and the Dominican Republic has pushed us to new levels in the delivery of crime data and information.

We realized that our efforts, while admirable, needed a more structured approach to keep abreast with the fast-changing realities and technologies that are informing modern data management. This Strategic Action Plan (2020-2023) was commissioned by the Ministry of National Security to provide that needed structure, with a roadmap of targeted objectives over the 36-month period.

It is our sincere hope that this plan will fortify the ability of the Ministry of National Security—through the BCO’s work in processing multi-dimensional, inter-agency data to provide insights on crime patterns and trends—to deliver upon its commitment to public safety and national security.

It is also our hope that our partners will have a clearer understanding of where we are going with the BCO, and how they can help to ensure the accomplishment of the Observatory’s mission over the 3- year period.

Finally, it is our hope that our users will be better served by this more targeted and structured approach, which was informed through varying levels of engagement with several key stakeholders.

On behalf of the Ministry of National Security and by extension the Government of Belize, please accept our sincere gratitude for all that you have done. I am certain that going forward, you will continue to keep the BCO relevant as we seek to accomplish our strategic goals over the next three (3) years of consolidating the BCO, strengthening Crime Information Management, inter-agency coordination, and stakeholder engagement and communications between and amongst all of us.

Please enjoy the reading of this Strategic Plan and stay updated via our website:  
<https://bco.gov.bz/>.

We look forward to another productive three years.

Sincerely,



(G.B.K. LOVELL)  
CHIEF EXECUTIVE OFFICER  
MINISTRY OF NATIONAL SECURITY



# EXECUTIVE SUMMARY

*Evidence-based practice is acknowledged internationally as the ideal approach to policy and decision making across the public, private and NGO sectors. In current national plans, the Government of Belize espouses an evidence-based approach to governance - an approach that is strongly encouraged by international development partners. To that end, the Belize Crime Observatory (BCO) was established within the Ministry of National Security “to foster the development of public policies that address public safety and national security issues through the collection, analysis and dissemination of quality, timely and multidimensional data on crime and violence trends in the country.”*

To chart the way forward for the BCO to fulfill this function, the Ministry of National Security commissioned the preparation of this costed 3-year Strategic Action Plan (2020 – 2023) for the Belize Crime Observatory. The initiative to draft this Plan was funded by the USAID through the InfoSegura Project. This Plan builds upon the goals and objectives outlined in the BCO Data Policy (2020).

The BCO’s 2020-2023 Strategic Action Plan was prepared in close consultation with the Technical Coordinator of the BCO. Several major stakeholders were engaged through Key Informant Interviews, virtual meetings, and a validation session. The Plan was also informed by a desk review of national policies, strategies and plans as well as the BCO’s Data Policy (2020), annual reports and meeting proceedings. The Needs Assessment and Gap Analysis Report for Inter-Agency Sharing of Crime Data and Information (completed in June 2020) provided essential background information for this planning exercise. This Plan was also informed by stakeholder consultation, conducted as part of this planning exercise.

## STRATEGIC LINES OF ACTION

The 2020-2023 Strategic Action Plan of the BCO entails four (4) Strategic Lines of Action:

1

**CONSOLIDATING THE BCO**

3

**INTERAGENCY COORDINATION**

2

**STRENGTHENING CRIME INFORMATION MANAGEMENT**

4

**STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS**

## **STRATEGIC LINE 1: Consolidating the BCO**

Notwithstanding its rapid growth and current momentum, the BCO has not yet been consolidated as a permanent institution. Four strategic actions will be pursued to consolidate the BCO.

1

The Ministry will seek to formally establish the BCO through legislation with an official mandate to foster the development of evidence-based public policies and programmes that address public safety and citizen security.

2

The Ministry will also work towards building the human resource capacity with core staff, including a Technical Coordinator, a Statistical Officer, an IT Officer, and a Data Analyst. Thirdly, the IT infrastructure will be built up with the procurement of 2 to 4 workstation computers, while maintaining software licenses for office productivity, data analytics, mapping and spatial analysis, and multi-media production.

3

The Ministry must minimally allocate the necessary funds within its 2021-2022 and 2022-2023 budgets, as well as proactively seek funds from donor partners, specifically targeting those which have demonstrated interest in evidence-based data and information for the prevention of crime and violence and in citizen security.

4

The Ministry will also expand upon public-private partnerships with civil society and private sector agencies, to procure the requisite financial and material resources for the BCO's operation and growth. The BCO's sustainability will also be bolstered by its ability to meet the growing demands of its stakeholder base for value-added information products. The BCO's expertise in data analytics and GIS analysis will be exploited by marketing these specialist skills and services to earn revenue to support its operations. These actions will secure a very direct return on investment in core personnel, software, and hardware.

## **STRATEGIC LINE 2: Strengthening Crime Information Management**

There can be no crime intelligence without reliable and complete crime data; and there can be no effective evidence-based policy and decision making without reliable evidence.

**1**

Crime incident records are currently stored in the Crime Information Management System (CIMS), managed by the Police Information Technology and Cyber Unit (PITCU). The CIMS is currently being converted to a relational database format which will allow greater flexibility in reporting and in exporting data and allow for timely in-house application development. To tap the spatial dimensions of crime, the PITCU plans to link the CIMS database to a GIS Server. Spatial analysis will then be used to discover spatial patterns and trends in crime and violence.

**2**

In addition to crime incidents, other aspects to crime case management require automation or enhancements to their current level of automation. It is envisioned that relational databases will be developed to replace paper-based, Word-based, Excel-based and non-relational databases.

**3**

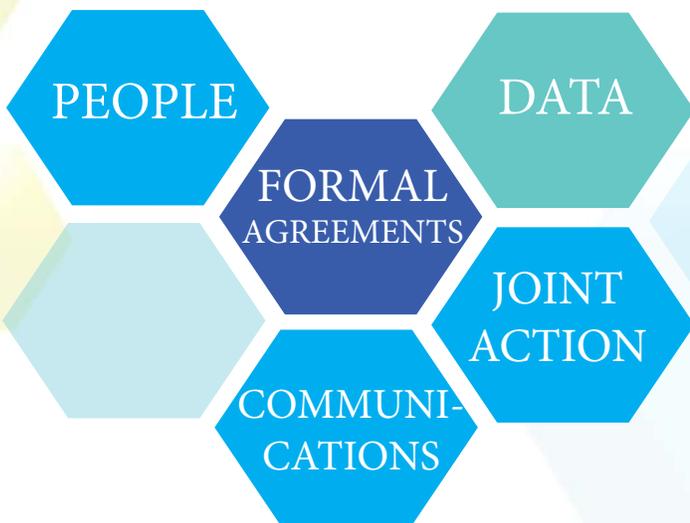
It is also hoped that the MNS, the Judiciary and other agencies in the criminal justice system will establish a prioritized schedule of software development, fast-tracking those that will deliver the greatest returns on investment in the medium term. Prison records and court case management are two essential components in the criminal justice process, both of which have significant amounts of critical data, so improving their level of automation must be prioritized.

**4**

Once the primary data sources are sufficiently automated, the BCO will spearhead the establishment of a Crime Intelligence Architecture to integrate information across the criminal justice system, and thereby facilitate the development of powerful intelligence products that enable smart, cost-effective efforts to improve public safety and citizen security.

## STRATEGIC LINE 3: Interagency Coordination

The Ministry of National Security has identified the development of an inter-agency data and information platform as a critical priority for the work of the Belize Crime Observatory.



This Strategic Action Plan identifies 5 components of an inter-agency mechanism for data sharing.

1

The signing of formal agreements will be pursued to secure high-level support, with defined roles and responsibilities of each party, clear objectives, and elaborated modes of collaboration. Memoranda of Understanding and/or Data Sharing Agreements between partner agencies will facilitate lateral collaboration, reduce bureaucratic bottlenecks, and endure beyond changes in political and executive leaderships or personnel changes.

2

The foundation of successful coordination, however, is the human element; so particular efforts to engage and motivate partners and nurture relationships will continue to be a crucial component of the MNS inter-agency coordination mechanism through the BCO.

The onset of the COVID-19 pandemic has presented new and unexpected challenges for sustaining inter-agency coordination, due to restrictions limiting face-to-face group meetings, and the diversion of human and financial resources to combat COVID-19. The BCO has had to adapt to virtual means of meeting and engagement.

## **STRATEGIC LINE 4: Stakeholder Engagement and Communications**

Given that the BCO is a national information service, stakeholder engagement and communication are integral to its function and essential to its success.

- 1** A Stakeholder Engagement Strategy will be developed and a detailed Communications Plan will be included within the BCO's Annual Work Plan.
- 2** To ensure that its services are relevant to its clients, the BCO will periodically conduct electronic stakeholder/user satisfaction surveys, tailored to different stakeholder groups.
- 3** One-on-one interviews will be done with high-level political and executive stakeholders.
- 4** For the web portal, social media and Open Data Hub, user statistics and analytics will be periodically monitored.

The BCO's engagement strategy will seek to:

**enhance  
products and  
services to meet  
stakeholders'  
needs**

**expand its  
support base**

**find champions  
among  
stakeholder  
groups**



# **TOWARDS A CRIME INTELLIGENCE ARCHITECTURE**



# WAY FORWARD

The MNS and the BCO have already begun to implement key actions in this Plan, which is a living document that builds upon the BCO's prior work. Its implementation will be monitored, and updates will be incorporated annually to meet emergent circumstances and needs.

Although the BCO has no authority over the strategic actions related to improvements in information management in other agencies, the commitment of the Government and its investment in shifting towards an information-centered culture are critical to the full realization of the BCO's goals. The MNS, and in particular the Belize Police Department, will continue to play a pivotal role in ensuring that crime incident data management is improved and that this data is shared efficiently and regularly with the BCO for the benefit of the Ministry, its agencies, and partners across all spheres. With commitment, focus and investment in this Plan, a Crime Intelligence Architecture will be in place by the end of 2023, to facilitate a much wider range of in-depth diagnostic and predictive analyses to drive more effective evidence-based policies and decisions, leading to a safer and more secure Belize.

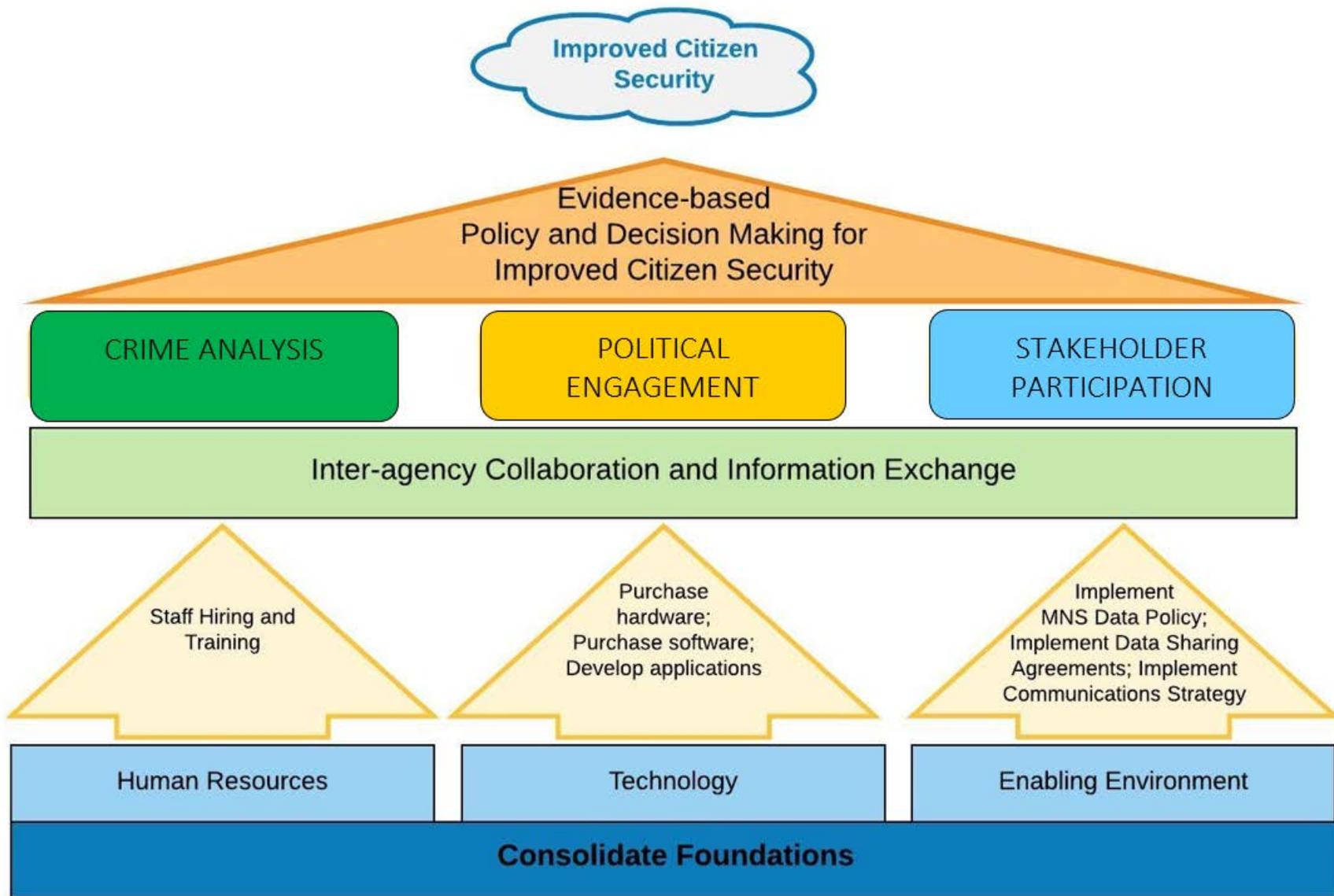


Figure 1: Theory of Change for improving citizen security through evidence-based policy and decision making

# BACKGROUND



In May 2013, the Chief Executive Officer (CEO) in the Ministry of National Security, with the support of the National Security Council (NSC), determined that the Belize Crime Observatory was to be established as part of the National Intelligence Framework of the MNS. The BCO has been serving as the central repository of accessible information and analytical findings on crime for the purpose of influencing decision-making on strategies and policies relating to policing and public safety, and promoting improvements in citizen security.

With initial funding from the Inter-American Development Bank (IDB) in 2014, followed by additional donor support from the United States Agency for International Development (USAID) through the regional InfoSegura Project, the MNS officially launched the Belize Crime Observatory in October 2016. The InfoSegura project seeks to strengthen evidence-based public policy on effective citizen security strategies through the overall improvement of information management systems in Central America and the Dominican Republic. As part of this initiative, the BCO's primary function is "to foster the development of public policies that address public safety and national security issues through the collection, analysis and dissemination of quality, timely and multidimensional data on crime and violence trends in the country" (Belize Crime Observatory, 2020).

Since its inception, the BCO has been developing partnerships with several agencies within the MNS, and with external agencies, for the routine collection of data needed for crime analysis. It has also provided capacity building support in the areas of data collection, mapping, and spatial analysis to further promote inter-agency data sharing and dissemination of new information products to a wide range of stakeholders.



# **POLICIES**

RELIABLE, COMPREHENSIVE  
AND ACCURATE CRIME DATA  
ARE CRITICAL FOR THE  
FORMULATION OF SOUND  
POLICIES

# Alignment with National Policy and Planning Frameworks

Achieving citizen security is deeply rooted in the vision of the Horizon 2030 National Development Framework, which foresees Belize as “a country of peace and tranquillity, where citizens live in harmony with the natural environment and enjoy a high quality of life” (Government of Belize, 2011). The Growth and Sustainable Development Strategy (GSDS) 2016 – 2019 and The National Security and Defence Strategy (NSDS) 2018 – 2021, in particular, which are aligned with the Horizon 2030, both consist of components that directly address improving citizen security in Belize. As an essential support agency within the MNS, the BCO contributes to achieving the national vision through the production of reliable crime data, in-depth analyses, interactive data visualizations and web applications, which serve to ultimately inform the creation of evidence-based interventions.

This Strategic Action Plan has been developed within the context of current national strategies, policies, and plans, as detailed below.

Framework	Programmatic Area
<b>Sustainable Development Goals</b>	<p><b>SDG 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p><b>SDG 17:</b> Partnerships for the Goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>
<b>Horizon 2030</b>	<p><b>Pillar 1:</b> Democratic governance for effective public administration and sustainable development</p> <p><b>Strategy 6:</b> Strengthen Law Enforcement and Access to Justice</p> <p><i>6.2 Implement key infrastructural improvements to strengthen investigative capabilities of the Police Department.</i></p> <p><i>6.4 Address the broader social issues which create the environment in which crime flourishes.</i></p>



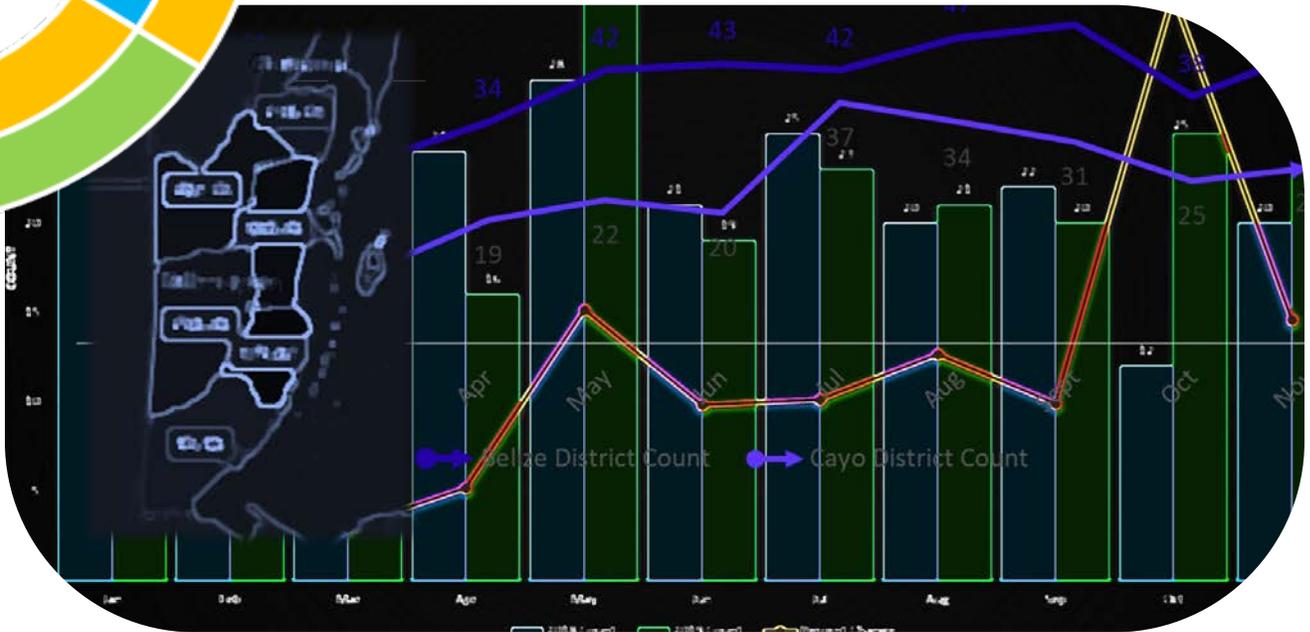
Framework	Programmatic Area
<p><b>Growth and Sustainable Development Strategy (GSDS) 2016-2019</b></p>	<p><b>Critical Success Factor 4:</b> Enhance Governance and Citizen Security</p> <p><b><u>Necessary Condition 4.1:</u></b> Better Technical and Political Governance Systems</p> <p><b><u>Necessary Condition 4.3:</u></b> Effective Policing</p> <p><i>Action 1:</i> Provide adequate basic equipment and training to law enforcement officials</p> <p><b><u>Necessary Condition 4.4:</u></b> Better Administration of Justice</p> <p><i>Action 1:</i> Continue ongoing efforts to strengthen and reform the criminal justice system</p>
<p><b>National Security and Defence Strategy 2018 - 2021</b></p>	<p><b>Pillar 1:</b> Maintain the Sovereignty and Territorial Integrity of Belize</p> <p><b><u>Strategic Objective 8:</u></b> Provide basic equipment and capacity to effectively manage and control Belize’s land, sea, air, and cyber spaces.</p> <p><b><u>Strategic Objective 9:</u></b> Establish protocol that will enable effective coordination of intelligence gathering arms of the security forces that will foster efficient and timely dissemination of national and regional information and intelligence to the Joint Intelligence Operations Center (JIOC) and related agencies.</p> <p><b>Pillar 2:</b> Reduce Local and Transnational Crimes</p> <p><b><u>Strategic Objective 6:</u></b> Effective Policing</p> <p><b><u>Strategic Objective 7:</u></b> Better Administration of Justice</p>



Framework	Programmatic Area
<p><b>National Gender-based Violence Action Plan</b></p>	<p><b>Priority Area: Governance and Sustainability</b>  <u><b>Strategic Objective 1:</b></u> By 2020, there is a successfully harmonized multisectoral response to Gender-based Violence in Belize.</p> <p><b>Priority Area: Primary Prevention</b>  <u><b>Strategic Objective 3:</b></u> By 2020, there is increased knowledge and understanding of Gender-based violence among the general population</p> <p><b>Priority Area: Monitoring and Evaluation</b>  <u><b>Strategic Objective 9:</b></u> By 2020, there are strengthened systems to ensure that all reported cases of Domestic Violence and Sexual Violence are properly documented and disseminated.  <u><b>Strategic Objective 10:</b></u> By 2020, there is a system in place to continuously capture and report incidents, frequency, and severity of Gender-based Violence  <u><b>Strategic Objective 11:</b></u> By 2020, there is a functional mechanism in place to assess effectiveness of National Strategies.</p>



# A NATIONAL CRIME REPOSITORY SERVICE



## MISSION

The Belize Crime Observatory is established for the collection, processing, analysis and storage of crime data, with a view of providing timely, reliable, and relevant information to its users.

## VISION

The BCO will serve as Belize's national repository for the secure storage of comprehensive, multi-dimensional data relating to crime. Data stored by the Observatory is collected from relevant sources and processed to ensure they are fit for the creation of statistical analysis and outputs for a wide range of stakeholders.

# 5 GOALS



Ensuring that crime data and information collected from authoritative sources are timely, multidimensional, comprehensive, reliable, and relevant.



Ensuring that data and information in the BCO's Repository are suitable for the efficient performance of a diverse array of analysis functions, and to generate statistical outputs and indicators, unveiling meaningful insights into crime patterns and trends.



Performing in-depth analysis of crime data, exploring key variables to provide greater insights into crime patterns and trends.



Maintaining a Central Repository of authoritative and comprehensive crime data and information from a range of providers, as well as the BCO's analysis and statistical outputs and periodic publications.



Fostering a deeper understanding of crime patterns and trends in Belize, and supporting improvements in public safety through the dissemination of quality data and insightful information.

# INTRODUCTION

This 3-year Strategic Action Plan (2020 – 2023) for the Belize Crime Observatory builds upon the goals and objectives outlined in the 2020 Data Policy and includes recommendations from both the Stakeholder Consultation Report and the Needs Assessment and Gap Analysis Report previously prepared for the BCO. The initiative to draft this plan was commissioned by the MNS through the BCO, with funding from USAID under the InfoSegura Project. The specific objectives of this exercise are outlined below.

- 1 Develop a costed 3-year Strategic Action (SAP) with timelines, incorporating strategic objectives and priority areas for action
- 2 Create a more strategic communication mechanism and a sustainability model
- 3 Design an effective monitoring & evaluation (M&E) framework to track the implementation progress

The Plan entails four (4) Strategic Lines to be met over the three-year period (2020-2023), in order to address priority needs and gaps. The Strategic Lines are: (i) Consolidating the BCO, (ii) Strengthening Crime Information Management, (iii) Interagency Coordination, and (iv) Stakeholder Engagement and Communications. *Figure 1* below encapsulates all four strategic lines. A framework with targeted actions under each strategic line is provided, to guide the implementation of this Plan. Process monitoring and evaluation will be conducted annually to measure achievements, identify bottlenecks, and adapt the plan to meet changing needs and circumstances.

The emergence of the COVID-19 pandemic and its effects on crime and violence have created a new dimension for crime analysis in the short- to medium-term. The immediate impact of the States of Emergency on crime, the continuing impact of the closure of the tourism sector and the general decline in economic activity, will be closely tracked and used to guide evidence-based decision and public policy. This pandemic has also increased the need for innovation, greater coordination, collaboration and resource pooling between ministries and agencies in light of reduced funding from the Government in the foreseeable future. The BCO will need to focus on international donor support and capitalize on in-house expertise to accomplish the actions in this Plan.



**STRATEGIC LINES OF ACTION FOR THE BELIZE CRIME OBSERVATORY**

DESIGNED BY: SHANIKA MATURA @ TECHTRESSINC. FOR THE BELIZE CRIME OBSERVATORY

Figure 2: Strategic Lines of Action for the BCO

# STRATEGIC LINES



**CONSOLIDATING  
THE BCO**



**STRENGTHENING  
CRIME  
INFORMATION  
MANAGEMENT**



**INTERAGENCY  
COORDINATION**



**STAKEHOLDER  
ENGAGEMENT AND  
COMMUNICATIONS**

# STRATEGIC LINE 1: CONSOLIDATING THE BCO

The 2020-2023 Strategic Action Plan charts a clear course for the consolidation of the Belize Crime Observatory as Belize’s national repository of crime data and information. It sets out targeted actions to achieve this outcome.

## Strategic Action 1.1 Establish Legal Mandate

The BCO has not yet been consolidated as a permanent institution. To ensure the continuance of this agency and its functions, the Ministry will formally establish the BCO through legislation with an official mandate to foster the development of evidence-based public policies and programmes that address public safety and citizen security. This legislative backing will facilitate the BCO’s inclusion in the Ministry’s annual budget, as well as raise its status as an agency with a legitimate need to access crime-related data. Given the imminent conclusion of the InfoSegura Project, securing a legal mandate is a priority goal requiring immediate action.

The process starts with submitting a proposal to Cabinet for approval. The Ministry of National Security, with support from the Attorney General’s Ministry (through the Solicitor General’s Chambers) has already drafted a Cabinet paper. Cabinet support will be canvassed before submission of the Cabinet Paper. Once Cabinet approval is granted, the services of the Solicitor General’s Chambers will be sought for legislative drafting, prior to submitting the proposed legislation to the National Assembly, to be passed into law.

Strategic Action 1.1		Target Date
1.1.1	Present proposal to Cabinet for passage of legislation establishing the BCO	Yr 1, Qtr 3
1.1.2	Submit to Solicitor General for legal drafting	Yr 1, Qtr 4
1.1.3	Submit to National Assembly for passage	Yr 1, Qtr 4

## Strategic Action 1.2 Build Human Capital

The driving force of any initiative is the energy, expertise, innovation, and leadership provided by the human resources. The BCO currently has a Technical Coordinator, retained as a local consultant through the InfoSegura Project. The BCO has no established core staff. The highest priority, requiring immediate attention, is for the Ministry to work towards building the human resource capacity with core staff. The hiring of personnel will be staggered over three years to take advantage of increasing opportunities for multi-dimensional analysis as crime information management improves.

Acknowledging the Government's severe restrictions on new hires, a strong case must be presented to justify this hire, premised on the long-term savings and benefits from investing in information management to facilitate "smart" policing and more evidence-based policies and decisions. Additionally, the hiring of core personnel will enable the BCO to provide better services to the MNS, as well as other agencies in the MNS, who also need analysts. The BCO is well positioned to share these human resources across agencies, thereby ensuring the most efficient use of personnel with specialized skills.

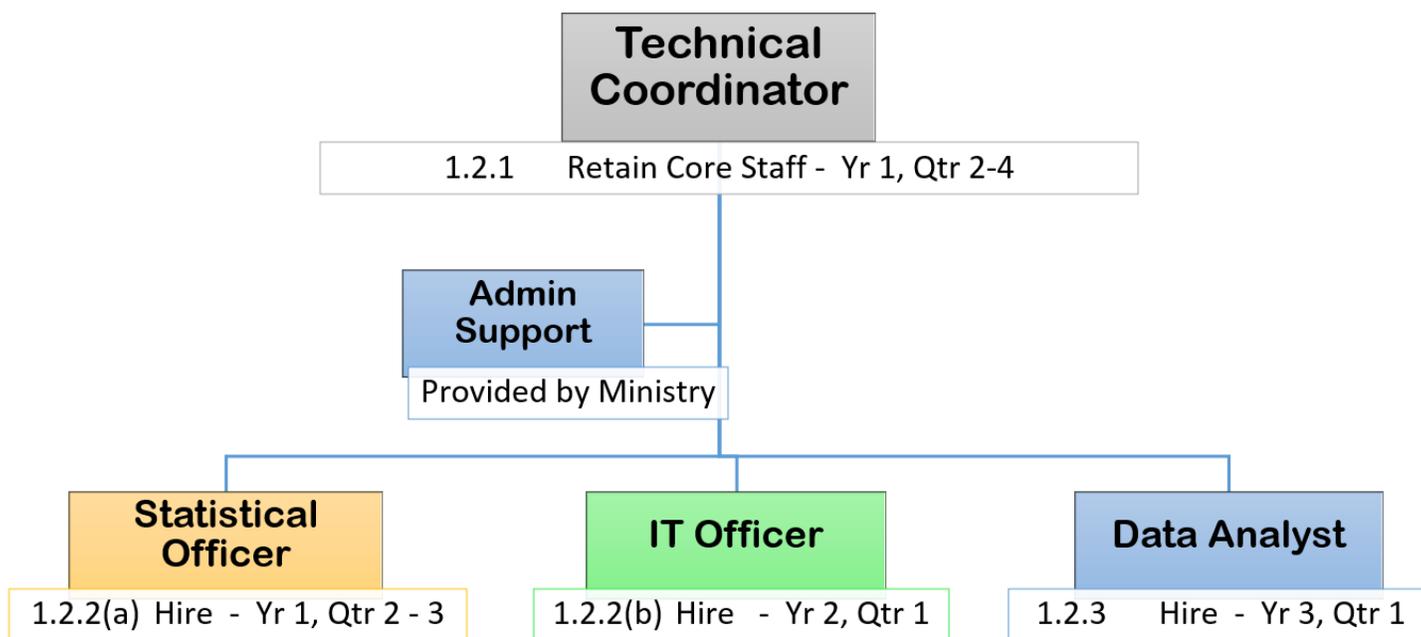


Figure 2: Strategic Action 1.2 Build Human Capital

## Strategic Action 1.3 Build IT Infrastructure

To run up-to-date versions of GIS and business intelligence software, the BCO will require (2) workstation computers immediately. Two more will be purchased in years 2 and 3, respectively, as new staff are hired. The BCO also needs secure data storage. For this, a file directory to be shared by all BCO staff, with appropriate access permissions, will be set up using the Government’s One-Drive cloud storage system.

For specialized mapping, reporting, analysis, and publication, the BCO currently uses ESRI ArcGIS Online, ArcGIS Pro and ArcGIS Pro for Intelligence, Microsoft Power BI, and Adobe Creative Cloud. Additionally, it uses Office 365 Suite for productivity, teleconferencing, networking, and cloud storage. Licenses for these need to be maintained. Additional licenses for Microsoft Power BI will be purchased for use by government partners that need them for business intelligence analysis.

Strategic Action 1.3	Target Date
1.3.1 Purchase 2 workstation computers	Yr 1, Qtr 3
Purchase 1 workstation computer	Yr 2, Qtr 2
Purchase 1 workstation computer	Yr 3, Qtr 1
8 TB Network Attached Data Storage	Yr 1, Qtr 3
Multi-function printer	Yr 1, Qtr 3
1.3.2 Set up a secure internal data storage system	Yr 1, Qtr 2
1.3.3 Maintain current licenses for GIS, data analytics and graphics software	Yr 1 – Yr 3
1.3.4 Purchase additional Power BI licenses for partners	Yr 3

## Strategic Action 1.4 Make the BCO Sustainable

Donor partners have provided most of the funding for the BCO’s establishment and operations, with substantial complementary funding from the GoB. The USAID-funded InfoSegura Project, which has been a primary source of funding and support, is due to conclude in March 2021, so the Ministry must immediately start employing a variety of strategies to ensure the BCO’s continuity and growth. The Ministry must minimally allocate the necessary funds within its 2021-2022 and 2022-2023 budgets, as well as proactively seek funds from donor partners, specifically targeting those which have demonstrated interest in evidence-based data and information for the prevention of crime and violence and in citizen security.

The model in Figure 3 below depicts five strategies for the BCO to achieve sustainability.

- 1 Enduring commitment from the Government of Belize will be manifested by (i) passing legislation which enshrines the BCO’s function as a critical component of national crime prevention; and (ii) providing an annual budget allocation for the BCO’s operations within in the MNS’ budget.
- 2 The MNS will seek funding for the BCO from additional donor partners;
- 3 The BCO will pursue mutually beneficial, formal, public-private partnerships;
- 4 The BCO will enhance its service delivery to stakeholders and broaden the stakeholder base;
- 5 The BCO will conduct a feasibility study on marketing its specialized information services for revenue.

Strategic Action 1.4		Target Date
1.4.1	Establishment of Cost Center for the BCO	Yr 1, Qtr 4
1.4.2	Seek new sources of supplementary donor funding through LoAs	Yr 1 – Yr 3
1.4.3	Establish private-public partnerships through MoUs	Yr 2 – Yr 3
1.4.4	Conduct feasibility study for marketing of information services	Yr 2, Qtr 3



## MODEL FOR THE SUSTAINABILITY OF THE BCO

DESIGNED BY SHANIKA MATURA © TECHTRESS INC, FOR THE BELIZE CRIME OBSERVATORY

Figure 4: Model for the Sustainability of the BCO



# STRATEGIC LINE 2: STRENGTHENING CRIME INFORMATION MANAGEMENT

The creation and processing of raw data fall outside of the purview of the BCO, but because of the BCO's dependence on them, this Strategic Action Plan must consider critical external factors. The BCO's roles in effecting the actions in this Strategic Line 2 are (i) to lobby with partners and decision makers to implement them, (ii) to provide leadership in pursuing joint efforts towards the realization of these actions, and (iii) to assist in mobilizing resources to support these actions.

## Strategic Action 2.1 Implement a Crime Data Governance Policy

A Crime Data Governance Policy within the Ministry is needed, therefore, to establish norms that govern the management, sharing and dissemination of crime data to advance crime information management.

Belize's Crime Data Governance Policy would establish norms that govern data quality, data-related protocols and standards, internal and external data sharing, user training requirements, data access permissions, security, and remote access. Once adopted, the policy must be enforced, and all agencies and individual employees held strictly accountable for compliance. It is essential that this policy receives the input and support of the CEO of the MNS, the Commissioner of Police, heads of units/agencies, as well as partner agencies outside of the MNS that create and use crime data.

Strategic Action 2.1		Target Date
2.1.1	Consult with data creators, managers, and users throughout the MNS	Yr 1, Qtr 2-3
2.1.2	Draft a comprehensive data governance policy based on internationally accepted norms and best practices	Yr 1, Qtr 4
2.1.3	Gain approval for and commitment to the Data Governance Policy	Yr 1, Qtr 4



Figure 5: Guiding Principles of a Data Governance Policy

## Strategic Action 2.2: Engender an Information Culture

The BCO 2020 Data Policy describes the BCO as “a national service for enabling a deeper understanding of crime and improving public safety and citizen security through more effective, data-driven policies.” As such, the BCO depends on an organizational culture that values information as a core asset to maximize its effectiveness. The Crime Data Governance Policy discussed above must define and describe an “information culture” appropriate to the Belize public sector context, as well as provide the executive mandate for it.

Curry and Moore (2003) define an information culture as “a culture in which the value and utility of information in achieving operational and strategic success is recognised, where information forms the basis of organizational decision making and information technology is readily exploited as an enabler for effective information systems”. It encompasses the organization’s values and attitudes as it relates to information.

Effecting this cultural transformation will require a purposeful intra-ministerial campaign, led by staunch champions and supported at the highest executive level, to cultivate the necessary commitment, compliance, and trust at all levels of management and staff. The combined benefits of this information culture and the enhanced crime intelligence infrastructure described herein, are improved data quality, accountability for data processing standards and procedures, the prioritization of investment in IT, appropriate data sharing, increased trust in crime data, and the development of powerful intelligence products that enable smart, cost-effective policing.

Strategic Action 2.2		Target Date
2.2.1	Consult with data creators, managers, and users throughout the MNS	Yr 1, Qtr 2-3
2.2.2	Draft a concept paper describing the ideal information culture for the MNS	Yr 1, Qtr 3-4
2.2.3	Include stipulations in the Data Governance Policy to adopt this information culture	Yr 1, Qtr 4

## Strategic Action 2.3: Upgrade the Crime Information Management System

Crime incident records are currently stored in the Crime Information Management System (CIMS) managed by the Police Information Technology and Cyber Unit (PITCU). Crime incident records are entered at each formation/station (except for two remote stations that do not have Internet service) and thereafter updated by the relevant officers, as required.

Significant and urgent enhancements are needed to improve the management of crime incident records. The CIMS is currently being converted to a non-proprietary, relational database format which is expected to allow greater flexibility in creating customized reports and in exporting data. Furthermore, it will allow for easier in-house database design modifications and programming to meet the changing needs of the Belize Police Department and other agencies that use crime information. To improve the accuracy and timeliness of the crime incident data entry, the PITCU has planned the introduction of smart hand-held devices to be used by police officers for field data entry.

A Ministry-wide requirements analysis will be conducted to specify and prioritize what the current needs are for further CIMS development.

Having a functional crime information management system is of the highest priority in achieving the wider Ministry and Government goals of enhanced crime analysis and evidence-based policy and decision-making to combat crime and violence. This will, consequently, also support the goals of the BCO and inter-agency partners.

Strategic Action 2.3		Target Date
2.3.1	Conduct a Ministry-wide requirements analysis for the CIMS	Yr 1, Qtr 3-4
2.3.2	Recruit additional personnel needed immediately in the PITCU (1) Senior Programmer, (1) Senior IT Officer (1) Junior Programmer, (1) System Administrator	Yr 1, Qtr 3-4 Yr 2, Qtr 1
2.3.3	Complete conversion of CIMS to a relational database management system	Yr 1, Qtr 3-4
2.3.4	Contract external software developers to assist in CIMS enhancements	Yr 1, Qtr 4
2.3.5	Introduce the use of smart handheld devices for field data entry by police officers	Yr 2, Qtr 2
2.3.6	Re-assess software development requirements and staffing needs	Yr2, Qtr 4

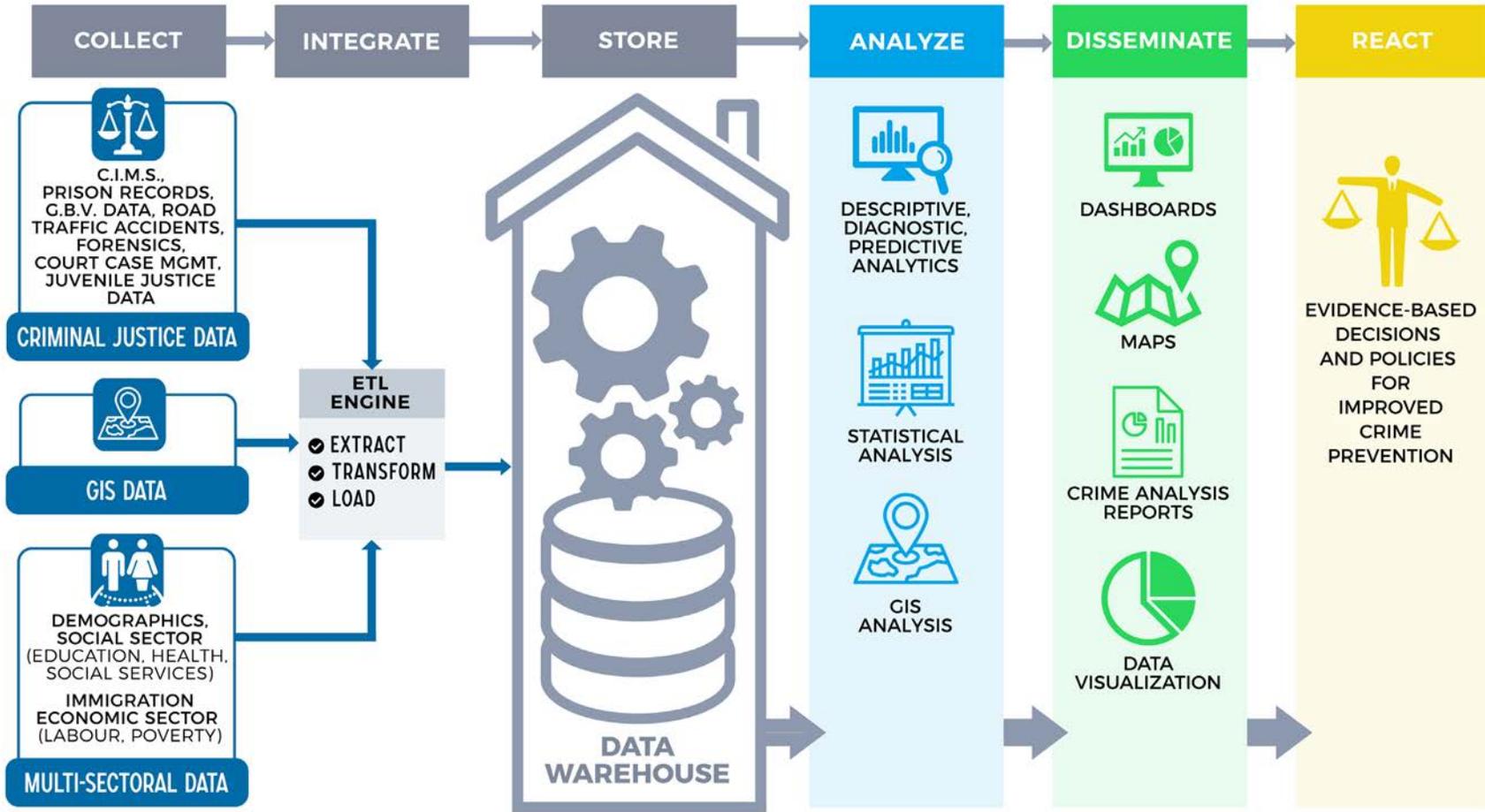
## Strategic Action 2.4: Improve information management across the criminal justice system

In addition to crime incidents, there are other aspects to crime case management which require automation or enhancements to their current level of automation. The general recommendation is that relational databases be developed to replace paper-based, Word-based, Excel-based and non-relational databases.

The MNS will establish a prioritized schedule of application development, fast-tracking those which would deliver the greatest return on investment in the medium-term, with regards to adding value to the crime information management infrastructure.

Once the primary data sources are sufficiently automated, the BCO will spearhead the establishment of a Crime Intelligence Architecture. As depicted in Figure 5 below, this architecture involves Expand-Transform-Load processes to extract data from source databases and load them into a data warehouse, and data analytics for deeper analyses and enhanced presentation of crime data. Because of the many improvements currently needed in CIMS and other data sources, this activity is scheduled for year 3 of the plan.

Strategic Action 2.4		Target Date
2.4.1	Create a prioritized schedule of software application development for the MNS	Yr 1, Qtr 3
2.4.2	Create a prison information management system	Yr 2, Qtr 1-3
2.4.3	Create additional priority information management systems within the MNS	Yr 2, Qtr 3 – Yr 3
2.4.4	Engage the Judiciary and other key agencies to promote improvements in electronic data management throughout the criminal justice system	Yr 1 - 3
2.4.5	Engage partners in inter-agency planning to design and implement a Crime Intelligence Architecture for integrating information across the criminal justice system	Yr 1 - 3



### CRIME INTELLIGENCE ARCHITECTURE

DESIGNED BY SHANIKA MATURA @ TECHTRESS INC. FOR THE BELIZE CRIME OBSERVATORY

Figure 6: Crime Intelligence Architecture

## Strategic Action 2.5 Tap the spatial dimensions of crime data

The BCO has been consistently utilizing the suite of ArcGIS resources available to the Observatory, and it has provided maps, as well as spatial analytics and visualization products to some partner agencies. The BCO has also provided training and support for other agencies in the Ministry in the use of the ArcGIS applications and tools. The BCO will continue to provide support, guidance, and leadership. As an administrator of the Ministry's ArcGIS Organization/Team for Home Affairs, the BCO (along with its Defence counterpart) led the establishment of the GeoSpatial Working Group for the Ministry and is one of two co-chairs for the group, established to foster the attainment of the Ministry's overarching mandate using GIS technology.

Spatial analysis will continue to add powerful dimensions to crime analysis using maps to visualize and analyse spatial patterns and trends, and correlating different types of crimes with other socio-economic phenomena such as poverty, educational attainment, average population age, unemployment and underemployment, etc. Such analyses will help in making better informed decisions about policing strategies and resource allocation. Furthermore, they will foster greater understanding of the root causes of crime and violence, thereby facilitating evidence-based policy and decision making for citizen security.

The PITCU plans to spatially enable the CIMS by linking the CIMS database server to an ArcGIS server. It is recommended that once the converted CIMS is functioning adequately as a relational database, the PITCU can then embark on spatially enabling the CIMS. This development will benefit not only the Police Department, but also other agencies in the Ministry and outside the Ministry which would be able to glean greater insights from spatial data and analytics.

Strategic Action 2.5		Target Date
2.5.1	Promote the enforcement of standards and procedures requiring police officers to record geographic coordinates for all crime incidents	Yr 1 - 3
2.5.2	Promote the use of ESRI ArcGIS and other GIS software throughout the MNS	Yr 1 - 3
2.5.3	Support the linkage of the CIMS to a GIS Server	Yr 1, Qtr 3 - 4

## Strategic Action 2.6 Use data analytics to support evidence-based crime and violence prevention

The BCO has identified the need to perform “in-depth analysis of crime data, exploring key variables to provide greater insights into crime patterns and trends” (BCO 2020 Data Policy), which essentially calls for diagnostic analytics to dig deeper, to identify possible causes for these patterns and trends and to discover relationships between different variables and phenomena (e.g. correlations between socio-economic indicators, geography and different types of crimes). This requires that the data which the BPD, BCP and NFSS provide to the BCO have additional descriptors (e.g. greater categorization of homicides, motives, victim and perpetrator profiles, alcohol, or drug involvement, links to migration, etc.)

These diagnostic analyses can then be used to inform targeted preventive strategies for various types of crime in different areas. This level of enhancement then becomes the basis for evidence-based policy and decision making, which are the ideal outcomes of the BCO’s work.

The successful implementation of a Crime Intelligence Architecture, as described in Strategic Action 2.4 above, will also facilitate predictive analytics that enables proactive decision-making by predicting future outcomes based on patterns and relationships found in historical data.

Strategic Action 2.6		Target Date
2.6.1	Develop and disseminate diagnostic and predictive reports, maps and visualizations	Yr 1 - 3
2.6.2	Build in-house capacity for performing data analysis	Yr 1 - 3

## Strategic Action 2.7 Access support from the Central Information Technology Office

The Central Information Technology Office (CITO) was established in 2014 and “is dedicated to providing efficient and effective Information Technology and Information Systems services for the Government of Belize-Wide Area Network and the wider public service as required by the Government of Belize, through the provision of state-of-the-art Information and Communication Technology (ICT) services, delivered by highly qualified and dedicated ICT professionals in a most cost effective and responsive environment.” (CITO Website, accessed May 26, 2020). CITO manages a Wide Area Network to serve the public sector. Based on requests that it receives from its government clients, CITO offers cloud computing facilities with secure data storage, support in developing IT policies and best practices, and relational database administration services. CITO also manages access to enterprise licenses for ArcGIS and Microsoft Office 365.

To take advantage of expertise and services already within the public service, the BCO will negotiate assistance from CITO in addressing future IT needs. The BCO already has signed agreements with CITO for hosting its website and associated e-mail services, as well as the Sex Offenders Registry app, including storage and back-up services. The BCO will continue to engage CITO, wherever possible, for required IT services and support. The BCO will explore further options for formal agreements with CITO, for the provision of additional services, according to an agreed schedule and with specific operational protocols defined.

Strategic Action 2.7		Target Date
2.7.1	Negotiate with CITO, as needed, for the delivery of additional services to support implementation of Crime Data Governance Policy	Yr 1 - 3
2.7.2	Maintain regular communications to address progress and challenges	Yr 1 – 3



## INTER-AGENCY MECHANISM FOR DATA SHARING

DESIGNED BY SHANIKA MATURA @ TECHTRESS INC. FOR THE BELIZE CRIME OBSERVATORY

Figure 7: Inter-agency Mechanism for Data Sharing

# STRATEGIC LINE 3: INTERAGENCY COORDINATION

When addressing multi-dimensional issues like crime, violence and citizen security, which involve actors and issues from various sectors, with processes and responsibilities split across several agencies, interagency coordination is essential for a streamlined, cost-efficient and holistic approach. International development agencies have, therefore, been promoting interagency coordination as necessary for effective solutions.

## Strategic Action 3.1: Establish an Interagency Data Sharing Mechanism

The Ministry of National Security has given the BCO the responsibility to lead the establishment and successful operation of an interagency mechanism for sharing crime data and information. The mechanism, in this case, will be a system which includes people, activities, institutional arrangements, and means of communication.

The onset of the COVID-19 pandemic has presented additional unexpected challenges for sustaining interagency coordination, due to restrictions limiting face-to-face group meetings, and the diversion of human and financial resources to combat COVID-19. The BCO has had to adapt to virtual means of meeting and engagement.

Ultimately, achieving successful collaboration is an art that requires openness, commitment at many levels, adaptability, and interpersonal skills. For the mechanism to endure, it must remain relevant to partners and it must be responsive to political and administrative dynamics which can affect its operation.

Strategic Action 3.1	Target Date
3.1.1 Identify key partners for inter-agency collaboration	Yr 1, Qtr 2-3
3.1.2 Agree on shared goals, operational norms and communication means	Yr 1, Qtr 2-3
3.1.3 Draft annual workplans and budgets for joint activities with participating agencies	Yr 1 - 3
3.1.4 Establish task forces or working groups to undertake specific activities	Yr 1, Qtr 2-4
3.1.5 Convene regular and ad-hoc meetings, with optimal use of virtual spaces and electronic collaboration tools, to work on agreed tasks	Yr 1 - 3

## Strategic Action 3.2: Negotiate MoUs and Data Sharing Agreements with partner agencies

Memoranda of Understanding, Data Sharing Agreements and similar institutional instruments, with clear goals for collaboration, will be pursued.

It will be noted, however, that formal agreements alone are not sufficient for successful and productive collaboration. People, their motivations, and relationships provide the energy needed to fulfil the intentions of these agreements and sustain them.

Through the InfoSegura Project, the BCO has also been collaborating with 4 other pilot agencies in the development of two information management tools already adopted by Honduras, El Salvador, and Guatemala: the Advanced Analyzer and Situational Analysis web-based applications, scheduled for completion by 31 December 2020. Thereafter, access to these tools will be extended to other partners.

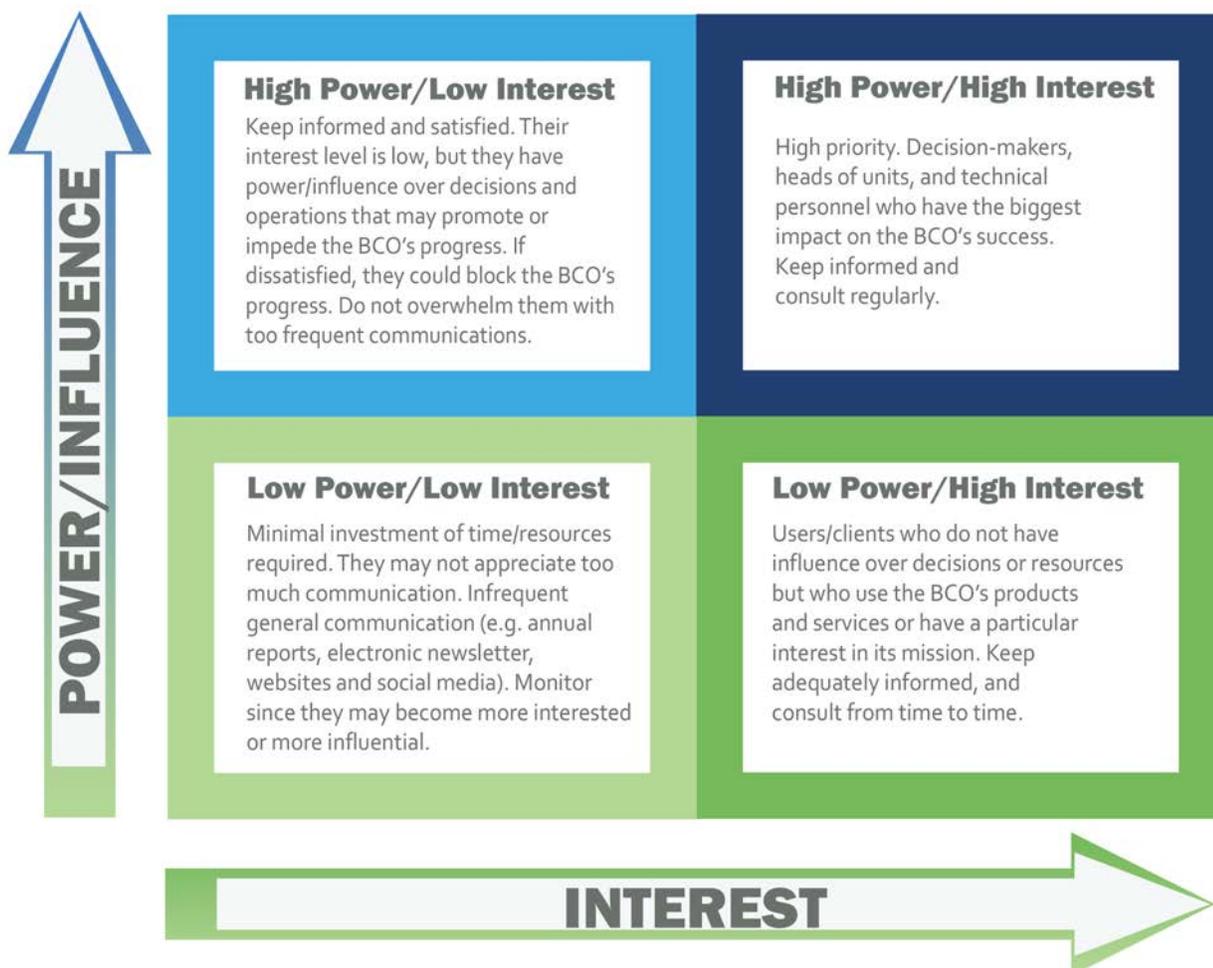
The BCO will continue to collaborate with partner agencies to build an adaptive, efficient, and secure mechanism for the inter-agency sharing of crime data and information.

Strategic Action 3.2		Target Date
3.2.1	Identify critical partners, datasets to be shared, and specific areas for collaboration	Yr 1 – Yr 3
3.2.2	Negotiate and establish Data Sharing Agreements or MoUs as appropriate with each partner according to the identified needs	Yr 1 – Yr 3
3.2.3	Revise institutional arrangements, as required, to address changing needs	Yr 2 - 3
3.2.4	Negotiate and establish agreements with new partners when new opportunities for collaboration arise	Yr 2 - 3

# STRATEGIC LINE 4: STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS

Given that the BCO is a national information service, charged with the responsibility to promote inter-agency collaboration, stakeholder engagement and communications are integral to its function and essential to its success.

The BCO's engagement strategy will seek to (i) enhance the products and services it offers based on stakeholders' needs, (ii) expand its base of support, and (iii) find champions in the stakeholder groups with high interest. To this end, a stakeholder analysis was conducted as a precursor to this plan, the findings of which are presented in the Stakeholder Consultation Report (May 2020). The stakeholder analysis proposes that the level of effort expended on engaging a particular stakeholder or stakeholder group will depend on their level of influence over operations and their level of interest in the BCO's operations and outcomes. Stakeholders were prioritized using a Power/Interest Grid.





## Strategic Action 4.1 Implement a targeted engagement strategy

A Stakeholder Engagement Strategy will be drafted immediately, based on the recommendations provided in the Stakeholder Consultation Report (May 2020). The related Communications Plan will be enshrined in subsequent Annual Work Plans of the BCO for the period 2021-2023.

The Stakeholder Engagement Strategy and the related Communications Plan will be prepared in-house and will be dynamic, practical, detailed, and actionable. The Communications Plan will be updated annually, setting out specific communications activities and targets which will allow the BCO to monitor its progress. Communication activities will build stakeholder support and demonstrate the BCO's value to a wide range of decision makers, data providers, information consumers, and donor partners.

Strategic Action 4.1		Target Date
4.1.1	Draft and implement a Stakeholder Engagement Strategy based on recommendations in the Stakeholder Consultation Report (May 2020)	Yr 1, Qtr 2-4
4.1.2	Draft the Communications Plan and incorporate in BCO's Annual Work Plans	Yr 1 – Yr 3
4.1.3	Update the Stakeholder Engagement Strategy by reviewing and revising the stakeholder matrix and power/interest grid to reflect needs of stakeholders	Yr 2 – Yr 3
4.1.4	Disseminate news features and information products from the BCO regularly, according to the Stakeholder Engagement Strategy and Communications Plan	Yr 1 – Yr 3



**Our Publications**

## Strategic Action 4.2 Monitor and adapt Engagement Strategy and Communications Plan

As a technology-based information service provider in a high-profile sector, the BCO must employ an adaptable and responsive approach to stakeholder engagement. To ensure that its services are relevant to its highest priority clients, the BCO will conduct periodic electronic stakeholder/user satisfaction surveys. For the high-priority stakeholders at the political and executive levels, short face-to-face meetings will be pursued.

For the web portal and Open Data Hub, website statistics and analytics will be monitored to determine the number of unique visitors, number of hits per day/week/month, duration that visitors stay on the site, the most used products, among other metrics. Likewise, the BCO will periodically monitor Facebook built-in statistics.

Strategic Action 4.2	Target Date
4.2.1 Monitor stakeholder satisfaction and engagement through: <ul style="list-style-type: none"> <li>(i) periodic electronic surveys targeted to each stakeholder group</li> <li>(ii) one-on-one interviews and focus groups, as appropriate</li> <li>(iii) standard data analytics provided by Facebook and website</li> </ul>	Yr 1 - 3
4.2.2 Further adapt Stakeholder Engagement Strategy and Communications Plan to address feedback from stakeholders and insights gleaned from analytics	Yr 2 – Yr 3

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### GIS Day 2019

10 Photos · Updated 8 months ago

The Belize Crime Observatory coordinated with agencies in the Ministry of National Security (Police, BDF and Belize Coast Guard) to show the Belizean public how the Ministry is using GIS to foster greater citizen security!



## YOUTUBE



**Miriam Longworth**  
Government Press Office, Belize

1:28



**Belize Crime Observatory**  
Ministry of National Security

2:24



**QUARTERLY ANALYSIS OF CITIZEN SECURITY AND RESPONSE TO COVID-19: BELIZE**

1:37



**Belize Sex Offenders Registry**  
(Official)

2:59

Belize will not be safe until its women are safe!

The Belize Crime Observatory - Feature Video

COVID 19 and Crime in Belize (May 2020)

Belize Sex Offenders Registry (Official)

## TWITTER



#



**Belize Crime Observatory**

21 Tweets



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# KEY ASSUMPTIONS

The BCO will have executive and political commitment throughout the life of the Plan.

The BCO currently does not have any permanent staff or legally mandated function within the National Security Framework. The MNS must immediately pursue a legal mandate for the BCO. The BCO must implement its Stakeholder Engagement Strategy and Communications Plan to increase stakeholder support.

Government partners will make the necessary changes to enable data-driven policy and decision-making.

Strategic Line 2 of this plan requires the will of the MNS, the BPD in particular, the Judiciary and other partners across the criminal justice system to create the enabling environment, manifested in policy and institutional culture change, and supported by the necessary investments to strengthen information management. If the recommended changes throughout the MNS and the wider criminal justice system are not made, the success of the BCO in providing evidence to drive policy and decision making will be jeopardized.

Finance is made available for the execution of the Plan.

The GoB's unplanned expenditures to address the COVID-19 emergency has reduced availability of public sector funds. Furthermore, the InfoSegura Project which currently funds the majority of BCO costs is scheduled to conclude in March 2021. The MNS must proactively pursue inclusion of a budget line for the BCO and simultaneously seek new funds from donor partners.

The BCO has the requisite personnel and specialized skills to adequately fulfill their function.

The BCO performs specialized GIS and data analytics as part of its core function. If current human resources are lost and if additional skilled staff are not recruited, the BCO cannot produce the required information products. The MNS must, therefore, recruit core staff for the BCO and make a compelling cost-benefit case for recruiting additional staff.

The CIMS conversion will produce the anticipated opportunities for enhanced crime information management.

Crime incident records are the essential building block in crime intelligence. The expectation is that when the CIMS conversion to a relational database is complete, many improvements will be made. If these expectations are not met, the desired advances in crime analysis will be impeded. All necessary resources should be provided for the CIMS conversion to be successfully completed. The MNS should conduct an assessment of CIMS to ensure that all bottlenecks are identified, understood and addressed.

Partner agencies within the criminal justice system are willing to share data and collaborate on improving information management.

The BCO relies on data collection/creation agencies to share the source data which forms the basis of its analyses and data repository. Without these, the BCO could not fulfill its function and will not be able to expand its data analyses. To complement the beneficial relationships already started, the BCO should pursue data sharing agreements with partners. It must also implement a proactive engagement strategy with its key political, executive and technical stakeholders.



# WAY FORWARD

The success of this Plan in achieving the goals of the BCO within the larger framework of the MNS hinges on prioritizing:



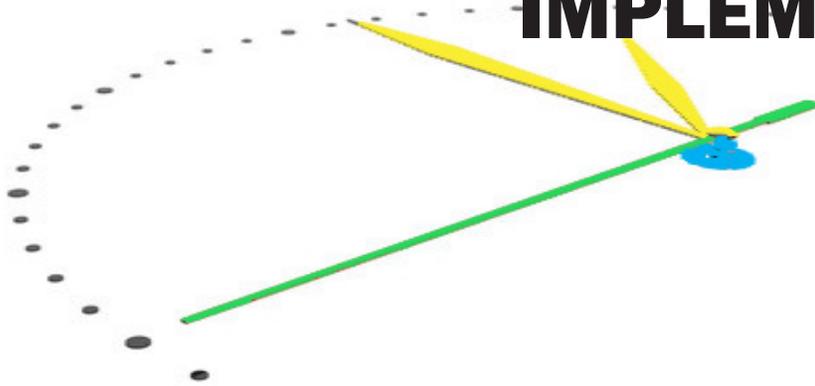
An enabling environment to support these actions will be fostered by the development of a Data Governance Policy for the MNS and commitment across the criminal justice system to strengthen electronic information management.

The Plan will be a living document, which will be monitored and updated annually to meet emerging circumstances and needs. The Monitoring and Evaluation Framework consists of process indicators to be tracked annually to assess whether implementation is on target and to re-strategize in light of actual progress and new circumstances. Many of the strategic actions are discrete, so monitoring involves a simple verification of completion status. To evaluate the BCO's programmatic progress as an information service provider, the M&E Framework will utilize periodic electronic surveys and in-depth interviews to assess stakeholders' satisfaction.

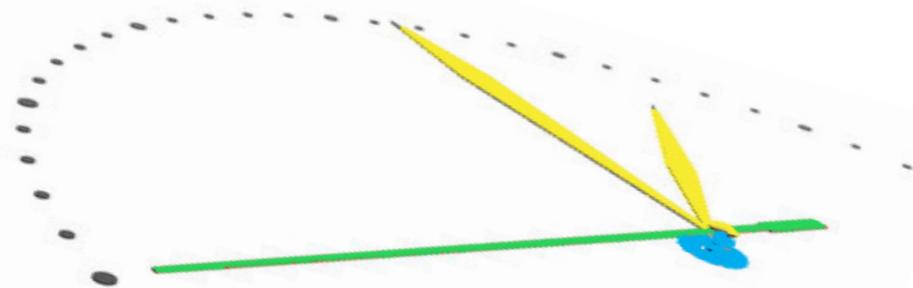
Although the BCO has no authority over the strategic actions related to improvements in information management in other agencies, the commitment of the Government and its investment in shifting towards an information culture are critical to the full realization of the BCO's goals. The MNS, and the Belize Police Department in particular, have a pivotal role to play in ensuring that the management of crime incident data is improved and that data are shared efficiently and regularly with the BCO and other partners.

With commitment, focus and investment in the BCO's Strategic Action Plan, by the end of the 3-year planning period, a comprehensive and powerful Crime Intelligence Architecture will be implemented to facilitate a wide range of in-depth diagnostic and predictive analyses that support evidence-based policy and decision making.

# IMPLEMENTATION TIMELINE 2020-2023



Strategic Action	YEAR 1			YEAR 2		YEAR 3
	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Sep	Oct-Mar	Apr-Mar
<b>STRATEGIC LINE 1: CONSOLIDATE BCO</b>						
<b>1.1 Establish Legal Mandate</b>						
1.1.1 Present proposal to Cabinet for passage of legislation establishing the BCO						
1.1.2 Submit to Solicitor General for legal drafting						
1.1.3 Submit to National Assembly for passage						
<b>1.2 Build Human Capital</b>						
1.2.1 Technical Coordinator retained						
1.2.2 Retain additional personnel for data and spatial analyses						
(1) Statistical Officer						
(1) IT Officer						
(1) Data Analyst						
<b>1.3 Build IT Infrastructure</b>						
1.3.1 Purchase four (4) workstation computers to run up-to-date versions of GIS and Business Intelligence Software						
(2) Workstation Computers						
(1) Workstation Computer						
(1) Workstation Computer						
(1) Multi-function Printer						
1.3.2 Set up a secure internal data storage system						
1.3.3 Maintain licenses for intelligence software						
ESRI ArcGIS						
Adobe Creative Cloud						
Office 365						
Microsoft Power BI						
1.3.4 Purchase additional Microsoft Power BI licenses for partners						
<b>1.4 Make the BCO Sustainable</b>						
1.4.1 Establishment of Cost Center for the BCO						
1.4.2 Pursue donor funding						
1.4.3 Establish public-private partnerships						
1.4.4 Conduct an in-house feasibility study for marketing data analytics, mapping and spatial analysis services						



Strategic Action	YEAR 1			YEAR 2		YEAR 3
	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Sep	Oct-Mar	Apr-Mar
<b>STRATEGIC LINE 2. STRENGTHENING THE CRIME INFORMATION INFRASTRUCTURE</b>						
<b>2.1 Implement a Crime Data Governance Policy</b>						
2.1.1 Consult with data creators, managers and users throughout the MNS						
2.1.2 Draft a comprehensive data governance policy based on internationally accepted norms						
2.1.3 Gain approval for and commitment to the data governance policy						
<b>2.2 Engender an Information Culture</b>						
2.2.1 Consult with data creators, managers and users throughout the MNS						
2.2.2 Draft a concept paper describing the ideal information culture for the MNS						
2.2.3 Include stipulations in the Data Governance Policy to adopt this information culture						
<b>2.3 Upgrade the CIMS</b>						
2.3.1 Conduct a Ministry-wide requirements analysis for the CIMS						
2.3.2 Recruit additional personnel for the PITCU						
(1) Senior Programmer						
(1) Senior IT Officer						
(1) Junior Programmer						
(1) System Administrator						
2.3.3 Complete conversion of CIMS to a relational database management system						
2.3.4 Contract external software developers to assist in CIMS enhancements						
2.3.5 Introduce the use of smart hand held devices for field data entry for police officers						
2.3.6 Re-assess software development requirements and staffing needs						
<b>2.4 Improve information management across the criminal justice system</b>						
2.4.1 Create a prioritized schedule of software application development for the MNS						
2.4.2 Create a prison information management system						
2.4.3 Create additional priority information management systems						
2.4.4 Engage the Judiciary and other key agencies to promote improvements in electronic data management throughout the criminal justice system.						
2.4.5 Engage partners in inter-agency planning to design & implement a Crime Intelligence Architecture for integrating information across the criminal justice system						

*The BCO's roles in effecting the actions in this Strategic Line 2 are:*

*(i) to lobby with partners and decision makers to implement them,*

*(ii) to provide leadership in pursuing joint efforts towards the realization of these actions, and*

*(iii) to assist in mobilizing resources to support these actions.*

Strategic Action	YEAR 1			YEAR 2		YEAR 3
	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Sep	Oct-Mar	Apr-Mar
<b>STRATEGIC LINE 2. STRENGTHENING THE CRIME INFORMATION INFRASTRUCTURE</b>						
<b>2.5 Tap the spatial dimensions of crime data</b>						
2.5.1 Promote the enforcement of standards and procedures requiring police officers to record geographic coordinates for all crime incidents						
2.5.2 Promote the use of ESRI ArcGIS and other GIS software throughout the MNS						
2.5.3 Support the linkage of the CIMS to a GIS Server						
<b>2.6 Use data analytics to support evidence-based crime and violence prevention</b>						
2.6.1 Develop and disseminate diagnostic and predictive reports, maps and visualizations						
2.6.2 Build in-house capacity for performing data analysis						
<b>2.7 Access support from the Central Information Technology Office</b>						
2.7.1 Negotiate with CITO for the delivery of the required services						
2.7.2 Maintain regular communications to address progress and challenges						

Strategic Action	YEAR 1		YEAR 2		YEAR 3	
	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Sep	Oct-Mar	Apr-Mar
<b>STRATEGIC LINE 3: INTER-AGENCY COORDINATION</b>						
<b>3.1 Establish Inter-agency Mechanism</b>						
3.1.1 Identify key partners for inter-agency collaboration						
3.1.2 Agree on shared goals, operational norms and communication means						
3.1.3 Draft annual workplans and budgets for joint activities with participating agencies						
3.1.4 Establish task forces or working groups to undertake specific activities						
3.1.5 Convene regular and ad-hoc meetings, with optimal use of virtual spaces and electronic collaboration tools, to work on agreed tasks						
<b>3.2 Negotiate MoUs and Data Sharing Agreements with partner agencies</b>						
3.2.1 Identify partners, data sets to be shared, and specific areas for collaboration						
3.2.2 Negotiate Data Sharing Agreements or MoUs as appropriate with each partner according to the identified needs						
3.2.3 Revise institutional arrangements as required to address changing needs						
3.2.4 Negotiate agreements with new partners when new opportunities for collaboration arise						

Strategic Action	YEAR 1			YEAR 2		YEAR 3	
	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Sep	Oct-Mar	Apr-Mar	
<b>STRATEGIC LINE 4: STAKEHOLDER ENGAGEMENT &amp; COMMUNICATION STRATEGIES</b>							
<b>4.1 Implement a targeted communications strategy</b>							
4.1.1 Draft and implement a Stakeholder Engagement Strategy based on recommendations in the Stakeholder Consultation Report (May 2020)							
4.1.2 Draft the Communications Plan and incorporate in BCO's Annual Work Plans							
4.1.3 Update the Stakeholder Engagement Strategy by reviewing and revising the stakeholder matrix and power/interest grid to reflect needs of stakeholders							
4.1.4 Disseminate news features and information products from the BCO regularly according to the Communications Plan							
<b>4.2 Monitor and adapt Engagement Strategy and Communications Plan</b>							
4.2.1 Monitor stakeholder satisfaction and engagement							
4.2.2 Further adapt Stakeholder Engagement Strategy and Communications Plan							

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# Strategic Action Plan 2020-2023

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