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# MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP) YEAR II WORK PLAN

JANUARY 2013

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## **DISCLAIMER**

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# ACRONYMS AND ABBREVIATION

CNPDP	<i>Centro Nacional para la Prevención del Delito y la Participación Ciudadana</i>
CPTED	Crime Prevention through Environmental Design
CSO	Civil Society Organization
CVPP	Crime and Violence Prevention Program
FECHAC	<i>Federación del Empresariado Chihuahuense</i>
GOM	Government of Mexico
GRYD	Gang Reduction Youth Development Program
ICAPI	<i>Inventario de la Capacidad Institucional</i>
ICMA	International City/County Management Association
INSYDE	<i>Instituto para la Seguridad y la Democracia, AC</i>
IR	Intermediate Result
JCC	<i>Jóvenes Constructores de la Comunidad</i>
M&E	Monitoring and Evaluation
MAP	Municipal Award Program
MCVPC	Municipal Crime and Violence Prevention Committee
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
PAHO	Pan American Health Organization
PPP	Public-Private Partnership
SABIC	<i>Salud y Bienestar Comunitario</i>
SEGOB	<i>Secretaría de Gobernación</i>
SEDESOL	<i>Secretaría de Desarrollo Social</i>
SUBSEMUN	<i>Subsidio para la Seguridad Pública en los Municipios</i>
TCO	Transnational Criminal Organization
USAID	United States Agency for International Development
USG	United States Government
YBI	Youth Build International
YSET-I	Youth Service Eligibility Tool

# I.0 INTRODUCTION

The United States Agency for International Development (USAID) Crime and Violence Prevention Program (CVPP) stems from the Merida Initiative, a collaborative program between the United States Government (USG) and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the United States-Mexico border and elsewhere in Mexico. When violence escalated during 2009–2010, critical voices emerged questioning the logic, efficacy, and human rights impacts premised on a security approach that was not designed to address the drivers of crime and violence, especially those that impact on youth. Conscious of the need to take a more holistic approach, Mexican and United States (U.S.) officials amended the Merida Agreement in “Beyond Merida,” outlining four pillars, including Pillar IV which strives to build strong and resilient communities and encompasses prevention efforts. Pillar IV complements the elements of the other three pillars that focus on citizen security.

The CVPP addresses the overarching goal of Pillar IV: **To build stronger and more resilient communities that can withstand the pressures of crime and violence.** The approach catalyzes the GOM’s efforts to address the drivers of crime and violence and develop resilient communities. The Program supports local institutions to promote social cohesion (Intermediate Result 2, IR2) and strengthen the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies (Intermediate Result 1, IR1).

The Program provides technical support to plan and implement community development strategies aimed at reducing crime and violence, and providing youth with alternatives to criminal activity. Through partnerships with Mexican federal, state and local governments and nongovernmental organizations (NGOs), the CVPP builds on Mexican efforts to improve understanding of how to address the drivers of violence and crime at the local level. Based on this improved understanding, CVPP supports the GOM to refine prevention models and strategies and enable partners to scale up activities and programs that are proven to work. Activities are targeted at the national level, as well as at the sub-national level in Ciudad Juárez, Tijuana and Monterrey. Local interventions focus on three communities in each target city identified by the GOM as having high levels of crime combined with proven citizen engagement in initiatives that address crime and violence: Francisco I Madero, Riberas del Bravo, and Felipe Ángeles in Ciudad Juárez; Camino Verde, Granjas Familiares, and Mariano Matamoros in Tijuana; and Independencia, La Alianza in Monterrey, and Nuevo Almaguer in Guadalupe (Monterrey).

This Work Plan provides a brief summary of the CVPP accomplishments and lessons learned in Year I, outlines the overarching strategic focus for Year II, and presents the implementation approach for Year II under each IR and program component. The detailed implementation timeline is presented in Annex A and the budget is presented in Annex B. As per the requirements of the Task Order and following USAID’s instructions, the Year II Work Plan covers the time period from February 1 to September 31, 2013.

## 2.0 BACKGROUND

Mexico has experienced an increase in violence over the last five years, much of which can be attributed to the presence of transnational criminal organizations (TCOs) involved in drug trafficking and other illegal activities. The escalation of violence has been acute along major drug trafficking and production zones—most notably the U. S. and Mexican border cities including the three cities that fall under CVPP: Ciudad Juárez, Monterrey and Tijuana. The violence and rapid urbanization in these cities have increased crime rates and threatened the security and well-being of citizens. Citizens in the nine neighborhoods, or *polígonos*, within these three cities that are the focus of the CVPP, face a number of issues that increase citizen vulnerability.

Assessments that were conducted in the nine CVPP focus communities during the first year of the program confirmed that youth unemployment, secondary school desertion rates, gender-based violence and inadequate infrastructure are all prevalent throughout the communities. Additional factors that contribute to the prevalence of crime and violence include feelings of powerlessness and fear among citizens, lack of trust between residents and authorities (particularly police), high incidence of teen pregnancies, prevalence of violence among youth (domestic, in schools and on the streets), acceptance of addictive behaviors as a norm, and a general lack of social programs.

In line with the emerging national approach, CVPP works at the community level in the nine target high-crime *polígonos* with local community leaders, officials and civil society organizations to understand and address these risk factors. Working closely with the Government of Mexico, CVPP identifies and shares successful interventions for adaption and replication at the national level. With the establishment of the new leadership in the federal government and in light of the fact that crime and violence prevention has a prominent place on its agenda, CVPP is poised for a smooth transition into a productive collaboration with the leaders identified to spearhead crime and violence prevention within the new government.

### 2.1. KEY ACCOMPLISHMENTS AND LESSONS LEARNED IN YEAR ONE

CVPP has had a productive first year with most of the planned activities successfully implemented. The central office in Mexico City and three local offices, situated in the target cities, were established and all but one position were filled. In addition to establishing a physical presence, CVPP succeeded in introducing the Program to a wide range of stakeholders, creating a positive profile and fostering excellent relationships at the national level and in each target city.

During Year I, a significant set of deliverables were produced. This body of work included a series of assessments that improved the understanding of the nature of crime and violence, and identified opportunities, key stakeholders, needs and gaps at the national, municipal and local levels. CVPP conducted a number of assessments to inform the development of the Program and improve the base of evidence. This included the assessments of nine target communities which were subsequently used for the development of the nine Community Crime and Violence Prevention Master Plans, application of the *Inventario de la Capacidad Institucional* (ICAPI) tool to target municipalities to identify areas for capacity strengthening, and community policing studies to form the basis of effective community policing strategies in target *polígonos*.

CVPP also carried out a data assessment for its Monitoring and Evaluation (M&E) Baseline to be used for measuring the Program's progress towards results. Each Master Plan contained an M&E Plan as well, designed to measure its implementation in target communities. During Year I, CVPP began the implementation of the Master Plans by issuing grants to fund several priority activities. As part of its behavior change communications component, CVPP developed Crime and Violence Prevention Communication

Strategies for each target city, which will be implemented during Year II. These and other accomplishments provide a solid base for a significant ramp-up of community-based activities in Year II, which will potentially serve as models for crime and violence prevention interventions nationwide.

In summary, having established operational systems, physical presence, positive relationships, investments in initial model interventions, and improved understanding of the context for crime and violence prevention, CVPP is well-positioned to increase the pace of program implementation in Year II.

An important contributing factor will be the application of lessons learned from the first year of implementation, including:

- Now that the administrative systems have been established and consolidated, the team will focus on institutionalizing the processes and improving internal communications to enable the acceleration of program activities in Year II.
- Original M&E systems for the Program overall, as well as for the Master Plans, were established manually. It was quickly determined that this would be inadequate given the complexity of the M&E systems and the need to integrate them. With the M&E Baseline now completed, and as more data is generated throughout the life of the project, an electronic information database will facilitate data access and management, and will inform decision-making and performance reporting. During Year II, such system will be completed, the processes will be codified, and staff will be trained in its functionalities and protocols.
- While CVPP was eager to launch program activities, the reality of the political transition and field operations at times held back the pace of implementation during Year I. Drawing from the lessons learned, CVPP has conducted the Year II work planning with a more realistic timeframe.
- Given the need to produce the Master Plans within a short timeframe, the methodology for engaging the communities was not as uniform, nor as thorough, as it could have been. Still, CVPP developed good relationships and community representation, and participation was strong. Building on these relationships, CVPP will define an effective methodology for community intervention that will be piloted, refined and documented during Year II. The methodology will take into consideration the need to invest in development and capacity building of community-based organizations, local civil society organizations, and local leaders.
- While generally the CVPP initiatives have been met with enthusiasm and interest on the part of sub-national governments, the impact of program initiatives has varied in different municipalities. To promote more effective engagement during Year II, CVPP will invest in strengthening alliances, will implement activities in partnership with interested local governments early on to generate concrete results, will strategically support local government organizations to build their capacity, and will coordinate activities around significant political events (e.g., local elections).
- During Year I, the Project worked to maintain productive engagement with the national government. That said, some activities have been held back by the political transition. To mitigate the risk of further delays, CVPP developed and maintained good relationships across a broad range of key players both in the government and the civil society to consolidate support for CVPP, worked with the CNPDPC to further develop, articulate and create support for the national crime and violence prevention model, developed a solid foundation at the local level for implementing the community-based interventions, and remained flexible in the implementation of its activities. CVPP will rapidly engage with the new counterpart of the GOM, the Undersecretary of Prevention and Citizen Participation (Undersecretary of Prevention), especially in the first part of Year II, to establish a solid relationship and to maintain the momentum of program implementation throughout the government transition.
- During Year I, the Program strived to maintain an effective balance and relationship between the national and sub-national levels. CVPP has established mechanisms for improving coordination and collaboration

between key players at the different levels. By serving as a central point for collaboration, the CVPP-initiated Municipal Crime and Violence Prevention Committees will play a critical role during the coming years in linking community and federal level efforts to address crime and violence prevention. CVPP will implement a Knowledge Management Platform that will capture and share lessons learned and effective intervention models both on the local and national levels. This will be further complemented by the implementation of the CVPP communications strategy.

Based on the findings of the Master Plans and the Community Policing and CPTED diagnostics, CVPP identified strategic priorities in the target *poligonos* and promoted interventions through small grant programs and through the participation of local partners –local government, private sector and NGOs- to address those priorities. Through that approach, CVPP built a strong presence in the three target cities and in several target *poligonos*, developing solid relationships with government counterparts, NGOs, private sector organizations and community stakeholders. However, CVPP also found that interventions tend to be dispersed and project oriented, requiring more integration and focus. During Year II, CVPP will take stock from the success of Year I to increase the level of intervention while promoting more focused and integrated programs in the target *poligonos*.

# 3.0 STRATEGIC FOCUS 2013

CVPP supports the GOM and collaborating partners to continue to improve their understanding of and ability to address the drivers of crime and violence. These efforts will result in healthier and more resilient communities that are better able to prevent violence and, in turn, improve the quality of citizens' lives. CVPP is accomplishing this by leveraging existing resources and opportunities—knowledge, experience, potential investments, partnerships, emerging models and policies, and effective institutions. The success of CVPP will come through such leveraged resources and opportunities, combined with the provision of targeted technical assistance to strengthen the institutional capacity of the GOM to formulate, implement and replicate evidence-based crime and violence prevention policies and models and improve social cohesion at the community level. CVPP complements existing efforts of the GOM and facilitates access to technical resources and knowledge in close collaboration with the GOM.

Based on the experience of the first year, CVPP has identified three **strategic priorities** going forward: Supporting the Government as it further defines, designs and begins implementation of its National Prevention Program; strengthening communication and coordination at the national and sub-national levels; and, developing local capacity to address crime and violence prevention. Working with government during the first year of the new Administration requires flexibility in adjusting activities to deliver early tangible outcomes while engaging with a broad and changing group of actors—the GOM at federal and sub-national levels, civil society, the academic community, and the private sector.

Based on progress made and lessons learned during its first year, in Year II CVPP will emphasize further development of replicable and proven crime and violence prevention models for intervention. The development of effective national crime prevention policy and programs, and the engagement of key players at the sub-national level to address crime and violence prevention are contingent on the success of these models. In the process of identifying, developing, evaluating and documenting models CVPP will also consolidate a learning process with the communities and local authorities and accompany this learning process with technical assistance to strengthen capacity of local government institutions and civil society organizations so that they can sustain and replicate the models.

## 3.1 CVPP GUIDING PRINCIPLES

During Year II, CVPP's activities will be carried out according to five **guiding principles**. These principles fall within the strategic priorities identified above, and provide the overarching context and ensure cohesion to the Program's activities, as well as a common set of standards against which to gauge success.

### 3.1.1 BUILD ON EXISTING PROMISING EXPERIENCES, KNOWLEDGE, INSTITUTIONS, POLICIES, AND PROGRAMS

During Year II, CVPP will continue to take stock of existing research, knowledge, human resources, institutions, policies, and programs through identification and assessment of successful experiences and intervention models locally, nationally and globally. CVPP will: continue identifying good practices implemented by local organizations and promote their replication through the small grant component in the target *poligonos*; document good practices and disseminate with the GOM to promote their replication at the national level; work with academic organizations located in the target cities to promote evidence based approaches that will continue beyond the life of the Program; identify recognized international practices and promote their replication through context designed interventions in the *poligonos*. Taking stock of these experiences and building on them will enable the Program to catalyze existing leadership, practices, and

infrastructure to accomplish the ambitious results that the U.S. Government (USG) crime prevention strategy strives to achieve.

### **3.1.2 MAINTAIN MOMENTUM AND PROGRESS THROUGHOUT THE LIFE OF THE PROGRAM AND BEYOND**

CVPP will build on the considerable momentum established during Year I, further strengthening its already solid relationships at the sub-national level to manage the transition to the new Administration. By maintaining and further building our strong working relationships and the capacity of Mexican institutions (particularly public institutions engaged in crime and violence prevention at the national and municipal levels), private sector funding institutions, civil society implementing grantees and community organizations, the Program will serve to not only accomplish anticipated results but also to sustain outcomes beyond the life of the Program. Specifically, CVPP will establish Municipal Crime and Violence Prevention Committees (see section 4.2.2) in each city to articulate programs and promote coordination among agencies from different levels of government and sectors in the territory. At the community level, CVPP will engage community organizations and empower community leaders to improve their capacities so that they can take ownership of the concepts, tools and services that the Program is promoting. CVPP will also work with local NGOs to ensure that the Program's methodologies and approaches are absorbed and continued by organizations that will continue working with the communities and the government entities beyond the life of the program. At the national level, CVPP will work with its GOM counterpart to promote good practices and models that can be funded through national strategies and programs in the area of crime and violence prevention.

### **3.1.3 GUIDE, DEVELOP, AND SCALE-UP POLICIES AND PROGRAMS BASED ON SOLID EVIDENCE AND LOCAL PROVEN PROMISING PRACTICES THAT ARE ACCESSIBLE TO KEY ACTORS**

Integral to the success of the Program is the informed understanding of the drivers of crime and violence and how to address them effectively in a variety of contexts. CVPP is generating this through a variety of research methods and will make it accessible to key implementers and policy makers so that its analysis and presentation can contribute to improved policies and effectiveness of prevention programs. The Program is doing this by identifying, compiling, and making available relevant quality information that already exists through a web-enabled central database complemented by communication events to disseminate information. Throughout the life of the Program, CVPP will evaluate, document, and disseminate promising practices, particularly at the community level, and implement targeted research that will fill information gaps. Specifically during Year II, CVPP will start working with crime observatories and promoting proven indicator systems to improve quality decision making and integrated policy interventions based on solid empirical data. Together with the GOM, the CVPP will identify and strengthen the entity that will serve as the repository of that information.

### **3.1.4 PROMOTE THE DEVELOPMENT AND IMPLEMENTATION OF CRIME AND VIOLENCE PREVENTION INTERVENTIONS THAT GENERATE COMMUNITY RESILIENCE THROUGH POSITIVE BEHAVIORS, IMPROVED COMMUNITY SAFETY, AND POSITIVE OUTCOMES, ESPECIALLY FOR YOUNG WOMEN AND MEN**

A key development assumption for this Program is that that engaging at-risk youth in constructive activities and healthy practices and behaviors is a primary intervention for preventing crime and violence in communities. Based on this premise, CVPP supports the development, implementation, and study of practices that promote healthy behaviors and relationships in the target communities. The Program's ultimate objective is to produce positive outcomes for young men and young women; providing not only alternatives to crime and violence, but also building positive role models that foster resilient and healthy communities. The Program is doing this through the adaption and implementation models to the context of the nine target

communities, complemented by the development and implementation of a social communication strategy that promotes positive behavior change and relationships. For example, the establishment of safe spaces in the nine communities, particularly for the most vulnerable in the communities (women, girls and boys), is essential for sustaining healthy and resilient neighborhoods. The Program supports the development of safer communities by designing and implementing community policing programs and working with municipal governments to improve urban planning and apply “Crime Prevention through Environmental Design (CPTED)-friendly” improvements.

### **3.1.5 INCREASE SUPPORT FOR CRIME AND VIOLENCE PREVENTION PROGRAMS FROM THE PUBLIC AND PRIVATE SECTORS**

Mexico has a wealth of existing and potential resources to support crime and violence prevention programs. The effective coordination of multiple organizations from the public, private, and civil society sectors and strategic targeting of resources will maximize crime and violence prevention program impacts. CVPP plays a key role in supporting the development of inter-agency coordination bodies at the local level to improve strategic planning, targeting, funding, and management of crime and violence prevention programs. The Program also identifies and ensures sustainability and effectiveness by promoting and building the capacity of different models of public-private partnerships (PPPs) and crime and violence prevention programs in each target city.

## **3.2 LINES OF ACTION**

As in Year I, CVPP’s technical activities for Year II will be based on the Program’s original scope.

Intermediate Result 1: Strengthen federal civic planning capacity to prevent and reduce crime by:

- Supporting the GOM to improve monitoring and evaluation and knowledge sharing to better inform national violence prevention and reduction policies and planning.
- Supporting the GOM Inter Secretary Coordination Body to develop a model for social programs and policies for crime and violence prevention in urban areas.
- Supporting GOM’s communication plan that includes social communication efforts and a violence prevention outreach strategy.

Intermediate Result 2: Strengthen capacity of state and local governments to implement crime prevention/reduction initiatives by:

- Developing Crime and Violence Prevention Master Plans in target communities.
- Supporting urban and social planning strategies to strengthen crime and violence prevention.
- Strengthening the capacity of local governments to conduct participatory budgeting to increase public and private investments in violence prevention.
- Promoting community policing to improve the relationships between the municipal police and the communities.
- Supporting local organizations to implement community healing/victim’s programs.
- Supporting mechanisms to disrupt the path for youth to criminality (based on best practices from the Latin American region and the US).
- Building sustainable local capacity through grants and PPPs.

# 4.0 OBJECTIVES

## 4.1 INTERMEDIATE RESULT I: STRENGTHEN FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME

### 4.1.1 INTERMEDIATE RESULT I, ACTIVITY I: SUPPORT THE GOM TO IMPROVE MONITORING AND EVALUATION AND KNOWLEDGE SHARING TO INFORM NATIONAL VIOLENCE PREVENTION AND REDUCTION POLICIES AND PLANNING BETTER

**Background:** To ensure that CVPP is integrated across sectors and levels, builds on existing knowledge and infrastructure, and is developed and implemented under the leadership of Mexican counterparts, during Year I CVPP supported CNPCPD to fulfill its legal mandate related to the coordination of all efforts in this area. During Year I, CNPDPC served as the primary GOM counterpart to the Program, working with CVPP to quickly initiate activities and achieve results. CNPDPC worked hand in hand with CVPP to coordinate all activities under this IR and contribute to the decision making process related to the design, implementation and evaluation of the Program's interventions. A solid base on which to continue the implementation after the transition was established, including the development of a GOM Knowledge Management Platform, defining the methodology for the identification and documentation of good practices, and selection of specific components for nationwide replication.

After the change in the Administration, crime and violence prevention still remains high on the government's agenda. In February 2013, President Enrique Peña Nieto launched in the city of Aguascalientes his administration's framework for the National Crime and Violence Prevention Program (National Program) and created the Undersecretary of Crime Prevention and Citizen Participation under the Secretary of Government to coordinate all of efforts in this area. The new National Program is founded on the same principles and technical areas of the Social and Situational Crime and Violence Prevention Model that the CVPP is also promoting, which opens the door for a good partnership between the GOM and the CVPP.

Together with USAID, CVPP has engaged key counterparts of the new Undersecretary and has started discussions on possible areas of assistance where CVPP can support the implementation of the GOM's strategy. However, as this Work Plan is submitted, conversations between the GOM and the US Government regarding the scope of the bilateral agreement in the area of crime prevention have not concluded. Therefore, CVPP proposes new activities under section 1.1 and 1.2 of this Work Plan based on previous conversations and will review with USAID possible modifications based on the final results of the bilateral agreements that will have an impact on CVPP programming.

**Approach:** CVPP will continue building on the base developed during Year I and from initial conversations held with its GOM counterpart to advance in the implementation of activities. CVPP will also remain flexible to identify new opportunities to engage with the new Administration. When needed, CVPP will discuss with USAID budget implications of new activities before committing to them.

During Year II, CVPP plans to:

**Discuss new activities or adjust planned interventions and products while establishing a solid relationship with the new Administration.** CVPP will remain flexible as it engages the GOM to confirm the scope of the cooperation under this IR. Pending the results of these discussions, CVPP may propose modifications to this work plan for USAID approval.

**Continue the implementation of the GOM Knowledge Management Platform** by populating the on-line knowledge management website with preliminary information, presenting the new site to the new government, and facilitating the transfer and the official launch of the site to the GOM. The Knowledge Management Platform will be the repository of information for the GOM containing all relevant research, concepts, diagnostics, best local and international practices, methodologies, indicators, evaluations, tools, programs, and news regarding crime and violence prevention. It will be an interactive web-site managed by the Undersecretary of Prevention to promote discussions and important news among sub-national governments and local organizations on relevant and timely issues to facilitate the implementation of the GOM's National Program. Through the Knowledge Management Platform key stakeholders in the area of crime and violence prevention will find a venue to exchange information as well as to promote practices and lessons learned. As the crime and violence prevention field is new, this platform will help to promote and standardize concepts and policy applications. CVPP will work with the GOM to encourage the participation of the academic sector, NGOs and think tanks that do relevant work in this area to expand its use beyond the government.

CVPP has presented the scope of the Knowledge Platform to the GOM and once approved will continue to provide technical assistance to the Undersecretary of Prevention to ensure that the website is fully operational and that information in the website is periodically updated and effectively disseminated. Once the GOM approves this activity, CVPP will complete the implementation within four months of such decision. CVPP will sub-contract an expert organization to complete the implementation and will promote a participatory process to ensure that all relevant offices within the Secretary of Government and other relevant non-governmental stakeholders.

**Organize and implement a second call for best practices in crime and violence prevention**, and disseminate the methodology. During Year II, CVPP will discuss with the GOM the criteria and process to conduct a joint invitation for good practices and will complete the process during the first two quarters of Year III. Based on discussions with the GOM, CVPP will work with the Undersecretary of Prevention to identify good practices by the Governments of Monterrey, Tijuana and Ciudad Juarez that relate to the implementation of the National Prevention Program.

**Assist the GOM in the development of a Monitoring and Evaluation system on crime and violence prevention.** The new GOM's strategy in the area of crime and violence prevention includes the establishment of an Inter Secretarial Coordination Body to articulate federal government's efforts in this area under the leadership of the Undersecretary of Prevention. CVPP has discussed with the new GOM's counterparts the importance of establishing common indicators to provide direction regarding the role of this body through a monitoring and evaluation system. From these conversations, CVPP learned that the GOM may be receiving similar assistance from other donors. Based on this finding, CVPP will continue discussions with the GOM to confirm whether this assistance is required and plan accordingly. As soon as the approval is granted, CVPP will sub-contract a local organization to complete the Monitoring and Evaluation System within three months of such approval.

#### **4.1.2 INTERMEDIATE RESULT 1, ACTIVITY 2: SUPPORT THE GOM MULTI-SECTORAL PILLAR IV WORKING GROUP TO DEVELOP A MODEL FOR SOCIAL PROGRAMS AND POLICIES FOR CRIME AND VIOLENCE PREVENTION IN URBAN AREAS**

**Background:** Based on the GOM's ongoing efforts, during Year I the Program worked with the CNPDPC to design and develop an urban area model for social programs and policies in crime and violence prevention. The process was enriched by the experiences of the CNPDPC staff and their policy and methodology for preventing crime and violence. CVPP initiated a dialogue with CNPDPC regarding the parameters for designing and establishing a geo-referenced decision-making tool to inform crime and violence prevention policies. CVPP also supported the GOM in the development of guidelines to promote programs and policies for crime and violence prevention for children and youth. For example, CVPP worked with the Center to

create a working group comprised of representatives from well-known international and national organizations that promote guidelines on the prevention of violence against children. The Program also supported the CNPDPC in organizing and implementing three important international conferences to promote best practices in the area of at-risk youth, CPTED and community resilience.

That said, CVPP's original plan to work with a multi-sectoral working group was altered by the fact that no formal group was formed or required by the GOM, and thus the development of the geo-referenced mapping tool was delayed by the lack of access to key information within the government. However, CVPP has identified a new window of opportunity to assist the new administration in this area as the new crime and violence strategy created the Inter Secretarial Coordination Body to promote the coordination of federal government interventions in this area. Although the GOM did not request support in this area as part of the discussions held with USAID and CVPP, the Program will continue seeking opportunities to support the strengthening of the federal coordination body beyond the development of the Monitoring and Evaluation System mentioned under 4.1.1 and implement specific activities during Year III.

**Approach:** Similar to Activity 1.1, CVPP will build from the base developed during the first year to advance in the implementation of activities and from initial conversations held with its GOM's counterpart. CVPP will also remain flexible to identify new opportunities to engage with the new Administration. When needed, CVPP will discuss with USAID budget implications of new activities before committing to them.

During Year II, CVPP plans to:

**Support the GOM's efforts to develop and implement the National Program on Crime and Violence Prevention.** The GOM has requested support from CVPP to develop technical papers that facilitate technical content to the National Program. CVPP will hire experts in relevant areas of the GOM's strategy who will support the drafting of the technical content of the National Program during May and June. CVPP will work with the Undersecretary of Prevention to identify other areas of support to complete the development of the Program.

CVPP will also support the GOM to implement the National Program through training of national and local officials on the content of the Program and on basic concepts on crime and violence prevention approaches and tools. CVPP will develop the curriculum and provide the training in close coordination with the GOM. CVPP will share with the GOM additional learning material that the Program is generating such as the Master Plans Guide, Municipal Crime and Violence Committees Guide, Participatory Budgeting Guide among others, for wide dissemination and distribution at the national level.

**Complete the development of a Crime and Violence Prevention Conceptual Model.** The Conceptual Model will guide the Program's efforts in the field and help streamline GOM policy discussions during the implementation of the National Program on Crime and Violence Prevention and specific policy interventions. CVPP will work to complete previous efforts by September 2013, with the goal of publishing the document together with the GOM in October 2013.

CVPP will continue discussions with the GOM to identify areas to support the Undersecretary of Prevention on the development of a **Policy Mapping Tool**. Once identified the scope of this activity, CVPP will work with the GOM to design the scope and initiate the implementation. However, given the timeframe, this activity may be implemented during Year III.

#### **4.1.3 INTERMEDIATE RESULT I, ACTIVITY 3: SUPPORT GOM'S COMMUNICATION PLAN THAT INCLUDES SOCIAL COMMUNICATION EFFORTS AND A VIOLENCE PREVENTION OUTREACH STRATEGY**

**Background:** During Year I, CVPP established a solid foundation for promoting communication and outreach in crime and violence prevention. Year I accomplishments included establishment of a Communication Task Force, design of three community-focused communications strategies for each city, and

national-level promotion of the crime and violence prevention agenda. To design the communication strategies, CVPP implemented a diagnostic assessment to identify existing strategies and resources, organized and trained a multi-disciplinary Working Group of government, civil society, and youth and community representatives from target cities, and worked with the Working Group to define the strategies and generate an implementation action plan. CVPP finalized three community-focused strategies, as well as an umbrella strategy to facilitate the replication of the CVPP methodology in similar contexts. The communication strategies have two main objectives: 1) to promote positive behaviors primarily targeting at-risk children and youth from 8-17 years old, and their closest circle of influence (parents, teachers, relatives, etc.); 2) to increase the visibility of government and nongovernmental organizations crime and violence prevention programs in the *poligonos*.

To promote the national crime and violence prevention agenda, CVPP identified, supported and in some cases launched processes among networks (including nascent groups) involved in promoting the issue of crime prevention on the national public and political agenda. CVPP also completed a grant process to train journalists and media owners on the prevention agenda and to establish mechanisms to facilitate access to relevant information on best practices and success stories that can be communicated to the general public through social communication networks. A number of high profile events were held during Year I that further helped to place crime and violence prevention prominently on the national agenda. These events, combined with the numerous efforts of other organizations engaged in crime and violence prevention, contributed to set the stage for the incoming government to place the issue prominently on their agenda.

Based on conversations held with the new administration CVPP will work closely with the Communications Unit of the Undersecretary of Prevention to coordinate the branding of CVPP's community-level communication strategies. CVPP will also provide technical assistance to this Unit of the GOM so that they can replicate CVPP's methodology at the national level.

**Approach:** The key goal for Year II is to initiate implementation of the local communication strategies and to continue to raise awareness about prevention issues.

During Year II, CVPP plans to:

**Initiate the implementation of the community-level crime and violence prevention strategies.** CVPP will implement the first three phases of the communication campaigns as outlined in the communications strategies. The first phase involves the consolidation of local alliances and the design of the campaign identity and creative content, which will be done through a grant to a marketing agency. CVPP will then implement the strategies working closely with local Implementing Organizations in each city. The campaign will be launched through a "Prevention Festival" in each city where it will support local organizations, including local governments and NGOS, in the dissemination of main objectives and campaign messages. This will increase visibility of the activities and local prevention programs implemented by both government and non-governmental partners in each community. During the second and third phases, CVPP will focus on the behavior-change interventions addressing the roots of crime and violence which will be accomplished through the Implementing Organizations. The community-level communication strategies will be aligned with the national strategy. CVPP will keep a close dialogue with the Communications Unit of the Undersecretary of Prevention to ensure that the messages of the community-level campaigns are aligned with the overall objectives of the national strategy.

**Continue positioning the crime and violence prevention agenda at the national level and in the three target cities.** Through a grant with a local organization, CVPP will work with journalists and newspaper editors to promote crime and violence prevention success stories and to promote public support to policies and programs in this area. CVPP will conduct a seminar for editors and journalists, develop a manual, and train journalists to generate news that capture the positive benefits of prevention policies.

**Hold events and meetings to disseminate and discuss crime and violence prevention best practices, CVPP activities, evidence-based outcomes and lessons learned,** together with the GOM and other

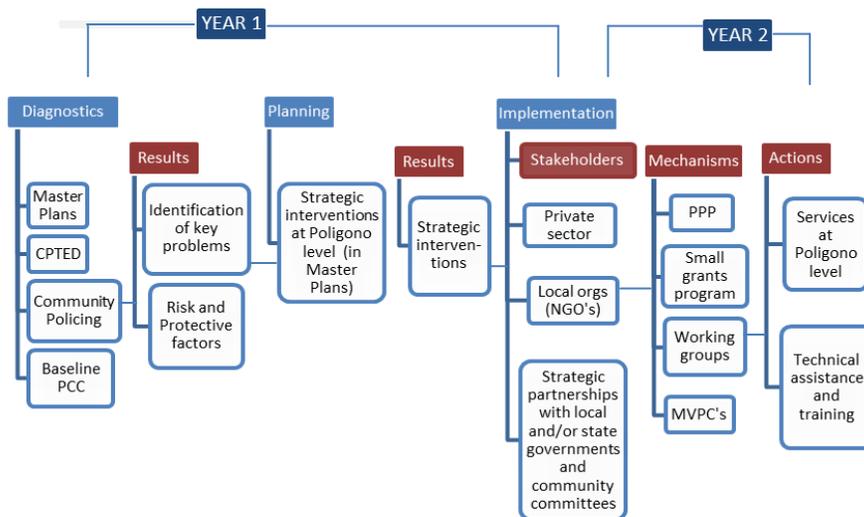
partners. CVPP has engaged the GOM to seek opportunities to work with other partners in the organization of public events to disseminate best practices. CVPP will hold events to promote the dissemination of Community Policing Guide in Mexico City and in the three target cities, organize public events among the Program partners to promote international best practices such as the Los Angeles GRYD model among others.

## 4.2 INTERMEDIATE RESULT 2: STRENGTHEN CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/REDUCTION INITIATIVES

### 4.2.1 INTERMEDIATE RESULT 2, ACTIVITY 1: DEVELOP CRIME AND VIOLENCE PREVENTION MASTER PLANS IN TARGET COMMUNITIES

**Background:** The Community Crime and Violence Prevention Master Plans, developed during Year I for all nine of the target communities, serve as the basis for the majority of the activities proposed under IR2. The model interventions, defined in the Master Plans, and the community-level M&E plans, also serve to inform the national crime and prevention policy and programs, thus contributing to IR1. The Master Plans were developed with the participation of community members and key governmental and civil society organizations. The drafts were presented and validated by stakeholders, including government representatives, citizens and collaborating implementers and donors from the public and private sectors, as well as the civil society. During the development process, CVPP established several coordination and dialogue structures at both the community and municipal levels. These structures are the foundations for a successful implementation of the plans and will receive support from the Program during Year II to ensure their sustainability. Once the Master Plans were finalized, CVPP strategically selected and promoted the activities that could serve as successful intervention models, contributing to the body of knowledge on how to effectively prevent crime and violence at the community level. In close partnership with different levels of government, NGOs and private sector organizations and community leaders, during Year II CVPP will oversee the participatory application of the Master Plans M&E plans to measure progress, capture lessons learned and document best practices.

The following chart summarizes the process described above.



**Approach:** Entering its second year, CVPP will build on the considerable progress made during Year I by following four parallel tracks: documenting and disseminating the Master Plans' methodology to promote its replication among local governments in the three target cities; supporting the institutional capacity of community committees and NGOs that participate in the implementation of the plans; implementing the Master Plans by working with partners to apply specific models and innovations and developing partnerships at the *poligono* level; and developing an individual-focus at-youth risk diagnostic tool to promote the integration of interventions by all partners working in the *poligono*. CVPP will build community resilience through its small grants programs under Activities 2.2, 2.4, 2.5, and 2.6.

These four parallel tracks are envisioned to promote the sustainability of the CVPP's efforts in this area. First, CVPP will document the Master Plan methodology and generate a guide to promote its replication in other communities within the target cities and beyond. CVPP will work with the GOM to disseminate the Guide and to provide training and technical assistance to ensure that the Master Plan methodology becomes a useful tool to plan and implement community-focused crime and violence prevention interventions. Second, by building capacity at the community level, establishing or strengthening community committees, and working with community leaders, CVPP seeks to build community resilience, increase community ownership and empower citizens in the transformation of their own environment. Third, CVPP is facilitating services and models at the community level through local organizations and building their capacity to deliver, manage and sustain the provision of their services at the community level, which will in turn improve the likelihood for the sustainability of these models beyond the duration of CVPP.

During Year II, CVPP plans to:

**Track 1. Document, disseminate, and replicate the Master Plans methodology.** CVPP will complete the systematization of the application of the Master Plan methodology and generate a Guide to facilitate its replication. From September to October 2013, CVPP will provide training to local government officials and NGOs on the methodology in the three target cities, and will identify at least one community in each city in which to replicate the methodology. Together with the GOM, CVPP will publish the Guide and the lessons learned, and promote its dissemination to other municipalities in the country.

**Track II. Strengthen the capacity of local structures and organizations to implement and provide oversight to the Master Plans.** CVPP will implement this track through three distinct but interrelated activities.

- 1) **Strengthen community based groups to implement and sustain successful interventions.** CVPP will work with the community committees that were organized in all *poligonos* during Year I to improve their capacity to operate, identify, develop and evaluate projects, mobilize the community, participate in crime and violence prevention programs, and provide oversight to Master Plans implementation. CVPP will do it working through grantees (specifically, NGOs) in each city to provide technical assistance and support to the community committees working in close coordination with CVPP and other partners.
- 2) **Promote the use of Community Centers as bases to integrate interventions.** CVPP will promote the use of community centers by local partners to encourage the coordination and integration of interventions. CVPP will engage community centers staff and provide technical assistance to facilitate outreach activities to promote the use of the community centers by children and youth while encouraging grantees and other local partners to provide services at these venues. CVPP staff will introduce the Master Plans to community centers' coordinators, identify service gaps and assist them to reach out to organizations to fill those gaps. CVPP will also promote the use of the community centers during the community-focused communication campaigns and will encourage its grantees to operate from the community centers, when possible.
- 3) **Provide capacity building to local NGOs who are part of the CVPP grants program.** CVPP will provide technical assistance to local organizations to improve their capacity to manage grants and implement technical models. CVPP will identify potential beneficiaries during the grant making process

and will apply a diagnostic assessment, once the grant agreement is signed, to agree on a technical assistance plan to improve specific areas that need support. Specifically, CVPP will provide assistance in grant compliance, financial management and administration, monitoring and evaluation, and specific technical issues to ensure successful model implementation. CVPP will award a grant to a national organization with expertise in NGO capacity building to provide the assistance to local organizations in the target cities.

**Track III. Implement Master Plans by working with local partners.** CVPP is promoting the implementation of the Master Plans through its small grants program (direct) and by engaging local partners (indirect) through coordination mechanisms such as the working groups and Municipal Crime and Violence Prevention Committees (MCVPCs). We discuss details on the small grant programs that CVPP is awarding for each of the Activity areas of the project (2.2, 2.4, 2.5, 2.6 and 2.7). Through these grants CVPP is promoting specific models that respond to the needs identified in the Master Plans in each poligono while encouraging the participation of local organizations (NGOs), with relevant experience and expertise, to provide services within the social and situational prevention model that the Program and the GOM promote. Simultaneously, CVPP is facilitating coordination venues, such as the working groups that will become MCVPCs in each municipality (see Section 4.2.2), to promote integrated interventions in the *poligonos*. CVPP will report on the number of interventions that are related to the Master Plans implemented through its grantees or local partners in the quarterly reports.

**Track IV. Design an individual- focused diagnostic tool.** Based on the GRYD model, CVPP will work with the City of Los Angeles to design a diagnostic tool similar to the Youth Service Eligibility Tool YSET-I. This tool can be used to assess risk factors and develop focus programs to improve the situation of target groups and monitor the effectiveness of interventions. CVPP will pilot this tool in Monterrey, adapting it to the context, validate it and later replicate it in the other two cities. CVPP will work with GRYD officials to design this tool in August and start its implementation during the first quarter of Year III.

#### 4.2.2 INTERMEDIATE RESULT 2, ACTIVITY 2: SUPPORT URBAN AND SOCIAL PLANNING STRATEGIES TO STRENGTHEN CRIME AND VIOLENCE PREVENTION

**Background:** CVPP seeks to improve the capacity of local governments to design and implement crime and violence prevention policies at the community level. The Program works with local governments to improve targeted institutional functions, operations and regulations, introduce the CPTED to link urban planning with risk prevention efforts at the community level, establish mechanisms to promote evidence based policy, and develop multi-sectoral mechanisms to improve internal and external coordination. As an ultimate goal, the Program aims to develop a holistic Municipal Crime and Violence Prevention Program that will integrate interventions, functions, and specific resources within the municipality that will respond to planned goals.

During Year I, CVPP was successful in developing the foundations for this approach, establishing solid relationships with its main counterparts in the municipalities, completing initial diagnostics to tailor its assistance to the particular dynamic and context of each city, and carrying out training and awareness activities to position key themes on the municipal agenda. The Program established Working Groups in each city and conducted diagnostic assessments in each community to inform its strategy for this component. The Working Groups were established to facilitate coordination processes among local stakeholders that included local and state governments, federal government and civil society organizations. These Working Groups would in turn become the Municipal Multi-Sectoral Violence and Crime Prevention Committees mentioned below. CVPP applied the ICAPI tool in Monterrey, Ciudad Juarez and Tijuana, and capacity building plans are now in progress based on the results of the assessments.

CVPP also completed CPTED diagnostic assessments in each target city and used the results to design a training program for municipal and state authorities, as well as academia and local NGOs, to raise the awareness among key stakeholders on the role of CPTED in preventing crime and violence. Building on the *Ley General para la Prevención Social de la Violencia y la Delincuencia* (National Prevention Law), the Program

worked to establish Municipal Multi-Sectoral Violence and Crime Prevention Committees (MCVPCs). Each MCVPC involves all the relevant units of the Municipality, other levels of government and relevant social stakeholders, as well as community groups. Given the success of the Master Plan Working Groups, the Program was effective in building the foundation of the MCVPCs which during the coming years will serve to strengthen coordination, planning and follow-up for prevention policies and activities in each city.

The following graph shows the relationship between the MCVPCs and other committees that CVPP is promoting at the community level. CVPP will promote at least one community committee per *poligono*.



**Approach:** Building on the solid foundation established in Year I, CVPP will work with its local government counterparts to apply concepts and models within their own institutional dynamics. The overall goal for Year II is to establish and consolidate structures, mechanisms and processes that will lead to the implementation of a holistic Municipal Crime and Violence Prevention Program by Year 3. A center piece of this approach is the establishment of the MCVPC in each city, seconded by the efforts to strengthen evidence-based policies. MCVPCs will streamline coordination among relevant stakeholders in each municipality to design and implement crime and violence prevention programs at the community level, where decision making will be guided by data generated in municipal crime prevention observatories and indicator systems applied at the

planning and operational levels. CPTED will be applied at the operational level by working with the urban planning and planning units of the municipalities to implement specific projects at the *poligono* level, starting with a few pilot interventions that will later be replicated in other *poligonos*. These units will be represented in the MCVPCs and operate through specific subcommittees. CVPP will promote the sustainability of these interventions, addressing specific operational and regulation issues identified within the municipality during Year I, through focused technical assistance. The technical assistance will involve the incorporation of standard operational procedures and regulations within key departments in the municipalities as they relate to CPTED concepts, which will strengthen the institutional capacity of the municipal government to engage in sustainable crime prevention initiatives. At the end of Year II, the CVPP will conduct a second application of the ICAPI in order to assess progress and adjust its technical assistance and training plan for the following year.

It is anticipated that the upcoming municipal elections in both Ciudad Juarez and Tijuana will lead to a change of Administrations by October and December 2013 respectively. These political transitions will impact the implementation of plans and activities proposed in this Work Plan. To respond to this challenge, CVPP will move fast to establish the MCVPCs during the first months of the year, seek approval of the municipal councils to institutionalize their operation, and will engage the private sector, community and civil society organizations, as members of the MCVPC, to promote continuity of ongoing programs and efforts. Working with USAID, CVPP will engage elected officials and their transition teams and provide training on crime and violence prevention. In Tijuana, CVPP will promote the prevention agenda through the MCVPC, working with civil society organizations that are part of the committee.

During Year II, CVPP plans to:

**Establish MCVPCs and strengthen their capacity to become operational.** Building from the political will found in Tijuana and Monterrey, CVPP will continue providing technical support to establish and formalize guidance to the MCVPC in both cities. In February 2013, the Program will work with key municipal officials of both municipalities to disseminate the scopes and functions of the MCVPCs to civil society and private sector stakeholders, and invite them to participate in the committee, engage municipal officials to define roles and responsibilities, and finalize regulations and the structure of each MCVPC. Based on progress made during that phase, Monterrey and Tijuana will launch their MCVPCs in, and formalize them with the municipal councils in each city. Building from the *Ley General para la Prevención Social de la Violencia y la Delincuencia*, the Program will work with local officials to identify, promote, and/or strengthen the corresponding crime and violence prevention units which will function as MCVPCs.

To support the development of the MCVPCs, CVPP will adapt and apply institutional strengthening approach and tools of the International City/County Management Association (ICMA). In addition, CVPP will promote the inclusion of representatives from civil society organizations (CSOs), the private sector, national government agencies, and local government representatives in the MCVPCs, and will assist in developing their capacity to conduct diagnostics and develop crime and violence prevention plans, taking into account the Master Plans. CVPP will provide guidance in the implementation of these plans and monitoring and evaluation of activities and funding sources, including the intergovernmental transfer related to crime prevention activities (such as SUBSEMUN and *Fondo de Aportaciones para la Seguridad Pública de los Estados y del Distrito Federal* [FASP], among others). CVPP will promote the use of data from crime and violence observatories in the MCVPC through specific subcommittees that will analyze the data for policy making.

Unlike Tijuana and Monterrey, Ciudad Juarez has not yet committed to the establishment of an MCVPC. CVPP will work with key municipal officials during the month of February 2013 to facilitate additional information, and seek final confirmation on the establishment of the MCVPC for this city.

**Improve the capacity of local governments to plan and implement evidence-based crime and violence prevention policies and programs.** To do this, the CVPP will focus on two related but distinct mechanisms: promote policy making through the use of data generated by crime observatories and promote the use of indicators for planning and evaluation of programs.

CVPP will promote the use of data generated by crime observatories in the three target cities<sup>1</sup>. In Ciudad Juarez, CVPP will work with relevant units of the municipal government to promote the use of the data generated by the *Observatorio de Seguridad y Convivencia Ciudadana*; in Monterrey CVPP will support the state government of Nuevo Leon and the municipal government of Monterrey to establish an observatory; and in Tijuana, CVPP will work with the Pan American Health Organization (PAHO) to ensure coordination between the new observatory which is in the process of being developed in that city and the MCVPC in Tijuana. Overall, CVPP will promote the use of data to inform policy interventions in the three cities by: raising awareness in relevant units and agencies of the municipal government, through exchanges and presentation of best practice and on the importance of using data to make policy decisions to promote prevention interventions; establish sub-committees within the MCVPCs to create effective linkages between the observatories and the municipal administration; select pilot projects to show specific results, document the experience and disseminate it among other relevant units of the municipal administration.

Responding to USAID's request, CVPP will work with key units of the local government in Ciudad Juarez to use and apply the data generated by the *Observatorio de Seguridad y Convivencia Ciudadana* in the design and implementation of policy and programs. Starting in June 2013, CVPP will work with the Pan American Health Organization (PAHO) and the *Observatorio* to organize informational meetings and training on the scope and potential of the *Observatorio* with the departments of Security, Municipal Police, Urban Development, and Family Development (DIF) of the municipality of Ciudad Juarez. Once the Ciudad Juarez's MCVPC is established, the *Observatorio* will be invited to participate as a permanent member and support relevant sub-committees. CVPP will coordinate with PAHO and the *Observatorio* to facilitate a continued flow of information from and to relevant units within the municipality that have been identified as priority areas. CVPP will report on the number of policies, actions and programs that have used data from the observatory through September 2013.

Contingent upon USAID's approval, CVPP will promote the establishment of a new crime observatory in Monterrey. Building on lessons learned from Ciudad Juarez and given the unique context of Monterrey, where the state government of Nuevo Leon is promoting crime and violence prevention policies which impact the metropolitan area of Monterrey, and that there are several efforts to create similar mechanisms in the area, CVPP will: 1) Starting in April 2013, conduct a diagnostic on the existing political will and resources in both the Nuevo Leon state government and the municipality of Monterrey to design the model that will work best to create a sustainable observatory in Monterrey. During the assessment, CVPP will identify whether to establish the observatory at the state or municipal level, the mechanisms to promote information flow (data) from the different levels of government involved, the status of previous commitments with the academia institutions in Monterrey, and the venue to develop data analysis capability. 2) Based on the results of the assessment, design a model for Monterrey through participatory dialogue involving the city of Monterrey, the Undersecretary of Prevention of the state of Nuevo Leon, and Monterrey based universities that are already working with the state and municipal governments. 3) With the design complete, develop a proposal and budget for USAID's approval by July 2013. 4) During the design, promote sensitization activities that will include visits to the *Observatorio de Seguridad y Convivencia Ciudadana* of Ciudad Juarez to share lessons learned. 5) As part of the MCVPC mentioned above, establish a sub-committee for the use and analysis of data generated by the observatory in order to ensure that the data is used by relevant units of the municipal government to make policy decisions. This process will be important to ensure the buy-in of relevant stakeholders and the sustainability of the observatory during the design phase of this effort. Upon approval by USAID, CVPP will initiate efforts to establish a crime and violence observatory in Monterrey, or support GOM ongoing efforts, starting in August 2013 and making it operational during the second quarter of Year 3.

In Tijuana, while PAHO is developing a new observatory, CVPP will work with the MCVPC to establish a sub-committee that will use the observatory's information for policy making. Once the new authorities take office in October 2013, CVPP will work with relevant units in the municipality and through the MCVPC to

promote the use of the observatory's data. During Year III, CVPP will provide training and share national and international best practices to promote awareness among municipal officers in this area.

CVPP will promote the use of specific crime and violence prevention indicators that will facilitate the integration of municipal programs in this area. CVPP will work with target municipalities to develop common indicators that will help to measure the impact of crime and violence prevention programs implemented by several units of the municipal administration. As part of this activity, CVPP will validate the *Centro de Investigación y Docencia Económicas* (CIDE)'s recent research on the application of indicator systems in the area of crime and violence prevention at the subnational level developed for the CNPDPC. Lessons learned generated at the municipal level will be documented and shared with the GOM as input for the National Prevention Program (Activity 1.1).

**Implement the CPTED model through community-focused projects to reduce situation risk and reduce insecurity.** CVPP will form CPTED teams in each municipality to link institutional processes with community efforts, and work with the units to select or confirm areas for intervention, select partners to support the implementation and develop plans for implementation in a participatory manner. These CPTED teams will be composed of staff from relevant departments in each municipality. Following international best practices, CVPP will involve several units of the municipality, including the municipal police. This inclusive approach will help establish bonds and improve trust with the communities. Based on the Master Plans, the CPTEDs and community policing diagnostics, CVPP has already identified the following five pilot projects to be implemented in Year II: Safe Passage projects, focused on improving access to community centers and schools in Granjas Familiares, Tijuana, Felipe Angeles and Francisco I. Madero, Ciudad Juarez, and Alianza in Monterrey; and a "Clean Community project (*"Mi barrio está siempre limpio"*) in Camino Verde.

Along the same lines, in March 2013, CVPP plans to engage with the *Instituto Municipal de Investigación y Planeación* (IMIP), the Municipality's Urban Development and Social Development departments, as well as with the community committees, to design and secure government funding for CPTED projects in Ciudad Juarez. CVPP plans to initiate implementation by July 2013 in the *poligono* of Felipe Angeles. Key to the sustainability of these projects will be the involvement of IMIP in all stages of the process, bringing solid technical planning expertise and continuity beyond the political transition or the duration of CVPP. Municipal officials from IMIP participated in the CVPP's training and diagnostic efforts during Year I and expressed a strong interest and commitment for collaboration. In Tijuana and Monterrey, CVPP will follow a similar approach in engaging key municipal units and community committees, but will also facilitate the technical assistance process through grants to local organizations with expertise in the area of urban planning and community development. The grants are expected to be awarded by August 2013, followed by the development of projects and the implementation of these projects during the first quarter of Year 3.

**Improve the capacity of municipalities to plan and operate crime and violence prevention programs.** An important strategy for reducing situational risk is to formally incorporate the principles of risk reduction into government processes. CVPP's municipal partners will accomplish this by using the results of the ICAPI assessments to prioritize technical assistance needs. CVPP will work with the Municipal Governments to agree on priorities, develop processes and implementation guidelines, and finally adopt the regulations. CVPP will help the Municipalities to identify the areas that have the greatest impact on crime prevention, working with the departments of finance, social and urban development, public services and police (see also Activity 2.4). As SUBSEMUN resources continue to flow to municipalities, CVPP will work with the relevant technical units to improve the quality of SUBSEMUN proposals and compliance with its regulations. CVPP will work with municipal officials responsible for requesting and operating crime prevention funds from SUBSEMUN to assure that the regulations are properly followed and the projects proposed are adequately formulated. CVPP will also work with relevant units of the local government to define and document standard procedures for future fund request cycles.

In August and September 2013, CVPP will conduct the second application of the ICAPI tool in target cities to assess progress and to plan next steps.

After the municipal elections in Tijuana and Ciudad Juarez in August and September 2013, CVPP will conduct training on key aspects of the Crime and Violence Prevention Programs to the new staff. CVPP will coordinate with USAID to engage key members of new administrations to deliver an introductory training on the following themes: principles of municipal management including finance, budgeting, citizen participation, and accountability; and on basic concepts of the social and situational crime and violence prevention model including: the legal framework, the scope of the National Program on Crime Prevention, best practices, planning tools and indicators. CVPP will deliver the curriculum mentioned under Activity 1.1.

#### **4.2.3 INTERMEDIATE RESULT 2, ACTIVITY 3: STRENGTHEN THE CAPACITY OF LOCAL GOVERNMENTS TO CONDUCT PARTICIPATORY BUDGETING TO INCREASE PUBLIC AND PRIVATE INVESTMENTS IN VIOLENCE PREVENTION**

**Background:** CVPP promotes transparency and accountability in local government-led planning and budgeting for crime and violence prevention programs. To accomplish this, the Program provides capacity building and technical assistance to local governments in planning, project development, budgeting, and financial management. CVPP also strengthens citizen participation in budgeting and oversight mechanisms. Functioning MVCPS are an essential mechanism for implementing this activity to engage sub-national government counterparts and foster citizen participation. Through MVCPS, CVPP will work with relevant municipal units to identify specific budget resources to fund prevention programs that would be allocated through participatory budgeting exercises, facilitate the organization of participatory meetings between relevant units of the municipality and the communities, and monitor the execution of those budget allocations. During Year I, CVPP implemented results-based budgeting training in each of its partner cities. Based on the results of the ICAPI assessments mentioned above, in Year II CVPP will provide targeted capacity building to improve participatory budgeting, especially as it relates to budgeting for crime and violence prevention programs.

**Approach:** A priority for Year II is to implement one participatory budgeting exercise in each city, simultaneously building the capacity of local governments and community committees to engage in the budgeting process. The goal for 2013 is to establish criteria for participatory budgeting in the three municipalities and to identify opportunities to conduct participatory budgeting exercises. CVPP will work with local governments and target communities to achieve these goals through the following process: 1) work with the MVCPS and the relevant municipal agencies to identify budget resources that can be allocated to fund prevention projects. Based on the Prevention Law, 20% of the budget allocated to security programs should be devoted to prevention projects; 2) work through the MVCPS, or create a specific committee in cases where the MVCP is not established yet, to organize a consultation process with the communities and the decision making process; 3) conduct community meetings to identify, prioritize and develop prevention projects and proposals; 4) organize a public meeting to vote on the proposals; 5) conduct public accountability sessions to report on the use of the approved resources to the relevant communities. CVPP will provide technical assistance and training to both municipal offices based on the results of the ICAPI assessments to strength the organizational structure and budgeting process, in particular to generate the capacity to formulate and implement budgets that involve input from the communities. CVPP will work with municipal officials and community committees simultaneously to bring both parties to the participatory budgeting process while strengthening citizen participation mechanisms.

During Year II, CVPP plans to:

**Provide technical support to local governments and communities to plan and implement participatory crime prevention budgets.** CVPP will provide targeted technical assistance to key units of the target municipalities to improve processes and regulations to conduct participatory budgeting, including the development of policies and procedures to comply with the SUBSEMUM regulations. To take advantage of the citizen participation structures, such as community committees that receive assistance from the Program, and together with municipal officials, CVPP will identify opportunities to roll out pilot participatory budgeting applications targeting pilot *poligonos*. CVPP will ensure that the participatory budgeting meetings

take into account priority interventions identified in the Master Plans, and will leverage resources from other stakeholders participating in the MCPVs.

Starting in April 2013, CVPP will train municipal officials and community committees on participatory methodologies and tools and in September 2013 will facilitate at least one pilot open town meeting per city to validate the methodology. CVPP will train officials on skills to conduct public meetings with citizens and on how to manage effective meetings. Similarly, CVPP will train community committees to engage municipal officials during participatory budgeting events. CVPP will develop and use a Guide on Participatory Budgeting for Crime and Violence Prevention which will be then validated during the participatory exercises, with the goal of finalizing it in September 2013. The Guide will be used as a tool to replicate pilot applications during the 2014 budget cycle. Municipal officials and community committees will gain ownership of this training instrument through the implementation of the participatory budgeting process. CVPP will also disseminate the guide through the Undersecretary of Prevention to other municipalities in Mexico.

#### **4.2.4 INTERMEDIATE RESULT 2, ACTIVITY 4: PROMOTE COMMUNITY POLICING TO IMPROVE THE RELATIONSHIPS BETWEEN THE MUNICIPAL POLICE AND THE COMMUNITIES**

**Background:** CVPP strives to improve relationships between police and citizens in the target communities by improving community policing efforts. The community policing model requires strong institutional commitment, capacity and structure from the police institution and structures at the community level to foster solid relationships between the two parties. CVPP accomplishes this by identifying promising community policing interventions and models within the three cities, regionally and internationally, exposing police and community members to concepts and new models, supporting the adaptation, implementation, monitoring and evaluation of promising practices in each city and target community based on the existing level of capacity, institutional development and political will, and developing instruments for implementing community policing based on the research and proven experiences. At the community level, CVPP will promote capacity of community organizations and leaders to engage with the police and will engage youth and women as the primary audience during these efforts. Community based interventions will target the at-risk youth population.

Significant progress was made in the community policing activity during the Program's first year. CVPP formed a partnership with the *Instituto para La Seguridad y la Democracia* (Institute for Security and Democracy, INSYDE) to design and conduct community policing assessments in the target communities. INSYDE applied a participatory methodology to identify specific opportunities for work in each city and community, thereby helping to establish expectations and the development of context-specific actions plans. INSYDE educated the communities and the police about the importance of mutual support in achieving security, thus starting the process of fostering trust between both parties and generating a collaboration plan. Also during the first year, CVPP developed the Community Policing Guide that revealed the underlying philosophy of policing as it relates to local citizens, offering security and protection through fostering relationships based on collaboration. Most importantly, the Guide provided practical knowledge and methodologies on how to apply approaches to promote community policing in different contexts in Mexico, based on concrete scenarios, illustrative activities, and actionable steps. CVPP will use the Guide to plan and implement community policing models and interventions during the second year of the project.

**Approach:** The Year II goal for this activity is to support the establishment and consolidation of the Community Policing Model in Ciudad Juarez and Tijuana, respectively, and to promote the community policing agenda in Monterrey. Based on the findings of the assessment and the methodology developed in the Guide, CVPP has defined the following strategy for Year II:

- Focus primarily on the municipal police in Tijuana and Ciudad Juarez and explore opportunities to engage the municipal police in Monterrey and the State Police of Nuevo León.

Work simultaneously at three levels: municipality, police force and community. At the municipality level, secure political will and provide support to update regulations and to integrate crime and violence programs with community policing interventions. With the police force, support institutional reform processes to establish or consolidate the community policing model by strengthening capacity at the operational, training, information and regulations/protocol levels. At the community level, support the organization of community structures to establish continued communication mechanisms with the police and relevant municipal units, and to develop community based programs focused on at-risk youth and women in the *poligonos*.

- Tailor interventions based on the level of institutional development, political will and opportunities to advance in the implementation of the community policing model. CVPP will work with municipalities to design capacity building programs specific to the context of Tijuana, Ciudad Juarez and Monterrey, thereby establishing concrete goals based on their ranking in the conceptual framework developed in the Guide. The Tijuana Municipal Police has a higher level of institutional development, offering higher probabilities to consolidate the model of community policing. It has initiated a sectorization reform process that has established operations at the decentralized level (quadrants, or districts), a functioning training program, as well as interventions at the community level. The emphasis during Year II will be to support consolidation of the ongoing sectorization reform process and the community policing philosophy within the municipality and the police especially focused on two districts.

Ciudad Juarez has an intermediate level of development towards the application of the community policing model, having recently initiated an institutional reform process to decentralize operations at the quadrant level, established a prevention unit, and being in the process of community policing training. CVPP's focus in Year II will be to support the roll-out of the sectorization and decentralization processes and to help make it operational through community outreach in one district.

Monterrey is at a relatively low level vis-à-vis the model application, influenced by the high levels of violence and insecurity related to organized crime and subsequent militarization of police, combined with the active role of the federal, state and municipal police forces at the community level. This impedes the progress of community policing programs. CVPP's emphasis for Year II in Monterrey will be to promote the concept of community policing at the political level, to update the institutional diagnostic at the municipal police level, and to focus on community development activities at the *poligono* level to prepare the ground for possible interventions during Year III.

- Promote pilot programs and approaches in pilot *poligonos*, including international best practices, and plan expansion/replication based on results through technical assistance, exchanges and knowledge sharing. CVPP will promote innovative models on community mediation and interruption of violence (see Section 2.6), the Los Angeles Community Safety Partnerships model, and other community based policing models such as the School Police and the Youth Police. CVPP will work with both communities and the municipalities to institutionalize these models through regulations, programs and budgets, when possible, to sustain these programs beyond the life of the CVPP. As Tijuana and Ciudad Juarez are going through an administration change in October and December 2013, CVPP expects delays and will remain flexible to adjust this approach and respond quickly as obstacles arise. CVPP has identified opportunities for a study tour in Los Angeles and CityLinks programs to partner its target cities with U.S. counterparts. The CityLinks program is an initiative of Tetra Tech's partner ICMA that promotes peer-to-peer exchanges between professionals from cities in the United States and developing countries on specific issues. Through CitiLinks CVPP will bring to Mexico police officers from cities in the US who will identify areas of collaboration with peers in CVPP's target cities and implement a technical assistance program that will complement CVPP's activities in this area. CVPP will tap into Tetra Tech's Pro-Telligent Unit to identify international experts and former law enforcement officers from the US who can provide targeted technical assistance and replicate models. CVPP may also work in partnership with INSYDE to implement technical assistance and training programs at the institutional level in order to ensure their sustainability, as INSYDE has an established relationship with the GOM's

Habitat Program and *Secretaría de Desarrollo Social* (SEDESOL), as well as with the police departments in Ciudad Juarez and Tijuana, and will continue providing assistance in this area beyond the life of CVPP. CVPP will continue to coordinate with other USG projects in Mexico that are working with police departments in the target cities.

During Year II, CVPP plans to:

**Introduce key actors in community policing to the Community Policing Guide.** In February-March 2013, CVPP will present the Community Policing Guide to the new GOM's counterpart. Working in partnership with the GOM, CVPP will define specific steps to disseminate the Guide and develop didactic material to be used for technical assistance and training targeting such audiences as the police departments, municipal officials and community leaders. CVPP will position the Guide as a key tool in promoting the concept of community policing, designing specific community policing interventions, and conducting training.

**Secure political will to promote community policing models.** CVPP will develop community policing-specific action plans with the Municipalities of Tijuana and Ciudad Juarez and their police departments to ensure the continuity of the Program efforts beyond the political transition. These agreements will describe the scope of the cooperation and establish milestones and evaluation mechanisms. This initiative will be integrated with the operation of the MVCP s as described in Activity 2.2, when they are created, to facilitate a broader support to the community policing reform from other relevant stakeholders, such as NGOs, the private sector and academic institutions that participate in the MCVPC. CVPP will also work with the municipalities to seek approval of the action plan at the *cabildo* level.

In May-June 2013, CVPP will present the assessment and the Guide to the Mayors of Tijuana and Ciudad Juarez and their key staff, as well as to the police department leadership. During the presentations, CVPP will also introduce the proposals for cooperation and draft MOUs. Since both Tijuana and Ciudad Juarez will change municipal authorities in September and December, it is critical to move fast to secure the authorities' commitment to engage with the police department in the development of the plan and implementation of the technical assistance program.

In Monterrey, CVPP will focus on the presentation of the Community Policing Guide and seek political will to complete a more in-depth institutional assessment of the municipal police.

CVPP will present the Guide to community committees that work with the Program in the target *poligonos* and to its partner NGOs who are supporting the development and strengthening of community committees. During the presentations, CVPP will promote awareness on the importance of development to Local Prevention Committees to engage the police in community base policing efforts.

**Strengthen the institutional capacity of the municipal police and community structures to engage in community policing activities.** CVPP has designed context specific activities in each city based on the stage of development found at the institutional and community levels. To promote best practices applied in the U.S., CVPP will organize a study tour to the city of Los Angeles in June or July, as well as the CityLinks programs for the target cities. The main focus of the study tour to Los Angeles is to educate the participants from the target cities about the successful Gang Reduction and Youth Development Program (GRYD) and to identify possible models for replication. CVPP is working with its partner ICMA to establish CityLinks partnerships and expects to complete the MOUs by July 2013.

During Year II, CVPP plans to implement the following activities in each city to strengthen the institutional capacity of the police departments, municipalities and communities:

Tijuana: The Tijuana Municipal Police Department has made important progress towards implementation of a community policing philosophy in concert with the sectorization reform process that led to the organization of the department by quadrants (police districts). It is already showing results by improving police coverage at the community level. Due to its advanced level of community organization and public infrastructure for social

program, the *poligono* of Camino Verde also presents a unique opportunity to establish community-based prevention programs. Although Granjas Familiares currently presents a lower level of social capital, recent interactions with the police indicate that there is a strong commitment from the community to engage with the police through programs and joint interventions. Police officers from the police districts of Sanchez Taboada and Centenario, covering the *poligonos* of Camino Verde and Granjas Familiares respectively, participated in the police-community dialogues (*Conversatorios*) organized by CVPP, and identified, together with the communities, specific actions to respond to community needs. CVPP will build on the progress made in the operationalization of the sectorization reform process to promote pilot programs, focusing first on the police districts of Sanchez Taboada and Centenario, where there is higher level of community organization, and, in a second phase, expand to La Presa district that covers Mariano Matamoros. Through technical assistance, peer-to-peer exchanges and training, CVPP will strengthen protocols, improve decentralization of operations, establish and implement programs to build relationships with the communities, train police officers on the principles of community policing, the protocols and processes related to the daily operation of the district, and develop an innovative IT information systems to improve the communication flow within the police department and the communities. CVPP will provide the training and technical assistance directly through INSYDE, coordinating with other USG agencies such as NAS and through the CityLinks program described above. CVPP will use the Guide and other tailor specific training modules.

Simultaneously, CVPP will work with municipal authorities to support required changes in municipal regulations (ordinances) to institutionalize progress made through the sectorization and decentralization reform of the police, community policing specific programs and operational protocols. This critical step is required to insulate the process from possible political influence that may occur with future changes of administration, and as such will help to increase the sustainability of CVPP' and USAID's efforts.

The level of progress achieved by the Tijuana police at the district level provides a unique opportunity to promote well-grounded community policing programs. CVPP will work with the leadership of the Tijuana police department to establish, expand or strengthen, as appropriate, the following pilot programs and tools, starting from the police districts of Sanchez Taboada and Centenario:

- **A Community Safety Partnership.** Applied successfully in Los Angeles, as well as other cities in the U.S., the Community Safety Partnership program will help consolidate the philosophy of community policing at the district level by extending the post duration of district police officers from 1 to 2 years, involving them in community development projects and frequent interaction with community representatives. Police officers assigned to the Sanchez Taboada and Centenario police districts are already working closely with the communities of Camino Verde and Granjas Familiares in the implementation of activities agreed upon during police-community dialogue meetings organized during the CVPP's assessment phase. The next step is to expand this initial cooperation to other opportunities such as the design and implementation of the CPTED projects in Camino Verde ("*Mi Barrio is Always Clean*") and Granjas Familiares (Safe Passage Project), participation in the weekly meetings with the Community Security Sub-committees to collect information on incidents, planning and updating the School Police program (see below) working closely with parents, providing public awareness presentations on security, culture of lawfulness and risk prevention in community meetings and schools, and organizing the Youth Police Program in the two *poligonos* (see below).
- **A School Police Program.** The Master Plans identified the most relevant causes for school desertion as school violence, street bullying by gang members, and fear of walking to school. During the CVPP's community policing assessment, these concerns were confirmed by parents and active students of primary and secondary schools. Residents from Camino Verde and Granjas Familiares requested police attention to this problem during the police-community dialogue meetings, where, working closely with parents and youth, they made proposals to establish a School Police Program. Starting in February 2013, CVPP will take advantage of the momentum generated during the police-community dialogues and provide assistance to establish such a program.

- **Expand Tijuana’s Youth Police Program.** This program is currently operating in 21 communities in Tijuana under the coordination of the Undersecretary of Prevention of the Municipality of Tijuana in close coordination with the local organization *Tijuana Agradecida*. The main objective of the Youth Police Program is to introduce children and adolescents from 8 to 17 years old to civic values and volunteer work in the communities where they live, learning about the police work and supporting basic prevention and security operations. CVPP will support the Undersecretary of Prevention and *Tijuana Agradecida* in the implementation of this program in Camino Verde, which has already enlisted 40 at-risk youth from the community. Applying the lessons learned from this project, CVPP will promote the program in Granjas Familiares and Mariano Matamoros, targeting a similar number of members in both *poligonos*. Police officers from the pilot police districts under the Community Safety Partnership program will train and assist youth police cadets.
- **Strengthen the Family Violence Police Unit.** Domestic violence was one of the most common incidents reported to the police in the target *poligonos*. Unfortunately, most incidents are not attended or are without legal sanctions, and most affect women, children and adolescents. Tijuana has one of the oldest Family Violence Units in Mexico. It operates from the police department but, to-date, has been far from effective. CVPP will work with the police department to institutionalize the unit as part of the overall community policing reform of the police, and help improve the effectiveness of the unit by improving protocols, response capacity, preventive intelligence systems, case management and communication with the communities. Through community healing (see IR 2, Activity 5) CVPP will promote pilot interventions in Camino Verde and Granjas Familiares with expanding to Mariano Matamoros later in Year II or III.

Ciudad Juarez: The municipal police of Ciudad Juarez recently initiated a reform process to decentralize operations and is working to improve the conditions of the police force by revamping the morale of its members through salary compensations and other concrete actions. Through the assessment, CVPP identified interest from the police department to roll out a pilot project in the Center District (*Zona Centro*) that covers only the *poligono* of Francisco I. Madero. CVPP will work with police leadership to support the process through technical assistance, CityLinks peer-to-peer exchanges, and training. CVPP will assist the police department to develop protocols to make the districts operational, establish and implement programs to build trust and relationships with community members, train police officers on the principles of community policing and district operations, and improve the communication flow within the police department and with the communities.

Similar to Tijuana, the institutionalization of the community policing philosophy requires changes in municipal legislation. CVPP will work with municipal authorities to draft reform legislation and help advance the reform process.

CVPP will work with the police department and relevant units of the municipality to promote a gradual process to introduce specific community policing programs, starting with Francisco I. Madero and Riberas del Bravo, and expanding to Felipe Angeles. The challenge in Ciudad Juarez is to overcome divisions at the community level, as well as high levels of distrust for the police by the communities. Responding to this, CVPP will focus first on the development of dialogue mechanisms between the police and communities. Working from the community committees through the police-community dialogues initiated during Year I in Francisco I. Madero and Riberas del Bravo, CVPP will identify opportunities from the dialogue process and gradually introduce specific community policing programs. Such programs include the Youth Police Program (replication from Tijuana), and the Police Athletic League to promote the use of community centers in Francisco I. Madero while building bonds between the police and at-risk youth, and the School Police Program.

Following agreements from the first police-community dialogues conducted in Francisco I. Madero and Riberas del Bravo, CVPP will support the Prevention Unit of the Secretary of Security to expand its “Valorate” and “Grupo 16” programs to Francisco I. Madero and Riberas del Bravo. The Valorate program targets at-risk youth with drug addiction problems working at the school level with youth and their families.

Through the “Grupo 16” program, the municipality provides police officers, psychologists, and social workers who will work with at-risk youth in the *poligonos* to address prevention issues.

To address family violence, CVPP will pilot a Network Against Violence in Riberas del Bravo, working with women and youth from the community committee to improve awareness about this problem while supporting the operation of the new Family Violence Unit of the municipal police. Through a grant to a local NGO (Chepaz) who will provide community healing assistance in Riberas del Bravo, CVPP will promote awareness about domestic violence and strengthen existing efforts to create a network of women against violence. CVPP will also build from its community development efforts in Riberas del Bravo (through the NGO Gente a Favor de Gente) to mobilize community leaders. Simultaneously, CVPP will assist the municipal police to create protocols, develop response capacity, establish preventive intelligence systems, develop case management systems, pilot the operation in Riberas del Bravo and strengthen formal channels of communications between police and the Network. As part of the communication campaign described in Activity 1.3, CVPP will include messages regarding domestic and community violence to promote awareness around this issue and to inform citizens about their rights and services available to assist them.

Monterrey: CVPP will complete the pending institutional assessment in the police department and work with municipal authorities to define specific opportunities to advance the community policing agenda during Year III. Working with the Undersecretary of Prevention of Nuevo Leon, CVPP will continue exploring opportunities to promote activities between the state police (Fuerza Civil) and community organizations in La Alianza and Independencia. CVPP will promote the Los Angeles GRYD model in Monterrey and will work with USAID to promote peer-to-peer engagements between GRYD staff and municipal and state officials to promote community based interventions such as the successful Los Angeles Summer Night Light project. CVPP will support the establishment of a CityLink partnership with a U.S. city to promote peer-to-peer exchanges to showcase the benefits of community policing to address crime and similar contexts and promote exchanges between the police department of Monterrey and Tijuana to show progress and establish collaboration relationships.

#### **4.2.5 INTERMEDIATE RESULT 2, ACTIVITY 5: SUPPORT LOCAL ORGANIZATIONS TO IMPLEMENT COMMUNITY HEALING/VICTIM’S PROGRAMS**

**Background:** Supporting successful community healing/victim’s intervention models in the nine target *poligonos* involves the identification of existing promising community healing interventions. During Year I, the Program identified potential interventions as part of the Master Plans development process. Currently, CVPP works with local implementers and community groups to adapt and incorporate these promising activities into the Master Plans. CVPP will then fund, monitor, evaluate and document these activities to serve as community healing models for potential replication.

The initial mapping activities revealed that in Monterrey and Tijuana there are a number of programs that address domestic violence and violence against women, but they lack a community focus and a psychosocial approach for victim assistance. In Tijuana, the programs focus on victims and families and provide artistic outlets, but lack a comprehensive conceptual and methodological approach. Programs in Ciudad Juarez are operated by NGOs using a community-based approach for mental health and assistance for victims of crime and violence. CVPP developed a conceptual framework, *Modelo de Salud Comunitaria desde un Enfoque Psicosocial*, to define community healing and applied it to evaluate practices identified in the mapping process. As a result, CVPP developed a work plan for the participating communities and identified three NGOs (*Salud y Bienestar Comunitario*, SABIC), *Crecimiento Humano y Educación para la Paz* (CHEPAZ), in Ciudad Juarez and *Vida con Calidad* (VICALLI) in Monterrey to implement community healing work plans in target *poligonos*. A grant agreement with VICALLI was signed in November 2012, and grants agreements with SABIC and Chepaz are currently in progress.

**Approach:** For Year II, CVPP will refine and validate its proposed model for community healing through its application in five pilot projects, while improving public awareness on this issue and service coverage in target

*poligonos*. As part of the community healing assistance, CVPP will work with partner NGOs to address issues of domestic-interfamily violence. CVPP will develop a network of government and NGO organizations to ensure sustainability. As grants are implemented, monitored and their successes documented, CVPP will promote their replication to other *poligonos*.

During Year II, CVPP plans to:

**Complete and apply the CVPP's Community Healing Model in pilot *poligonos*.** During Year II, CVPP will validate the conceptual framework on community healing through at least five selected pilot projects in target *poligonos*. In Independencia, Monterrey, VICALLI will continue its work in improving awareness of several forms of violence to identify victims, especially youth and women, who will receive psychological attention from the organization, and developing standards for the identification of cases through a manual that will be disseminated among relevant organizations. In Francisco I. Madero and Riberas del Bravo, Ciudad Juarez, SABIC will work with community promoters focusing on alternative therapies and human rights in close coordination with PAHO's mental health efforts, while Chepaz will focus on psychological and reintegration assistance and legal services to victims of violence. By August 2013, CVPP will identify and provide grants to at least one organization in Tijuana and one in Monterrey.

Following initial contacts with government entities and NGOs during Year I, CVPP will promote a network of organizations to exchange lessons learned and consolidate different components of community healing assistance in the *poligonos*. CVPP will organize workshops in each city to launch the networks and will promote its operation through the MCVPCs.

CVPP's *Modelo de Salud Comunitaria desde un Enfoque Psicosocial* will be documented throughout the year based on the five pilot grants, and will be completed for publication by December 2013.

**Strengthen the capacity of partner CSOs to address the needs of victims.** CVPP will work with partner organizations to improve their technical, administrative and fund-raising capacity to ensure the sustainability of its Model. CVPP will provide technical assistance and training to grantees to adjust the organization's methodologies to the Model. CVPP will conduct an assessment for each partner organization to identify gaps and will assist them to develop operation manuals, protocols, and new areas of assistance that will help them to meet the different pillars of CVPP's model. For specific administrative and management capacity issues, CVPP will work with the NGO capacity building partner (Activity 2.1) to improve the capacity of local organizations. The capacity building NGO will conduct an institutional assessment, discuss areas of support with the local partner and provide technical assistance to improve in relevant areas. CVPP will emphasize areas such as fund raising in order to promote additional sources of funding to the services that the Program promotes with its partners in the *poligonos*.

#### **4.2.6 INTERMEDIATE RESULT 2, ACTIVITY 6: SUPPORT MECHANISMS TO DISRUPT THE PATH FOR YOUTH TO CRIMINALITY (BASED ON BEST PRACTICES FROM THE LATIN AMERICAN REGION AND THE U.S.)**

**Background:** CVPP looks for innovate approaches to disrupting the path for youth to criminality. The initial rapid community assessments conducted during Year I identified existing interventions that address the drivers of crime and violence that impact on youth. The information gathered allowed potential model interventions to be included within the Master Plans.

Based on the success of the *Jóvenes Constructores* (JCC) Model in Ciudad Juarez, CVPP began to replicate the model in Riberas del Bravo in Ciudad Juarez, in Tijuana and Monterrey. The model reaches out to young people who are currently not part of the educational or professional systems to provide them with vocational training and use their newly gained construction skills to rehabilitate public spaces. By working in public spaces and engaging community members who take part on these activities, early evidence indicates that this model is not only successful in mobilizing at-risk youth, but that it also has improved the environment in the community and has begun an important process of building social capital. CVPP's partner Youth Build

International (YBI) conducted training and technical assistance to support the expansion of the JCC model and improve its capacity. In addition to the JCC model, CVPP identified several other models to engage at-risk youth and began the process for grant awards.

**Approach:** The key goal for this activity in Year II is to apply and document at least nine innovative models to disrupt the path of youth to criminality and initiate dissemination to promote replication to other communities. CVPP will implement models working with local organizations through the small grants program, and document lessons learned as projects are rolled out. Based on strategic interventions identified in the Master Plans (see chart in section 4.2.1), CVPP will identify, design and implement models that will address relevant risk factors in each *poligono* such as: school desertion, community and school violence, lack of opportunities, and pre-conceptions about masculinity values (violence against women). CVPP has identified several models and projects during Year I and will design other relevant models during Year II. For the new models, CVPP will both replicate existing models in the target cities and promote innovative models based on international and national best practices, working with experts that will tailor interventions to the actual context of each *poligono*.

During Year II, CVPP plans to:

**Design and implement and document up to nine at-risk youth in the target *poligonos*.** Building on Year I results, CVPP will complete the design of nine models and initiate the implementation of at least seven projects through small grants before the end of Year II. CVPP will design at least four innovative models (see table below) based on best international and local practices that will be tailored to the local context in the following areas: Mediation and conflict resolution, new masculinities, violence interruption and social reintegration and demobilization of youth. CVPP has selected these four areas based on finding from the master plans and due to the lack of specific expertise in the target cities. The table below provides details on the models and the relationships with Master Plans findings and the status—design or implementation—during Year II. Models described in Activities 2.2 (CPTED), 2.4 (Community Policing), and 2.5 (Community Healing) will also target at-risk youth.

As projects are rolled out, CVPP will work with local grantees and consultants to document experiences and develop a best practices document with guidelines to promote replication. These experiences will be disseminated through the mechanisms identified under Activity 1.1.

### CVPP'S AT-RISK YOUTH MODELS

MODEL	ORGANIZATION/CITY	MASTER PLAN STRATEGIC INTERVENTION	SCOPE	STATUS YEAR II
1.School and jobs reinsertion through public space recovery	Jóvenes Constructores (Phase II) – Tijuana (Granjas Familiares), Monterrey (Independencia), and Ciudad Juarez (Felipe Angeles)	Youth training programs; Technical and educational offers; Programs to offer opportunities for employment (MP Independencia, and Granjas Familiares) Increase development opportunities for youth (MP Felipe Angeles)	Learning construction skills through the recovery of public spaces; life skills training.	Implementation
2.School desertion prevention and reinsertion to the school system	Centro de Asesoría y Promoción Juvenil, AC. CASA- Ciudad Juarez (Francisco I. Madero)	Promote opportunities for youth to stay at school (PM Francisco I. Madero)	Prevention of school desertion and gang prevention	Implementation
3.Peaceful culture through joyful activities	CreeSer – La Alianza, Monterrey	Promote citizen actions to prevent crime, recover community	Education on human rights, peaceful culture and no violence	Implementation

MODEL	ORGANIZATION/CITY	MASTER PLAN STRATEGIC INTERVENTION	SCOPE	STATUS YEAR II
		centers, promote and disseminate working women rights (PM Alianza)		
4. Prevention through culture, arts and new technology activities	Do, Re, Mi- Orquesta Sinfónica- Granjas Familiares, Tijuana	Promote sports and culture opportunities for the entertainment of youth (PM Camino Verde), sensitize the community on the appropriate use of public spaces for culture, sports and entertainment activities ( PM Granjas Familiares)	Artist talent development (music and theater) and culture activities promotion	Design and implementation
	Tijuana Innovadora- Camino Verde, Tijuana			Design and implementation
	Telón de Arena- Riberas del Bravo, Cd Juarez			Implementation
5. Youth and Police relationship building	Organization TBD, work with the Secretary of Security of the Municipality of Tijuana- Camino Verde, Granjas Familiares and Mariano Matamorros, Tijuana	Promote collaboration and community policing actions to reduce alcohol and drugs consumption risks (PM Granjas Familiares) Promote linkages between the police and community groups (PM Granjas Familiares)	Promotion of citizenry values, prevention through sport and playful activities, building community based policing models	Implementation
6. Mediation and conflict resolution	TBD	Promote citizen participation to improve peaceful coexistence among different groups in the community (PM Camino Verde) Increase nonviolent conflict resolution skills of community members (PM Francisco I. Madero)	Promote culture of mediation and pacific resolution of conflicts among youth	Design
7. New Masculinity	TBD	Promote share responsibilities between youth on gender issues (PM Independencia and Alianza)	Violence prevention through the development of new set of cultural values towards masculinity-focused on Youth	Design
8. Violence interruption	TBD	Increase skills of community members on peaceful resolution of conflicts (PM Francisco I. Madero)	Interrupt conflict situations	Design
9. Social reintegration and youth demobilization	TBD	Promote social reintegration of youth that have committed crime (PM Camino Verde)	Assistance to youth that have committed crime or are part of organized crime	Design

**Strengthen JCC to ensure the sustainability of its model.** CVPP promoted JCC's model in three *poligonos* during Year I and based on the success achieved will expand its coverage to three additional *poligonos* through a second small grant during 2013 – Granjas Familiares, Felipe Angeles, and Independencia. CVPP will promote the sustainability of JCC by working with its partner YBI to complete the transference of its models

in the following areas: improve JCC's approach to build long term relationships in the communities and develop an operational and sustainability plan. YBI will organize exchanges between JCC and YBI U.S.-based programs and provide continued technical assistance during Year II. Based on the success of this approach during Year II, CVPP may expand the coverage of this model to Nuevo Almaguer, Mariano Matamorros and Francisco I Madero during Year III.

#### **4.2.7 INTERMEDIATE RESULT 2, ACTIVITY 7: BUILD SUSTAINABLE LOCAL CAPACITY THROUGH GRANTS AND PUBLIC-PRIVATE PARTNERSHIPS**

**Background:** CVPP identified potential private funding organizations, in each city and nationwide, who have the interests, missions, basic capacities, credibility and resources to channel and manage technical and financial resources to support crime and violence-prevention activities at the community levels, with specific focus on the Master Plan strategy and urban development. Through these private-public partnerships (PPPs), local private sector organizations are engaged to co-design and fund social initiatives for youth and community development projects. The Program plans to develop at least one PPP mechanism per city.

During Year I, the first group of potential private sector partners was identified. CVPP engaged 20 private sector organizations in the target cities, as well as in Mexico City. In addition, ten companies expressed interest in exploring a strategic alliance with CVPP either directly or through the MCVPCs. The ten interested companies are CEMEX, Prudential Real Estate, Casas Geo, Oxxo, Femsa, Canal 44, Desarrollos Delta, Diageo, Conductores de Monterrey and GCC Cemento. CEMEX and CVPP have engaged on the development of an MOU to implement CEMEX's "I Learn, I Build" program in Monterrey, involving JCC, with the possibility of expansion to Tijuana.

**Approach:** CVPP's key goal for Year II is to establish partnerships in Tijuana and in Monterrey to implement mechanisms to fund crime and violence prevention activities. CVPP will build on the relationships and lessons learned gained during the first year to map out agendas and develop processes to generate interest from private sector organizations that will lead to the design and establishment of PPPs. Using its grants program, CVPP will develop 1:1 matching programs to implement activities identified in the Master Plans. CVPP will work with the grantees implementing models under Activities 2.2, 2.4, 2.5 and 2.6 to leverage resources from private organizations. CVPP will present the results of the Master Plans to leverage private sector organizations interventions in the target *poligonos*.

During Year II, CVPP plans to:

**Design and establish public-private alliances to implement secondary level mechanisms to fund and manage crime and violence prevention activities.** Once the assessment of private sector organizations' social responsibility agendas in Monterrey and Tijuana is completed, CVPP will work with a private sector expert consultant to develop an outreach strategy to engage and identify potential partners. Specific activities might include individual meetings with private sector leaders, technical presentations on best practices, and/or private sector partnerships to improve security and community resilience. CVPP will work with USAID in collaboration with the U.S. Consulate General offices in Tijuana and Monterrey to gain access to private sector organizations.

Simultaneously, CVPP will identify and evaluate existing networks, partnerships or mechanisms in the two cities where the private sector is already pouring resources to implement social development programs. To design mechanisms, the Program will create a task force with potential partners to develop specific proposals and define the scope of the partnership based common interests. This phase will conclude with an MOU to be executed no later than September, 2013. CVPP will support the implementation of the partnership during 2014. The sustainability of this mechanism will rely on the effective participation and commitment of private sector organizations and the GOM.

**Identify and implement PPPs to support specific interventions in target *poligonos*.** CVPP will continue working directly with private sector organizations and through NGOs to develop specific

partnerships to implement programs in the *poligonos*. Through its capacity-building partner mentioned in Activity 2.1, CVPP will support grantees to leverage resources from private sector organizations and will encourage 1:1 match through new grant programs. CVPP will achieve this goal following two parallel tracks: first, CVPP will issue requests for grant applications and will encourage local organizations to partner with private sector organizations. Second, CVPP will work with local grantees to strengthen their fund raising capacity to leverage resources from the private sector. CVPP will promote the work of its local grantees through the MVCPCs to promote the role of the private sector in crime and violence prevention activities.

# 5.0 CVPP YEAR II IMPLEMENTATION TIMELINE

CVPP YEAR II: FEBRUARY–SEPTEMBER 2013											Year III	Benchmarks
	F	M	A	M	J	J	A	S				
<b>IR I: STRENGTHENED FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME</b>												
<b>Activity I.1: Support GOM to improve monitoring and evaluation and knowledge sharing to inform national violence prevention and reduction policies and planning better</b>												
<b>I.1.1: Relationship with new Federal Government counterpart developed and activities under IR I confirmed</b>												
Present CVPP to the new GOM counterpart and agree on activities under IR I												
Establish communication and follow-up mechanisms between CVPP, GOM and USAID												
<b>I.1.2: Phase II of the Knowledge Management Platform (Citizen Security Platform) completed</b>												
Present to the GOM the structure of the Citizen Security Platform developed during Phase I												
Adjust the technical design of the platform based on discussions with the GOM												
Develop plan to make the Platform operational												
Finalize and make the Platform operational												
Launch and disseminate the Platform												
Promote the use of the Platform through CVPP interventions												
<b>I.1.3: Good Practices Methodology disseminated and second group of good practices identified</b>												
Agree with the GOM on the Year II approach												
Launch the public invitation process												
Conduct evaluation process												
Disseminate the Good Practices Methodology												
<b>I.1.4: Monitoring and Evaluation (M&amp;E) System on crime and violence prevention developed</b>												
Discuss the approach with the new GOM partner												
Develop the plan and implement activities based on the agreement												M&E System developed, month 18
<b>Activity I.2: Support the GOM multi-sectoral Pillar IV Working Group to develop a model for social programs and policies for crime and violence prevention in urban areas</b>												
<b>I.2.1: Technical Working Group on Crime and Violence Prevention created and operational</b>												
Discuss with new GOM the creation and operationalization of a Technical Working Group on Crime and Violence Prevention												
Plan and implement activities based on agreement												

CVPP YEAR II: FEBRUARY–SEPTEMBER 2013										
	F	M	A	M	J	J	A	S	Year III	Bench- marks
<b>I.2.2: Policy Mapping Tool operational</b>										
Discuss with new GOM the development of a Policy Mapping Tool										
Plan and implement activities based on the agreement									◆	Mapping Tool operational, month 18
<b>I.2.3: National Program on Crime and Violence Prevention developed</b>										
Discuss with new GOM the support from CVPP to develop a National Program										
Plan and implement activities based on agreement										
Complete a document containing the Crime and Violence Conceptual Framework										
Provide training to sub-national governments, NGOs and community organizations										
<b>Activity 1.3: Support GOM's communication plan that includes social communication efforts and a violence prevention outreach strategy</b>										
<b>I.3.1: Communication strategies under implementation in Ciudad Juarez, Monterrey and Tijuana</b>										
Select and sign agreements with the implementing organizations and the advertising firm										
Establish and strengthen the strategy implementation team (one creative agency and implementing agencies in the three cities)										
Implement the first three phases of the communication campaigns in the three cities										
Monitor and evaluate campaign implementation										
<b>I.3.2: The crime and violence prevention agenda supported</b>										
Develop capacity of journalists on crime and violence prevention reporting to improve media coverage of the issue (grant)										
Identify key events with the GOM and participate as a co-sponsor										
<b>I.3.3: CVPP activities and success stories are disseminated to key stakeholders and partners</b>										
Document at least 3 CVPP success stories through videos, directly and through the grantees										
Finalize the CVPP promotional kit										
Launch the CVPP website										
<b>IR 2: STRENGTHENED CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/REDUCTION INITIATIVES</b>										
<b>Activity 2.1: Crime and Violence Prevention Master Plans developed and implemented in target communities</b>										
<b>2.1.1: Dissemination and replication of the Master Plan methodology</b>										
Develop the Master Plan Methodology Guide for replication by local governments										
Train local government officials in three target municipalities on the Master Plan methodology and facilitate knowledge transference to replicate it in at least one additional community in each city (focus on SUBSEMUN units-projects)										

CVPP YEAR II: FEBRUARY–SEPTEMBER 2013										
	F	M	A	M	J	J	A	S	Year III	Bench- marks
Present the Master Plan Methodology in workshops and conferences										
<b>2.1.2: Capacity of Community-Based Organizations (CBOs) and NGOs strengthened</b>										
Sign grant agreement with local organizations (one per city)										
Assess capacity of existing community committees, develop action plans and implement technical assistance and support in 9 <i>poligonos</i>										
Support community committees during the implementation and monitoring and evaluation of the Master Plan										
Develop and implement strategy to strengthen use of community centers										
Develop and sign grant agreements with NGO capacity building organizations										
Assess capacity of grantees and develop action plans to strengthen grants management capacity										
Evaluate progress										
<b>2.1.3: Design an individual-focused diagnostic</b>										
Conduct exchange with LA GRYD to Monterrey										
Design tool with assistance of LA GRYD										
<b>Activity 2.2: Support urban and social planning strategies to strengthen crime and violence prevention</b>										
<b>2.2.1: Municipal Crime and Violence Prevention Committee (MCVPC) formalized and fully operational in each of the target municipalities</b>										
<b>Tijuana and Monterrey</b>										
Provide technical assistance to key municipal counterparts to design the scope, structure and protocols of the MCVPCs										
Provide technical assistance to key municipal counterparts to disseminate the scope of the MCVPCs to other relevant stakeholders (private sector, NGOs, etc.) and invite them to participate										
Launch the MCVPCs										
Provide technical assistance to the MCVPCs to make them operational (strategic plan, work plan, and communication strategy)										
Support key municipal authorities to formalize the MCVPCs with the Municipal Councils in Tijuana and Monterrey										
<b>Ciudad Juarez</b>										
Finalize the definition of the MCVPC model with key municipal government authorities										
Mayor formally decides on the model and establishment of the MCVPC										
Provide technical assistance to key municipal counterparts to design the scope, structure and protocols of the MCVPC										
Launch the MCVPC										
Provide technical assistance to the MCVPC to make it operational										

CVPP YEAR II: FEBRUARY–SEPTEMBER 2013										
	F	M	A	M	J	J	A	S	Year III	Bench- marks
Support key municipal authorities to formalize the MCVPC with the Municipal Council in Ciudad Juarez										
<b>2.2.2: Capacity of sub-national government to plan and implement crime and violence prevention policies/interventions through evidence-based approaches improved</b>										
Support the <i>Observatorio de Seguridad y Convivencia Ciudadana</i> in Ciudad Juarez and key units (Security Secretary, Municipal Police, Urban Development, Social Development and DIF) of the municipal government and the MCVPC to use data generated by the observatory to develop strategies and actions to reduce crime and violence in the city										
Design a Crime and Violence Observatory in Monterrey that will support data analysis for policy development by the MCVPC and relevant municipal units										Crime and Violence Observatory designed, month August 2013
Review, document and disseminate the application of indicator systems applied at the sub-national level for crime and violence prevention programs										
<b>2.2.3: CPTED implemented through community-focused projects in at least 4 target <i>poligonos</i> to reduce situational risks and improve security</b>										
Establish CPTED committees in the three cities										
Conduct a lessons learned workshop among the three target cities										
<b>Tijuana</b>										
Identify a local organization to provide support in the design and implementation of two CPTED projects (through a small grant)										
Design and implement the “ <i>Mi Barrio is always Clean</i> ” project in Camino Verde and the Safe Passage Project in Granjas Familiares (see the linkage to Community Policing, Activity 2.4)										
<b>Ciudad Juarez</b>										
Design and implement the <i>Safe Path to My Community Center</i> projects in Felipe Angeles and Francisco I. Madero										
<b>Monterrey</b>										
Design and implement the <i>Safe Path to My Community Center</i> project in Alianza										
<b>2.2.4: Institutional capacity of municipalities to plan and operate crime and violence programs improved</b>										
Implement the technical assistance program in the three target cities to improve crime and violence prevention operational and policy actions focusing on the departments of Social and Urban Development, Public Services and Finance										
Conduct the 2 <sup>nd</sup> ICAPI© application and discuss results with authorities to assess progress and develop technical assistance program for Year III										

CVPP YEAR II: FEBRUARY–SEPTEMBER 2013										
	F	M	A	M	J	J	A	S	Year III	Bench- marks
Provide training on crime and violence prevention to staff of newly elected Mayors in Tijuana and Ciudad Juarez										
Support development of SUBSEMUN projects and incorporation of rules into operational policies of the municipality										
<b>Activity 2.3: Strengthen the capacity of local governments (LGs) to conduct participatory budgeting to increase public and private investments in violence prevention</b>										
<b>2.3.1: Capacity of municipalities to plan, design and implement participatory crime prevention- sensitive budgets improved</b>										
Provide tailored technical assistance to key units of the municipal government										
Support municipalities to develop operational policies to respond to SUBSEMUN's rules in order to improve access and accountability to SUBSEMUNs funds										
Develop Guide on Participatory Budgeting for Crime and Violence Prevention										
Provide training to municipal officials on participatory budgeting methodologies and tools										
Provide training to community committees on municipal finance and budgeting										
Conduct open/participatory meetings with target communities in each city to discuss and select crime prevention projects for the 2014 budget										
<b>Activity 2.4: Promote community policing to improve the relationships between the police and the communities</b>										
<b>2.4.1: Dissemination and application of the Community Policing Guide</b>										
Get buy-in from the new Administration to jointly disseminate the Community Policing Guide										
Develop didactic material for the application of the Guide in the three target cities and beyond										
Use the Guide to conduct training and technical assistance										
<b>2.4.2: Political will and inter-agency coordination promoted</b>										
Present content of the Guide, results of the assessment and proposed action plan to key authorities in the three cities										
Sign MOUs with municipality with specific action plans to improve the institutional capacity of the municipality and the police on community policing in Tijuana and Ciudad Juarez										
Establish linkages between the MCVPCs and the police for community policing interventions in Tijuana and Ciudad Juarez										
Develop the institutional community policing program in Tijuana and Ciudad Juarez										
Conduct a study tour to the city of Los Angeles for a group from three cities										

**CVPP YEAR II: FEBRUARY–SEPTEMBER 2013**

	F	M	A	M	J	J	A	S	Year III	Benchmarks
2.4.2: Institutional capacity of the municipal police and communities to implement community policing interventions improved										
<b>Tijuana</b>										
Establish and implement a CityLink partnership (at the time of the work plan, negotiations are under way with several options)										
Promote regulatory changes at the municipal level to ensure the institutionalization of the community policing model (Tijuana and Ciudad Juarez)										
Assist the police in the implementation of ongoing efforts to improve processes, procedures and structures to strengthen their sectoral (quadrants) and decentralization reform in the police districts of Sanchez Taboada (Camino Verde) Centenario (Granjas Familiares) and, in a second phase, in La Presa (Mariano Matamoros)										
Establish a Community Safety Partnership Program and a School Police program through the police districts of Sanchez Taboada and Centenario, focusing interventions on Camino Verde and Granjas Familiares										
Strengthen the operation of the Family Violence Unit of the Secretary of Security, focused on Sanchez Taboada and Centenario										
Support ongoing efforts of the Strategic Planning Unit of the police to improve information systems (including an indicators system) within the police structure and with communities at the quadrant level										
Develop and implement an operational training program to police officers implementing community policing functions										
Support, as needed, other U.S.G. programs implementing training at the police academy on the community policing model										
<b>Ciudad Juarez</b>										
Establish and implement a CityLinks partnership between the police department of Ciudad Juarez and Charlotte, NC										
Assist the police in the implementation of its sectorization plan focused on Zona Centro, including support to implement decentralization and organization of the Zona Centro quadrant through improved information systems, relationships with citizens, and decision-making protocols (includes Francisco I. Madero)										
Develop and implement an operational training program to police officers implementing community policing functions										
Provide assistance to strengthen the operation of the newly created Family Violence Unit and support the development of a Network Against Family Violence in Riberas del Bravo										

CVPP YEAR II: FEBRUARY–SEPTEMBER 2013										
	F	M	A	M	J	J	A	S	Year III	Benchmarks
Establish and strengthen Community Security Sub-committees under the existing community committees										
Continue with the police-community <i>conversatorios</i> to promote a dialogue mechanism between the two parties										
Explore with the community committees and police department the implementation of the Youth Police Program (replication from Tijuana) and the creation of a Police Athletic League										
Involve police officers from Zona Centro in the CPTED project mentioned in Activity 2.2.3 in Francisco I. Madero										
Support the replication of the “Valorate” and “Grupo 16” programs of the Prevention Unit of the Municipal Secretary of Security in Francisco I. Madero and Riberas del Bravo										
Support, as needed, other U.S.G. programs implementing training at the police academy on the community policing module										
<b>Monterrey</b>										
Establish and implement a CityLinks partnership										
Work with the Undersecretary of Prevention of Nuevo Leon to promote the community policing agenda within the state and municipal government										
Conduct assessment in the municipal police of Monterrey										
<b>Activity 2.5: Support local organizations to implement community healing/victim’s programs</b>										
<b>2.5.1: Community Healing Model developed and validated through pilot interventions</b>										
Update and disseminate the Community Healing Model										
Validate the Model through 5 CVPP grant projects										
Document experience to finalize the Model										
Develop a network of organizations per city providing community healing services (NGOs and government) to ensure sustainability of coverage										
Promote public awareness on the issue through the communication campaigns in each city and focused training to community committees (Activity 1.3)										
<b>2.5.2: Institutional capacity of local organizations providing community healing attention strengthened</b>										
Provide training and technical assistance to local organizations/grantees (service providers) working in the area of community healing and community committees										
<b>Activity 2.6: Support mechanisms to disrupt the path for youth to criminality (based on best practices from the Latin American region and the U.S.)</b>										
<b>2.6.1: At-risk-youth models implemented and replicated in target <i>poligonos</i></b>										
Design and implement up to 9 youth models										
<b>2.6.2: The JCC Model is sustainable</b>										
Provide training to JCC staff on management and community participation										
Develop an operation manual										

CVPP YEAR II: FEBRUARY–SEPTEMBER 2013										
	F	M	A	M	J	J	A	S	Year III	Bench- marks
Develop and initiate the implementation of a sustainability plan										
Conduct an exchange to LA YBI's operation										
<b>Activity 2.7: Build sustainable local capacity through grants and public-private partnerships (PPPs)</b>										
<b>2.7.1: PPP mechanism (intermediary organization) to fund and manage crime and violence prevention activities in target cities designed and improved</b>										
Finalize the assessment of private organizations' social responsibility agenda in Tijuana and Monterrey and confirm potential partners										
Develop and implement outreach strategy to selected organizations and individuals										
Establish a Task Force to define mechanisms and design proposals										
Sign MOUs in Tijuana and in Monterrey									◆	One PPP developed for each city (Tijuana and Monterrey)
Start implementation of mechanisms										
<b>2.7.2: PPPs to support social/psychosocial services in the CVPP target <i>poligonos</i> identified and implemented</b>										
Continue developing relationships with private sector organizations started in Year I and identify new private sector organizations (see Activity 2.1)										
Support CVPP grantees to develop proposals for private sector organizations to co-fund projects in the target <i>poligonos</i>										
<b>MONITORING AND REPORTING SCHEDULE</b>										
Submit weekly highlights										
Submit quarterly technical and financial reports										
Submit annual technical and financial report										
Submit the CVPP M&E Report										

## 6.0 CVPP YEAR II BUDGET

	<b>Total Year II</b>
Direct Labor	\$ 970,193
Other Direct Costs	\$ 2,188,966
Indirect Costs	\$ 663,533
Grants Fund	\$ 1,920,000
Fixed Fee	\$ 147,103
<b>Total Cost Plus Fixed Fee</b>	<b>\$ 5,889,795</b>



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