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

APRIL 2012

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ACRONYMS AND ABBREVIATIONS

| | |
|------------|--|
| APS | Annual Program Statement |
| CDC | Centers for Disease Control and Prevention |
| CEFOSC | <i>Centro de Fortalecimiento de las Asociaciones de la Sociedad Civil</i> |
| CENAPRA | <i>Centro Nacional para la Prevención de Accidentes</i> |
| CNPDPC | <i>Centro Nacional para la Prevención del Delito y la Participación Ciudadana</i> [National Center for Crime Prevention] |
| CONEVAL | <i>Consejo Nacional de la Evaluación de la Política de Desarrollo Social</i> |
| COPLADEMUN | <i>Comité del Planeación del Desarrollo Municipal</i> |
| CPTED | Crime Prevention Through Environmental Design |
| CSO | Civil Society Organization |
| CVPP | USAID Crime and Violence Prevention Program |
| FASP | <i>Fondo de Aportaciones para la Seguridad Pública de los Estados y del Distrito Federal</i> |
| GIS | Geographic Information System |
| GOM | Government of Mexico |
| HDI | Howard Delafield International, LLC |
| ICA | International CPTED Association |
| 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 |
| IRI | International Republican Institute |
| LG | Local Government |
| M&E | Monitoring and Evaluation |
| MAP | Men as Partners |
| MCVP | Municipal Multi-sectoral Crime and Violence Prevention Body |
| MSI | Management Systems International |

| | |
|----------|---|
| NDI | National Democratic Institute |
| NGO | Nongovernmental Organization |
| PCI | Project Concern International |
| PMP | Performance Monitoring Plan |
| PPP | Public-Private Partnership |
| SEDESOL | <i>Secretaría de Desarrollo Social</i> |
| SEGOB | <i>Secretaría de Gobernación</i> |
| SUBSEMUN | <i>Subsidio para la Seguridad Pública en los Municipios</i> |
| TCO | Transnational Criminal Organizations |
| UNAM | Universidad Nacional Autónoma |
| UNDP | United Nations Development Organization |
| US | United States |
| USAID | United States Agency for International Development |
| YBI | Youth Build International |

I.0 INTRODUCTION

The United States Agency for International Development (USAID) Mexico Crime and Violence Prevention Program (CVPP) stems from the Merida Initiative, a collaborative program between the US and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the 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 youth. Conscious of the need to try a more holistic approach, Mexican and United States (US) officials revised their agreement in “Beyond Merida,” outlining four pillars. One of these pillars, Pillar IV, strives to build strong and resilient communities and encompasses prevention efforts that complement the elements of the other pillars that focus on citizen security.

CVPP will address 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 will support local institutions to promote social cohesion (Intermediate Result [IR]2) and strengthen the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies (IR1).

The Program will provide 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), CVPP will build 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 will support the GOM to refine prevention models and strategies and enable partners to scale up activities and programs that are proven to work. Activities will be targeted at the national level and at the subnational level in Ciudad Juárez, Tijuana, and Monterrey. Local interventions will 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 the challenges of crime and violence.

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 US 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 communities within these three cities that will be the focus of the CVPP face a number of issues that combined with the existing crime and violence, increase citizen vulnerability. Some of the contributing factors include relatively high poverty levels, high levels of unemployment (particularly for youth), high secondary school desertion rates, and prevalence of gender-based violence.

The initial reaction to the escalated violence in Mexico was to implement security interventions to fight criminals and diminish the capacity of TCOs. The tools for this fight—deploying the military to help restore law and order, extraditing drug traffickers, increasing intelligence-sharing activities with US law enforcement agencies, and instituting constitutional and legislative security reforms. Conscious of the need to try a more holistic approach, Mexican and US officials amended the initial Merida Agreement to include “Beyond Merida,” which outlined four complementary pillars: I) disruption of organized criminal groups, II) institutionalizing the rule of law and respect for human rights, III) building a 21st Century Border, and IV) building strong and resilient communities. Pillar IV encompasses prevention efforts that complement the elements of the strategy targeting citizen security.

The new strategy and related initiatives—*Todos Somos Juárez* and *Convivir Mejor*—reflect an emerging understanding of how to address the drivers of crime and violence and take account of social and economic factors. Major challenges remain to generate and implement a coordinated, evidence-based GOM policy. The political transition that will take place in January 2013 with the presidential elections poses an additional challenge to the sustainability of recent programs. This highlights the immediate need to put an effective strategy in place and establish a solid foundation for producing positive and sustainable results in the short term.

Presently, there is much on which to build. It appears as though the wave of violence and crime in the cities of Ciudad Juárez and Tijuana may have peaked for the time being, providing a timely opportunity to engage citizens in community development and prevention programs. Taking advantage of this perceived moment of relative stability for establishing community-based crime and violence prevention and development programs may serve as the “tipping point” for communities to achieve lasting progress. The GOM has established an inter-agency Pillar IV Working Group at the National Level dedicated to address crime and violence prevention. The Working Group is represented by experts from *Secretaría de Gobernación* (SEGOB), *Centro Nacional para la Prevención del Delito y la Participación Ciudadana* [National Center for Crime Prevention] (CNPDP), the President’s Office, the Secretary for Education, the Secretary for Health, and *Secretaría de Desarrollo Social* (SEDESOL). The National Center for Crime Prevention is in the process of developing a *Programa Nacional para la Prevención Social de la Violencia y la Delincuencia* [National Crime and Violence Prevention Program]. SEGOB is channeling funds to municipal governments (*Subsidio para la Seguridad Pública en los Municipios* [SUBSEMUN]) to finance prevention activities at the local level. The *Ley General para la Prevención Social de la Violencia y la Delincuencia* and the *Ley General del Sistema Nacional de Seguridad Pública* mandates the establishment of inter-agency bodies at the state and municipal levels to address crime and violence prevention. Although they may not be operational yet, the municipal-level bodies are referred to as *Consejos Municipales de Participación Ciudadana* in Chihuahua, *Comités de Consulta y Participación Ciudadana* in Nueva León, and *Comités Ciudadanos Municipales de Seguridad Pública* in Baja California.

While the institutional arrangements exist to coordinate and channel support for violence and crime prevention activities, the ground is also fertile for the replication and consolidation of violence and crime prevention activities at the local level. A recent rapid assessment of youth-focused crime and violence prevention activities and programs in the cities of Ciudad Juárez, Monterrey, and Tijuana identified numerous practices that show promise for validation and replication. The same study identified several local funding, research, capacity-building, and implementing institutions in each city that lend themselves to developing and implementing crime and violence prevention-related research and programs.

3.0 STRATEGIC FOCUS 2012

CVPP will support 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 improve the quality of citizens' lives. CVPP will accomplish this by leveraging existing resources and opportunities— knowledge, experience, potential investments, partnerships, emerging models and policies, and effective institutions. Leveraged resources and opportunities, combined with the provision of targeted technical assistance to strengthen the institutional capacity of the GOM to formulate and implement evidence-based crime and violence prevention policies and improve social cohesion at the community-level, will ensure the success of CVPP. CVPP will complement existing efforts of the GOM and facilitate technical resources and knowledge in close collaboration with the GOM.

3.1 CVPP GUIDING PRINCIPLES

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

CVPP will take stock of existing research, knowledge, human resources, institutions, policies, and programs through rapid assessment and baseline studies at the national and local levels. Taking stock of these assets and building on them will enable the Program to catalyze existing leadership, practices, and infrastructure to accomplish the results that Pillar IV strives to achieve.

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

CVPP will build on existing momentum and all of the work accomplished during the current administration by taking stock of current assets, putting an effective strategy in place, and initiating the implementation of significant activities prior to the 2012 election, all during the first year of the Program. Building the capacity of Mexican institutions (particularly public institutions engaged in crime and violence prevention at the national and municipal levels), private sector funding institutions, and civil society implementing grantees will serve to not only accomplish anticipated Program results but to sustain outcomes beyond the life of the Program.

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. The information should be produced through acceptable research methods and be accessible to key implementers and policy makers so that its analysis and presentation results in improved policies and effectiveness of crime and violence prevention programs. The Program proposes to do this by identifying, compiling, and making available relevant quality information that already exists through a central database/website complemented by communication events to disseminate information. Evaluation and documentation of promising practices, particularly at the community level, and implementation of targeted research to fill information gaps will also be produced and disseminated

throughout the life of the Program. With the GOM, 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 PROMOTE POSITIVE BEHAVIORS, IMPROVE COMMUNITY SAFETY, AND PRODUCE POSITIVE OUTCOMES, ESPECIALLY FOR YOUNG WOMEN AND MEN

The creators of Pillar IV support the premise 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 will support the development, implementation, and study of practices that promote healthy behaviors and relationships in the target communities. The ultimate objective is to produce positive outcomes for young men and young women; providing not only alternatives to crime and violence, but building positive role models that foster resilient and healthy communities. The Program will do this through the adaptation and implementation of the Youth Build International (YBI) model to the context of the nine target communities, and other proven successful initiatives, complemented by the development and implementation of a social communication strategy that promotes positive behavior change and relationships. 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 communities. The Program will support the development of safer communities by designing and implementing community policing programs based on proven successful models and working with municipal governments to support the target communities 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 will play 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 will also identify and ensure 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

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 Multi-Sectoral Pillar IV Working Group to develop a model for social programs and policies for crime and violence prevention in urban areas; and
- 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:

- Implementing 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); and
- 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

Approach: 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, CVPP will support the CNPDPC under SEGOB to fulfill its legal mandate related to the coordination of all efforts in this area. Based on conversations with the Pillar IV Working Group, CNPDPC/SEGOB will serve as the primary GOM counterpart to the Program to prevent delays in getting the Program off the ground and realizing results as soon as possible. CVPP will support the CNPDPC to establish a Task Force to coordinate all activities under this IR. The Task Force will have representation of all relevant entities from the GOM in the area of crime and violence prevention and will facilitate decision making processes related to the design, implementation, and evaluation of the National Crime and Violence Prevention Program and interventions.

CVPP will conduct a scoping study of existing studies and secondary data related to drivers of crime and violence, risk factors, and citizen vulnerability. This information (which will be part of the baseline study) will also identify the major Mexican research institutions with expertise and relevant skills in these areas and existing knowledge management platforms. CVPP will identify a qualified Mexican research institution to conduct both the scoping and baseline studies. Selection criteria will also include an assessment of the research institution's potential to serve as a primary research and knowledge management partner to the Program and GOM counterparts. Potential GOM research and knowledge management partners will be identified during the scoping process with the intention of establishing a research/knowledge management partnership among key private and government research and knowledge management institutions. CVPP will serve as the initial CVPP information-sharing platform while it identifies and strengthens, in close coordination with the CNPDPC, a sustainable institutional structure with the legal mandate to undertake this function. The initial studies and set-up of research/knowledge management institutional relationships will promote the foundation for establishing an ongoing research agenda; knowledge-sharing platform; baseline indicators; and methods for monitoring, evaluating, and learning from the progress of CVPP and the National Crime and Violence Prevention Program. In addition to supporting the refinement and targeting of CVPP Monitoring and Evaluation (M&E) systems and processes, this foundation will serve to adapt and establish a GOM M&E system for measuring the progress of the National Crime and Violence Prevention Program to be reinforced through capacity building delivered by the Program.

Data from the baseline will provide clear insight into the type, breadth, and depth of activities required to meet project targets at the impact and outcome levels. This is especially true in the case of perceptions of safety or health of communities, where a clear understanding of the causes of negative perceptions will provide key inputs to develop effective communications, outreach and activity implementation strategies. Baseline data will be collected for six of the program's indicators. Baselines for the project's remaining indicators have already been established. (See the Performance Monitoring Plan [PMP] matrix.) The studies will result in the following outputs that will contribute to the knowledge base and improve on CVPP programming:

- Improved understanding of gender relationships, barriers, and opportunities for crime and violence prevention policies and programming;
- Identification of existing relevant studies, ongoing research, data, and knowledge-sharing efforts;
- Information research and gaps that require additional or further study to inform crime and violence prevention policies and programs;
- Agreement and scope of work with an institution with solid evaluation expertise to conduct a strategic evaluation of the GOM crime and violence prevention initiatives in Year 2 of the Program to establish a baseline and serve to adjust the program;
- Establishment of a CVPP knowledge-sharing platform via the establishment of a CVPP website and the communication strategy (Activity 1.3); and
- Establishment of a knowledge-sharing interactive platform within CNPDPC to serve as repository of the information and to share information within the GOM and with the public.

A significant contributor to the ongoing research and knowledge management platform will be the implementation of a process to identify, evaluate, document, and learn from best practices in crime and violence prevention, particularly those that stem from the implementation of IR2. Working with the CNPDPC/SEGOB, a process will be defined to establish criteria for the definition of a CVPP best practice and a systematic methodology for extracting lessons learned/best practices from ongoing and new initiatives. CVPP will transfer the methodology to relevant GOM staff and will develop a guideline that will serve as the standard for the development of best practices in this area. CVPP will support the CNPDPC/ SEGOB's efforts to develop best practices in the target communities and give priority to the selected practices. To the extent possible, CVPP will also identify best practices beyond the target communities. Lessons learned and proven promising practice initiatives will be shared via the knowledge-sharing platform. CVPP will also co-sponsor a publication that will present the best practices selected and documented and support events to promote lessons-learned and share success stories.

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

Approach: Based on GOM's ongoing efforts, the Program will work with the CNPDPC/SEGOB to design and develop a model for social programs and policies in crime and violence prevention in urban areas. The process will build on the experiences of CNPDPC and *Centro Nacional para la Prevención de Accidentes* (CENAPRA) to date and develop a crime and prevention policy-mapping tool that will enable policy makers and the Pillar IV Working Group to understand how to design and modify the model effectively over time. The tool will be used to illustrate, graphically, the current state of policy and how the existing policy relates to and impacts related institutions and programs. The tool will be supported on a geographic information platform that captures CVPP indicators along with GOM and CSOs interventions nationwide. Much of the information that will be used to develop the policy mapping tool initially will come from CNPDPC's and CENAPRA's experience to date and research conducted in Activity 1.1. The policy mapping tool will inform the design of the Program and the national crime and violence prevention model by illustrating the key public actors/institutions and stakeholders involved in the application of the model and their relationships along with the nature and location of related actions/programs.

CENAPRA has developed quantitative and qualitative tools that not only measure levels of violence but the prevention of accidents. The database includes demographic and social information such as civil society and federal government capacity to articulate their activities with a public health perspective. The policy mapping tool will utilize what CENAPRA has already done by identifying, organizing, and compiling relevant

information and lessons learned and adapting them to the needs of CNPDPC in two essential ways: (1) methods of measurement and (2) their prevention strategies.

With the understanding that crime and prevention policy and programming is multi-sectoral, the policy mapping tool will include mechanisms for communication and experiences of other agencies and secretariats (such as SEDESOL, Education, Health, etc.), mirroring the multi-sectoral nature of the Pillar IV Working Group. The policy mapping tool will be designed to be accessible to all of the secretariats and will draw on the information available through them. The mapping will be designed technologically to produce visual, geographically referenced, “layers” of data by sector (e.g., social services, law enforcement activities, etc.) which can be viewed separately or layered to facilitate multi-sector or sector-specific analysis.

CVPP will contract an expert (consultant) in this area who will work with the CNPDPC to define and apply the policy mapping tool. The consultant will ensure that the tool is user friendly so that it can be updated by the Program staff and research partners periodically to inform the Pillar IV Working Group on the effectiveness of the model and how to modify if necessary.

CVPP will also support the CNPDPC/SEGOB in the development of the “*Reglamento de la Ley General para la Prevención Social de la Violencia y la Delincuencia.*” By law, the GOM is mandated to publish the regulations within 180 days of the publication of the Law (before July 8, 2012). CVPP will promote the inclusion of citizen participation mechanisms for the diagnosis, implementation, monitoring, and evaluation of programs funded through intergovernmental transfers such as SUBSEMUN (see Activity 2.2 below).

4.1.3 INTERMEDIATE RESULT 1, ACTIVITY 3: SUPPORT GOM’S COMMUNICATION PLAN THAT INCLUDES SOCIAL COMMUNICATION EFFORTS AND A VIOLENCE PREVENTION OUTREACH STRATEGY

Approach: CVPP will assist the GOM to develop and implement a communications/outreach strategy that will include a communications campaign for social change, enhance public relations for the proponents of the crime and violence prevention model, and result in a detailed communication plan that will ensure that the campaign is successful and good public relations are maintained, particularly at the community level. Linking with IR2, the communications/outreach strategy will ensure that relevant stakeholders who promote the prevention agenda in the target cities are engaged and the impact is strongest at that level while at the same time, aligning with the national strategy.

The campaign will garner support and foster advocacy on behalf of citizens for GOM crime and violence prevention policy and action within the target cities. Through behavior change communications, the campaign will also seek to modify attitudes and behavior that contribute to underlying drivers of violence such as harmful gender relationships and cultural norms. Although this is a slow process, there are examples of communications and program interventions that have been successful in promoting healthy behaviors and positive roles models that produce such a shift. Examples include the Program H implemented by ProMundo out of Brazil and the multi-country Men as Partners (MAP) Project, both of which work with young men to redefine manhood and masculinity, proven to be effective in reducing gender-based violence.

CVPP will implement a three-step process to develop and implement the Communications/Outreach Strategy: (1) conduct a rapid assessment, which will (2) inform the development of the Strategy, and (3) the definition of three geographically focused communication plans for action. Given that the CVPP Strategy is also the GOM’s strategy, it is important that a GOM Communications Task Force, mirroring the multi-sectoral composition of the Pillar IV Task Force, be formed to participate in the development of the strategy and ensure that local communication efforts align with and serve to reinforce a national “brand.”

To sustain participation and support of the crime and violence prevention agenda beyond the upcoming elections, CVPP will support a transition communications activity in the short-term that will precede the finalization of the communications strategy but will be integrated into the eventual strategy. Transition communications activities will seek to position the crime and violence prevention agenda in the public

opinion targeting both civil society and key political actors at the national and local level working through CSOs/NGOs. This transition communications activity will be implemented in two phases: before the federal government and Congress takes place in January 2013 and after the elections through the first three months after the transition is completed. During the pre-transition phase CVPP will:

- Work with NGOs and the academia such as the *Centro de Colaboración Cívica*, *Red de Expertos en Seguridad*, *Red de Silvano Cantu*, *FUNDAR*, *Academia UNAM*, *Causa en Común*, *México Unido Contra la Delincuencia*, and *Relige Castiga* to raise awareness related to crime prevention.
 - Build networks with journalists at national and local level and share information to visualize efforts by the GOM and local organizations in the area of crime and violence prevention. CVPP will use success stories and best practices and share it with the media. At the local level, CVPP will work with local NGOs to promote the dissemination of messages in this area working with journalists and the media and will promote partnerships with media outlets (such as channel 44 in Ciudad Juarez) to disseminate public communications campaigns facilitated by CVPP through local organizations.
 - Support conferences and public events that will increase the profile and public opinion on the issues and encourage the participation of journalists and the media to cover these events. The Program will collaborate with events that have already been planned for the period that lend themselves to furthering the agenda.
-
- Work with the CNPDPC to disseminate the crime and violence prevention agenda through international and national forums and networks (academia, think tanks, and NGOs, and international organizations) in order to position the message in the public opinion. Starting in the third month, the Program will engage organizations such as the *Universidad Iberoamericana* and the *Tecnológico de Monterrey* (on CPTED); *Instituto para la Seguridad y la Democracia, AC* (INSYDE) (training of journalists); *Periodistas a Pie* (promoting *Periodismo por La Paz*); and the National Conference of Governors, among others, to support this short-term activity with the intention of building on this initial experience in the communications/outreach strategy in the long term. CVPP is working closely with CNPDPC to identify technical conferences and events that are already scheduled to take place from April through December 2012.
 - Coordinate with NDI and IRI programs to promote the crime and violence prevention agenda in Monterrey, Ciudad Juarez and Tijuana among candidates for Congress in the three cities.
 - Map out the technical team of the presidential candidates who are focusing on security and crime and prevention issues, invite them to program supported events and share CVPP's publications through local organizations.

Once the election takes place and during the government transition CVPP will:

- Work with USAID to introduce the CVPP to the GOM Presidential Transition team to promote the smooth transition of the new government. The Program will identify leaders within the new Government of Mexico Presidential Transition Team whose members have strong potential to move the agenda forward, work with USAID to foster productive working relationships, introduce the Program and define what can be done to promote continuity, continue to work with CSO alliances to ensure civil society support, and to hold new leaders accountable to follow through with the pre-election agenda and commitments.
- Continue supporting conferences, events and training activities to position the crime and prevention agenda in public agenda.

In support of the development and implementation of a long-term strategy CVPP has identified communications/outreach expertise in the form of the professional and well-qualified partner: Howard Delafield International, LLP (HDI). The HDI consultant, Lynda Bardfield, is a communication professional with over two decades of experience in social marketing, advertising, public affairs advocacy, and traditional and new media. She has provided strategic planning and creative direction for national and international public sector clients and foundations, with a specialty in demand generation, branding, and gender-responsive behavior change communication. She will provide technical assistance to this Activity throughout the life of the Program.

The consultant, with the assistance of the CVPP Communications Specialist, will conduct a rapid assessment in May. The assessment will focus primarily at the local level and consist of: an environmental scan of previous or current communication efforts that address crime and violence (e.g., community-based actions, media); an improved understanding of how to align the Program strategy with community-based master plans to leverage impact and build on what local NGOs and local government are doing; identification of local communication partners and capacity (media, journalists, radio stations) and potential participants for the local communications task force; and audit present communication activities in the cities (e.g., what have been past or current communication/outreach, community youth efforts, and lessons-learned). The assessment will also improve understanding of nationally led communication efforts and key individuals and government institutions leading these efforts to ensure alignment and complementarity with the local campaign. Finally, the assessment will inform how gender will be integrated into the Strategy. Illustrative examples of how CVPP will address gender in the communications strategy are as follows:

- Identify female role models at the national and community level (to be recruited as spokespersons and mentors);
- Identify organizations working with women and girls, especially survivors of gender-based violence (GVB), and partner with them. We will leverage what they are already doing at the community level and determine how we can add value with communication activities and/or materials;
- Identify national and local media partners and work with them to ensure that they are portraying women in a positive light and not reinforcing damaging gender stereotypes. We will also guide them to integrate violence prevention storylines and themes into their current programming. We may also develop a media literacy program at the community level. It could be school based or as part of youth development activities. Media literacy aims at teaching youth how to analyze the messages they get through the media and through their environment that reinforce gender stereotypes and even glamorize violence;
- Piggyback on current GOM programs i.e. *Oportunidades* that provide benefits to low-income mothers/caregivers; and

We will also pursue the feasibility of pulling together groups of fathers (especially of girls ages 11-17) who are willing to speak out against intergenerational sex, GBV, and intimate partner violence. We will recruit real people (respected males and sports figures) in the community as champions and ask them to tell their stories and speak out against violence against women.

The information from the assessment will serve to inform the development of the CVPP Communications/Outreach Strategy. The following elements will be addressed in the Strategy: the composition of the multi-sectoral Communications Task Force at the National level and the scope of work; identification of creative teams (three-to-six participants from the media, local government, and NGOs from each target city) and professional ad agency/public relations firm to work with local counterparts; definition of communication/outreach campaign objectives, target populations, and consistent messages; and alignment between national and local efforts.

The overarching Strategy will provide the framework for defining three operational plans that will be locally focused, adapted to the local level and engage local players. A series of workshops will be organized and

facilitated by the consultant in July to define the Communications/Outreach Strategy and plans. The outputs and outcomes of the implementation of the Strategy and plans will be monitored and documented to share best practices and lessons learned and inform ongoing adaptation to improve effectiveness. Success stories will be documented and shared with media that have been engaged with the Program for wider distribution as well as international media outlets such as CNN and Reuters.

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

Approach: Master plans developed in the nine target communities of 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) will form the basis for defining and implementing many of the IR2 activities. The Master Plans for crime and violence prevention and community development activities in each of these communities will be developed with technical guidance provided by carefully selected NGOs known to the communities and in close participation with community representatives to ensure local ownership and sustainability. This effort will take stock of CNPDPC's previous diagnosis and studies in the communities. The sequence of tasks for developing the Plans will be to contract NGOs from each city to provide technical guidance to the process, train sub-contractors in key technical themes, develop a methodology jointly, conduct rapid scoping exercise by sub-contractors in each community, identify key representatives from each community that will accompany the process, and develop the Master Plans in participation with these community representatives.

CVPP will implement the Community Crime and Violence Prevention Master Plans with local organizations in each of the three cities that are familiar with the local context and have worked in the target communities in order to ensure rapid and effective implementation of this activity within the four month timeframe. The CNPDPC will be engaged during strategic stages of the process such as in the initial training workshop, the final community presentations of the Master Plans and M&E Plans, and in the development of the final document. The process for Master Plan and M&E Plan development is as follows:

- Design of a uniform methodology and process applicable in all three cities through a conceptual model that will ensure consistent quality, comparability of results (monitoring and evaluation), and potential replication. CVPP technical oversight will ensure that the organizations apply adequate attention to cornerstones of the approach. For example, they will be required to address gender effectively by incorporating one or two team members with adequate gender expertise. The expertise will be applied in the assessment phase needs to identify power relationships and principal differences among men, women, young men, and young women; and based on this understanding, incorporate gender responsive activities into all of the Master Plans.
- Implementation of a training workshop on April 17–18 in Ciudad Juarez for all three organizations to ensure consistent and quality application of the methodology. CVPP will draw on the specialized expertise of each organization, such as Project Concern International (PCI) in gender, to strengthen the capacity of all three organizations in these areas.
- Establishment of Working Groups that will evolved into Municipal Crime/Violence Prevention Committees for the development and implementation of the Master Plans (more information on the MCVPCs is provided below). CVPP will identify all existing structures of citizen participation (such as the *Consejos Ciudadanos* in Ciudad Juarez) at the community level and work with them to ensure that the Master Plans are inclusive, respond to the needs of the community, and are sustainable.

- Development and implementation of the Master Plans will be closely monitored by CVPP’s regional coordinators and technical staff. Particular attention will be given to effectively addressing gender-related issues identified in the assessments and integrating gender-responsive interventions into the Master Plans. Preliminary issues related to gender that have been identified prior to conducting the assessments that will have an impact on achieving the CVPP objectives include:
 - High prevalence of gender-based violence (GVB) intra-familial as well as within the communities (rape, victims of gang and organized crime violence, etc.);
 - High incidence of out of wedlock and teen pregnancies, teen fathers;
 - Harmful stereotypes of men as powerful and women as powerless;
 - Lack of equity in access to services and decision-making; and
 - Although the education and economic opportunity gaps between men and women have been steadily decreasing in many parts of Mexico, in poorer, fractured communities these gaps still exist.

Illustrative gender-responsive interventions to address these issues that may be included in the Master Plans are:

- Ensure the equitable representation of men, young men and young women in the Master Plan development process;
- Promote reproductive health education for youth that incorporate themes on healthy role models, masculinity and sexuality;
- Support adult education informal education that incorporate themes about parenting and healthy parental role models;
- Support the development of informal self-help support groups around issues of importance to the community that promote positive actions and behaviors such as: young parenting (fathers and mothers), single parenting groups, youth engaging in livelihood and/or community services together to serve as positive role models, young people helping the elderly, etc.;
- Assess the differential vulnerabilities to violence of men, women, young men and young women in each community and ensure that violence prevention and policing activities are designed to address them;
- Support youth leadership development – young men and young women; and
- Take into consideration the differential circumstances of men and women – access to resources, decision-making, skills and knowledge – for all Master Plan activities, particularly those related to livelihoods and skills development. Presentation of the Master Plans and accompanying M&E plans by the community representatives in a community meeting of stakeholders, including government representatives, citizens, and collaborating implementers and funders (public and private sectors, along with civil society groups).
- Documentation of the experience of in all nine communities summarizing the methodology, results, and lessons learned to inform future replication in other communities in the country. The document will be developed in closed collaboration with the CNPDPC.

By the fifth month, the plans will have been finalized and some of the activities initiated. As mentioned, CVPP will work with other implementers and funders (e.g., private sector, local governments, NGOs, Annual Program Statement [APS] grant recipients, etc.) to leverage and identify resources (technical and financial) to ensure activities are funded and implemented well. The Program will fund and oversee implementation of

strategic activities such as potential promising practices that are not supported by other sources through the Program’s small grant-making mechanism. The Program will also oversee the participatory application of the M&E plans to measure progress, capture lessons learned and document best practices.

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

Approach: Activity 2 will align crime and violence related aspects of the municipal, urban development, and community master plans to ensure improved “state of the art” urban planning, efficiencies between levels, and sustainability. It is widely recognized that the physical environment—land use, building distribution and design, streets and parks design, and lighting, among others—have an effect on the incidence of crime and perceptions of safety. Addressing these issues in an integrated manner can have a positive impact on the quality of life of communities. “If a site is laid out well, the likelihood of it being targeted for a crime may be reduced.”¹

The CVPP recognizes the importance of the urban environment in prevention programming. Therefore, we will incorporate the principles promoted by the internationally known approach of CPTED. The CPTED methodology provides holistic strategies which seek to establish urban environments that discourage criminal and violent behavior. We will provide training in CPTED at the community-level to identify specific activities in support of crime prevention. Together with our CPTED consultants, we will conduct an open and transparent process involving all actors in the target communities, including neighborhood and youth groups (formal and informal), private sector, religious organizations, and others. CPTED will be integrated throughout the municipalities as well and the Program will create CPTED “cells” within each municipality selecting four-to-five representatives from key departments (such as urban planning, public works, community development, etc.) to promote the methodology. The Program will also involve state and federal government representatives in trainings on CPTED.

The Program will strengthen representative bodies at the state, municipal and local levels to improve capacity, foster synergy and coordination. The activity will entail the identification of municipal level inter-agency and municipal multi-sectoral crime and violence prevention bodies (MCVPs), develop and provide capacity building to the MCVPs using the approach and methodologies of the International City/County Management Association (ICMA), provide targeted capacity building and technical assistance to relevant local government agencies and members of the MCVPs in CPTED, engage the private sector in support of the urban development plans, and launch a Municipal Safety Award Program.

Building on what has been defined by the *Ley General para la Prevención Social de la Violencia y la Delincuencia* [National Prevention Law], the Program will work with local officials to identify, promote, or strengthen the corresponding crime and violence prevention units which will function as MCVPs. The Program will adapt and apply ICMA’s institutional strengthening approach and tools to support the development of the MCVPs. In addition, CVPP will promote the incorporation of CSOs, private sector, national government agencies, and local government representatives in the MCVPs and assist in developing their capacity to conduct diagnostics and develop crime and violence prevention plans which take into account the community Master Plans. The Program will also 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). The Local Governance Specialist will adapt the approach to the context of each city

¹ Crime Prevention Through Environmental Design, General Guidelines for Designing Safer Communities, City of Virginia Beach, VA, January 20, 2000.

and assess the feasibility of transferring the methodology and tools to local NGOs to build local capacity and ensure sustainability.²

ICMA's *Inventario de la Capacidad Institucional* (ICAPI) tool will be applied to the three target local governments to diagnose institutional capacity with special emphasis on the areas of social, administrative, planning, and urban development departments. In March, the ICAPI tool will be adapted for use in crime and violence prevention programming and applied in each city in May. The information captured from the application of ICAPI will serve as a baseline and to develop a technical assistance and training plan to strengthen the capacity of the Municipal Planning Institute, Urban Development Department, Social Development Department, and the Municipal Planning Council with an emphasis on CPTED. Based on the plan, technical assistance will be tailored and targeted to each institution's needs. In each subsequent year, the ICAPI will be applied again to measure change as a result of the capacity strengthening interventions. Examples of technical assistance that the Program may employ include:

- ICMA City-to-City exchanges: exchanges with local government experts from the US border cities of San Antonio and Tijuana; and
- Technical assistance from US cities implementing CPTED and the Chilean Chapter of the International CPTED Association and/or Mexican universities (such as *la Universidad Iberoamericana* and the *Tecnológico de Monterrey*).

To leverage additional technical and (possibly) financial support, the Program will engage the local private sector through the *Cámaras de la Construcción*, *Consejos Coordinadores Empresariales*, and university faculty of architecture in each city to promote the CPTED. The Program will foster engagement with the private sector by including private sector representatives in City-to-City exchanges, promoting the engagement of architecture students in planning and implementation of CPTED projects as part of their social service program, and introducing a certification program on CPTED for architects through a local NGO in partnership with the Latin American Chapter of the International CPTED Association (ICA) Certification Program.

The Program will support the alignment of federal (such as SEDESOL-HABITAT and Ministry of Finance's *Fondo de Desarrollo Metropolitano*) and state interventions impacting urban planning in the targeted cities. During the first year, CVPP will work with the MCVP bodies to align crime and violence-related aspects of the municipal and urban development plans with the Community Master Plans. The MCVPs will serve as the linchpin where the community representative bodies defined in Activity 2.1 interact with local government on aspects related with municipal planning. At this interface, the Program will facilitate coordination between Master Plans and Urban-Municipal Development plans. The Program will also work to ensure that other municipal resources such as SUBSEMUN are leveraged to support these efforts. To promote "CPTED-friendly" activities and foster learning about best practices, innovative CPTED activities that are aligned to both community master plans and improved municipal development plans will be prioritized for receiving small grants through CVPP during the first year. These interventions will be monitored, evaluated, and documented for effectiveness and lessons learned, ultimately feeding into activities for replication and model development under IR1.

To promote crime and violence prevention policies and investments at the local level, the Program will develop a national Municipal Safety Award Program for local government to be implemented in the second year. The award will be based on indicators, operated by a local NGO through the Program's grant program, and will fund specific projects. The Program will complement small grants with resources leveraged by the private sector (such as Prudential, FEMSA, and MetLife, among others) through PPPs or grants for projects in the municipalities receiving the Award. Awards will be publicized to recognize municipalities implementing

² Local elections take place in Monterrey in July 2012, which may delay the development and implementation of local government activities until later in the year.

and promoting effective and sustainable municipal safety efforts. The Municipal Safety Award Program will incentivize local authorities to implement and institutionalize effective crime and violence prevention initiatives in their communities, such as a well-functioning MCVP. The Award will also serve as recognition for municipalities that support and promote institutional environments favorable to crime and violence prevention programs.

The Municipal Awardees will be identified by a selection committee composed of: one representative from a recognized university; one representative from the business community; three representatives from NGOs from each of the target municipalities; and one representative each from the CNPDPC, CENAPRA, the State Association of Governors, and the municipal associations. The criteria and process for the Selection Committee will be developed by the Program by the sixth month. The projects which are candidates for receiving grants in the municipalities designated to receive the award will be selected by a process led by the NGO running the Award Program. The NGO will follow the guidelines to be defined by the Program in collaboration with private entities providing complementary funds.

The selection process will involve the assessment of criteria based on certification rankings- a process similar to what has been applied by All American Cities and the National Award for Smart Growth Achievement. General criteria for the Award will include the existence of institutionalized processes in the area of urban and social development in the municipality that promote and support actual mechanisms for citizen engagement in prevention (for example, the MCVPs), the application of CPTED policies and actions, the implementation of participatory budgeting practices and processes for violence prevention, the application of gender and youth programs and policies. The committee will further elaborate on the specific indicators that will define the Award Program in line with the general criteria. The criteria will be structured as a type of ranking which will enable the evaluation committee to compare and rank municipalities. The Award Program rules will define how the Award is granted based on the ranking results. The assessment of the municipalities will be conducted by the NGOs responsible for operating the program. The NGOs can invite other organizations and universities to assist them in the assessment process. The assessment process will require the municipalities to present proof of their institutional and operating structures to support an environment conducive to crime and violence prevention.

By month eight, the CVPP Team will have developed the Award model to rank the municipalities and will perform a trial assessment to test it before the end of the first year in the three target municipalities. Likewise, the CVPP will develop a draft of the guidelines for the selection process of projects to receive the grants. Starting in the second year, the Award Program will be launched. The assessment process, as well as the Award rules, will be validated by the Selection Committee and reviewed regularly to validate their relevance and impact as an incentive mechanism to municipalities to promote a culture of support for crime and violence prevention.

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

Approach: CVPP will promote transparency and accountability in local government-led planning and budgeting for crime and violence prevention programs. To do this, the Program will provide capacity building and technical assistance to local governments in planning, project development, budgeting, and financial management. CVPP will also strengthen citizen participation in budgeting and oversight mechanisms. The Program will promote the MCVP body as a citizen participation mechanism among others established by law.

Traditionally, the municipal governments define their resource allocation, including the development and approval of the budget, with limited or no citizen consultation or input. Best practices in local governance show that open and participatory budget processes increase citizen involvement and improve local government response to citizen needs. Mexico has established a formal open budget process for the federal Social Investment Fund under *Ramo 33*. By law, the municipal government is required to establish and work

with a citizens' committee to define and prioritize public spending projects. The committee is, in most cases, referred to as the *Comité de Planeación del Desarrollo Municipal* (COPLADEMUN) and each municipal president names the committee participants. The Program will support the implementation of this law by working with local governments and communities to apply this institutional process in favor of publically funded crime and violence prevention projects. To support the municipalities to implement this process will require strengthening their capacity to organize and develop projects and budgets which are presentable and actionable through this open, participatory process. CVPP will provide training and technical assistance to the municipalities to strengthen project development and budget processes, as well as their ability to organize and facilitate an effective, participatory process.

Specifically, based on the results of the ICAPI exercise (as described in Activity 2.2), the Program will provide tailored and targeted technical assistance to local governments in the areas of planning, project development, budgeting, and financial management as pertains to crime and violence-related public investment decisions. The CVPP will promote inclusion and citizen participation in the municipal budget process, prior to the final submission to the Municipal Council by holding open forums in which properly developed projects related to crime and violence prevention are presented to the public. The MCVP bodies will serve as the vehicle to organize forums where budget options will be presented and discussed. As a result of the forums, a set of budget recommendations will be issued to the Council for approval, which, by law, is equivalent to the municipal council or *Cabildo*. The process will entail the provision of technical assistance to the municipal governments to improve project design (logical frameworks) and preparation of project budgets applying the methodology required by the Mexican Congress to establish budgeting for results across all levels of government. The ultimate goal of the open forums is for the communities to provide input into the Municipal Council budget decision-making process. Representatives of private and social funds will be invited to the open forums as means for becoming familiar with the process and community needs to encourage them to participate in public-private partnerships.

In addition to supporting the development of improved budgeting and financial management systems and practices, CVPP will also improve local governments' ability to formulate projects in the area of crime and violence prevention. To support project development at the local level further, CVPP will encourage local governments to diversify beyond the Social Investment Fund to other sources of funding, such as SUBSEMUN. The Program will develop the capacities of local governments to access and manage resources that come from other funds.

At the same time that the Program is improving local government capacities and systems, technical support will be provided to local community-based organizations to monitor and advocate for transparency and efficient fiscal management in crime and prevention investments through the MCVP bodies.

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

Approach: CVPP recognizes that effective community-based policing requires a well-trained police force and constructive collaboration, based on trust, between police and the communities they serve. CVPP will not work directly to improve the capacity of the police but will strive to improve relationships between police and citizens in the target communities by improving community-based policing efforts. CVPP will work, primarily, with the municipal or state police, depending on the coverage and institutional development level of the police force in the target *polígonos* and support collaborative policing efforts between the police and the communities. However, CVPP acknowledges that successful community policing initiatives require working with the police to improve their institutional capacity to understand and put into practice effective community policing. Best practices from the region show that community policing initiatives that focus on both institutional capacity building of the police force and community based approaches are more likely to improve community trust in the police and better policing in the communities. CVPP will promote community-based initiatives that support improved policing in Activities 2.2 through 2.6 of IR 2. We will

also improve coordination with other police institutional capacity building efforts led by the Narcotic Affairs Section of the US Embassy in Mexico and the GOM currently working with the municipal and state police in some of the target municipalities. The community-based activities and improved coordination will include training in the culture of lawfulness, citizen-centered and problem-oriented policing, human rights, transparency and accountability, intelligent policing, and police structures and will ultimately improve the institutional capacity, values, professionalism, and effectiveness of the police force..

CVPP understands that the operation of Transnational Crime Organizations (TOCs)- notably drug trafficking cartels- in the target communities of Monterrey, Ciudad Juarez and Tijuana pose additional challenges and risks to the development of safe and sustainable community policing interventions. Therefore, CVPP proposes a carefully integrated and phase-oriented approach that recognizes the unique dynamic of each *poligono*. Working in close collaboration with police reform initiatives implementing community based interventions, CVPP will improve the relationship between the police and the communities. We will work through the MCVP bodies encouraging the participation of municipal and other police in the committee and their regular participation in meetings.

Starting in the fourth month, CVPP will conduct a quick assessment to identify the entry points of collaboration between citizens the municipal/state police in each of the target *poligonos*, previous efforts of community policing, existing institutional reform assistance from NAS or other initiatives, and possible areas of intervention with specific units or department within the police. The assessment information combined with the information collected for the Community Master Plans (Activity 2.1) will be used to identify potential interventions and adapt specific models/initiatives as well as constraints relevant to the target communities.

In parallel, CVPP will promote a program similar to *La Policia que Queremos* implemented in Mexico City, which surveys the perceptions of youth regarding the municipal police and vice versa. The survey information is used to define critical areas of intervention to improve relationships between youth and the police. The survey will be conducted in the target communities. Through the assessment, Master Plans and the survey, CVPP will identify possible areas of intervention to improve youth and police relationships through the use of small grants for activities. The activities may include programs led by the municipal/state police that benefit youth such as sports, recreational and cultural activities, community centers, etc.

Starting in the sixth month and based on the results of the assessments, CVPP will start the implementation of initiatives in the target communities that are tailored to the particular context of each community. During this phase, CVPP will promote the exchange of information and knowledge from other successful practices in Mexico, the LAC region and/or the US. The information exchange will serve to sensitize municipal/state police and community leaders about the concept of community policing and create a core of individuals and institutions already involved in, or potentially participating in, local community policing activities. In particular, CVPP will leverage ICMA's network of professionals in US cities by carrying out city exchanges with border cities in the US (El Paso and San Antonio) to showcase community policing experiences. The experiences will showcase where officers are engaged with youth and communities including: police athletic leagues (PALs) and other after-school tutoring/mentoring programs; citizen police academies; school resource officer programs; among others. Through these exchanges, for example, US PALs will help police officers in Mexico to understand how to work with the youth and how to promote positive values and messages while engaging with them in community-based youth activities. CVPP will also study and apply community based interventions such as Safe Schools that have shown positive results in Central America in narrowing the gap between police and citizens and tailor them to the community context.

While conducting the assessments CVPP will start the development of a Community Policing Guide which will comprise the following: 1) a conceptual section presenting the nature, scope and objectives of community policing intervention to promote a standard understanding of community policing approaches within the context of good policing; 2) a best practices section that provides examples of methodologies and approaches that have proven to be effective in other countries and in Mexico; and 3) a general approach and

methodology section to guide the design, implementation and evaluation of community policing interventions in Mexico based on CVPP's studied and documented experiences along with others. The communities will be encouraged to adapt or improve on their community policing models based on the guide during the last two years of the Program and best practices will be disseminated nationally and internationally through the CNPDPC. The first draft of the Guide will be delivered at the end of Year 1 and will be adjusted and improved throughout the life of the program to document at least two cycles of specific interventions.

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

Approach: The process for supporting community healing/victim's programs implemented by local groups in the nine target communities will involve identification of existing community healing interventions and promising interventions from other Mexican communities. The Program will then work with local implementers and community groups to adapt and incorporate these activities and promising practices that already exist in the communities into Master Plans and fund them. The programs will be monitored, evaluated, and documented with lessons-learned and proven best practices feeding into the first objective to share learning.

The Program will identify actual and potential ways of supporting community healing via the initial community-based rapid assessment that will be conducted by the NGO sub-contractors in Activity 2.1 and by identifying current promising practices throughout Mexico. Healing is addressed at three levels: individual, institutional, and community. At the individual level, activities may involve small grant support to local institutions that provide counseling and treatment to victims of violence and their families. At the community level, the relationship among victims, their communities, and violence can be addressed through restorative justice and access to legal counsel, redress, and justice. CVPP will seek to collaborate with the Rule of Law Program that Management Systems International (MSI) is currently implementing with the support of USAID and local human and legal rights institutions. Other effective interventions at the community level include strengthening community relationships through group healing activities and the development of social networks through collective activities in the arts, sports, and recuperation of communal meeting areas, among others. At the institutional level, interventions are related to Activity 2.4 (improving relationships between citizens and law enforcement officials), particularly related to the first line of contact with victims and how to facilitate access to justice, treatment, and counseling effectively and humanely.

CVPP will build on existing opportunities to strengthen and promote healing within the target communities. For example, the target communities are relatively established; people have been living in the communities for a long time, with the exception of Ribera del Bravo; and the resilience of the citizens and existence of informal social networks should be acknowledged and serve as assets for developing crime and violence prevention programming. Strengthening informal social networks is one of the most effective ways to reach out and provide support to the most vulnerable—women and young people—along with leadership development to advocate for rights, ongoing support, and care.

Innovative approaches will be funded by the Program's small grants program. Promising practices in community healing will be evaluated, documented, and shared to support replication and model development under IR1.

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 US)

Approach: In a similar fashion, CVPP will look for innovate approaches to disrupt the path for youth to criminality. As described in Activity 2.5, the initial rapid community assessments conducted by the NGO contractors will identify existing interventions that are addressing the drivers of crime and violence that

impact youth and respective implementing institutions. Based on this information, the sub-contracted NGOs will build on what appear to be or have potential to be promising practices and work with communities to include these within the Master Plans. Because disrupting paths for youth criminality, along with CPTED-friendly urban planning and supporting development of community policing and healing practices, are CVPP learning priorities, the Program will prioritize funding and evaluate, document, and share learning of experiences and best practices in this area.

CVPP will provide grants to promote specific promising interventions identified in the initial assessment. In addition to building on best practices in youth development identified in the initial assessment the Program will leverage the experience of YBI and their local partner *Jóvenes Constructores*. YBI will actively adapt and integrate the YBI model into the Master Plans of the three communities in Juárez, building on what *Jóvenes Constructores* has already begun to adapt and implement based on the YBI model as a strategy for youth development. YBI will focus on the development of institutional capacity of *Jóvenes Constructores* in its interaction with that organization. YBI's activities will promote mechanisms to disrupt the path for youth to criminality supporting innovative approaches to build social cohesion in the communities targeting youth and their families and creating safe spaces for peaceful coexistence targeting the drivers of crime and violence.

The YBI model is developed around four pillars:

1. Providing Counseling and Social Supports: Counselors assigned to YBI participants, psychosocial needs assessed, case management designed to address needs, and group and personal counseling sessions that improve understanding of and past incidents of personal and state violence in a respectful and culturally sensitive way;
2. Multiply Safe, Quality Economic Opportunities for Young People: YBI community-based technical and soft skills training aligned with documented demands of the local labor market, existing technical training systems mobilized to reach and productively train young people more effectively, opportunities for internships for YBI students and graduates co-designed with local businesses, local YBI programs linked to local businesses to generate mentoring resources and job shadowing opportunities for students and graduates, and four months of customized follow-up support services provided to graduates;
3. Provide Relevant, Engaging Opportunities for Educational Advancement: Customized baseline assessments of all YBI enrollees conducted; classroom-based instructional activities to address literacy, numeracy, and basic education deficits organized; core instruction on savings and financial literacy as an introduction to entrepreneurship provided; and agreements with local secondary and higher education systems established to facilitate YBI student transitions back to high school to complete their secondary education credential or into further skills training; and
4. Provide Young People with Core Individual, Group, and Community Leadership Competencies: Baseline leadership competencies developed with focus groups of young people in each community; competencies further honed through dialogue with community leaders; leadership competencies instruction and opportunities integrated for delivering in core YBI curriculum; community development training module that positions young people to lead the process of selecting projects for community improvement delivered; implementation of youth-led community improvement projects, including project planning, budgeting, implementation, management, and evaluation supported; and the organization of CVPP youth policy teams supported in the nine target communities.

YBI will implement the following tasks during the first year:

1. Assess current *Jóvenes Constructores* operations in Ciudad Juarez, with a particular focus on:
 - a. Existing partnerships that *Jóvenes Constructores* has already forged with NGOs, private sector, and local government institutions; assess strengths, weaknesses, and opportunities within these existing partnerships.

- b. Assess overall key strengths and weaknesses of the current *Jóvenes Constructores* design in Ciudad Juárez.
 - c. Assess and strengthen *Jóvenes Constructores* monitoring and evaluation systems to inform on-going programming and document lessons learned.
 - d. Update plans for *Jóvenes Constructores* growth and sustainability in Ciudad Juárez.
 - e. Organize a three-day learning exchange between US-based Youth Build programs in Los Angeles and Texas and the *Jóvenes Constructores* program site in Ciudad Juárez.
2. Analyze existing market scans of economic activity in Ciudad Juárez and identify opportunities for internships, jobs, and self-employment for young people;
 3. Assess and strengthen *Jóvenes Constructores* linkages with local government and departments in local government focused on community infrastructure, employment, and education; and
 4. Strengthen the *Jóvenes Constructores* program content focused on youth leadership development.

CVPP will evaluate, document, and improve on the YBI model, based on its application in the Ciudad Juárez communities. CVPP will work with Youth Build and *Jóvenes Constructores* to expand their operations in Ciudad Juárez into Tijuana and Monterrey starting in the fourth month of the program. In addition, as soon as the Community Master Plans have been developed, CVPP will implement youth development activities in both Monterrey and Tijuana during Year 1, based on the opportunities identified in the Community Master Plans and promising interventions for youth development that were identified during the rapid assessment in the three cities after the fourth month. All identified best practices in community youth development will be evaluated and documented to inform shared learning, replication, and model development under IR1.

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

Approach: As mentioned in Activity 2.2, CVPP will identify potential private funding organizations in each city and nationwide that 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 Master Plan and municipal urban planning levels. The Program will promote public-social-private partnerships models to fund specific initiatives at the community level. The partnerships will engage local organizations to design and fund social initiatives with the direct participation of the private sector in funding youth-community development projects, among others. The Program will promote at least one public-social-private partnership mechanism per city during its lifetime.

During the first six months, the Program will identify possible mechanisms and promote specific activities to engage federal government programs, businesses, NGOs, and local initiatives focused on crime and violence prevention. During the second year, the Program will design specific mechanisms to manage these partnerships, build their institutional capacity to design and implement projects, and/or fund specific initiatives.

The Program will work through local organizations such as *Centro de Fortalecimiento de las Asociaciones de la Sociedad Civil* (CEFOSC) in Ciudad Juárez to build the capacity of the local organizations. The capacity building and financial sustainability plans will be implemented in the second and third years. Progress will be monitored, evaluated, and documented based on the clear objectives and benchmarks defined in each plan.

ANNEX A. CVPP IST YEAR WORK PLAN/ IMPLEMENTATION TIMELINE

| Year I, February 2012 to January 2013 | | | | | | | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|---|---|---|---|--------|--------|----------------------------------|
| | F | M | A | M | J | J | A | S | O | N | D | J | Year 2 | Year 3 | Benchmarks |
| Mobilization and Project Start-up | | | | | | | | | | | | | | | |
| Mobilize Chief of Party and Start-up Team to Mexico | X | | | | | | | | | | | | | | |
| Establish Tetra Tech ARD's operation in Mexico | X | X | X | | | | | | | | | | | | |
| Establish relationships with multi-sectoral Pillar IV Working Group and state and local counterparts | X | X | | | | | | | | | | | | | |
| Develop and submit Work Plan and PMP | X | X | | | | | | | | | | | | | |
| Finalize hiring of local staff | X | X | | | | | | | | | | | | | |
| Submit Grants Management Manual | | X | | | | | | | | | | | | | |
| Establish financial management, M&E, and grants management systems | X | X | | | | | | | | | | | | | |
| Conduct team building session | | | X | | | | | | | | | | | | |
| IR I: Strengthened Federal Civic Planning Capacity to Prevent and Reduce Crime | | | | | | | | | | | | | | | |
| Activity I.1: Support GOM to improve monitoring and evaluation and knowledge sharing to inform national violence prevention and reduction policies and planning better | | | | | | | | | | | | | | | |
| Establish GOM National Crime and Violence Prevention Program Task Force | | X | | | | | | | | | | | | | |
| Select and sub-contract research organization to conduct scoping and baseline study (including Program's baseline data) | | X | | | | | | | | | | | | | |
| Conduct scoping and baseline studies | | | | | | X | X | X | X | | | | | | |
| Document and share results of the studies: research and academic institutions engaged in conducting crime and violence prevention studies and knowledge sharing, gender analysis, existing relevant studies and information, information and research gaps | | | | | | X | X | X | X | X | X | X | | | |
| Establish CVPP knowledge sharing platform–Program website | | | | | | X | X | | | | | | | | |
| Identify and strengthen GOM's knowledge management unit and develop GOM's knowledge sharing platform | | | X | X | X | X | X | X | X | | | | | | |
| Review and improve criteria and process for identifying, evaluating, documenting, and sharing learning on best practices | | | X | X | X | | | | | | | | | | |
| Establish National Crime and Violence Prevention Program M&E system. Implement process and share and analyze results periodically with CNPDPC | | | | | | | | | | | | ♦ | | | M & E system developed, month 12 |

| Year I, February 2012 to January 2013 | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|--------|--------|--------------------------------|
| | F | M | A | M | J | J | A | S | O | N | D | J | Year 2 | Year 3 | Benchmarks |
| Define a scope of work and develop an agreement with evaluation agency to conduct strategic evaluation of the GOM National Crime and Violence Prevention Program | | | | | | | | | X | | | | | | |
| Evaluation agency implements end of first year and end of Program evaluations. | | | | | | | | | | | | | X | X | |
| Transition Facilitation | | | | | | | | | | | | X | X | | |
| Activity 1.2: 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 | | | | | | | | | | | | | | | |
| Identify and contract with a consultant with expertise in policy mapping | | | | X | | | | | | | | | | | |
| Consultant develops a crime and prevention policy mapping tool | | | | | X | X | | | | | | | | | |
| The consultant applies the tool to graphically illustrate current state of policy | | | | | | | X | | | | | | ♦ | | Tool operational by month 18 |
| CNPDPC analyzes the results of the mapping and uses the mapping results to assist the GOM to make decisions to introduce or modify corrective actions to improve related policy and application | | | | | | | | X | X | X | X | | | | |
| Support CNPDPC in the development of the Regulations related to the <i>Ley General para la Prevención Social de la Violencia y la Delincuencia</i> | | | X | X | X | | | | | | | | | | |
| Activity 1.3: Support GOM's communication plan that includes social communication efforts and a violence prevention outreach strategy | | | | | | | | | | | | | | | |
| Communications consultant to conduct rapid assessment at community and GOM levels | | | | X | | | | | | | | | | | |
| Establish Community-Level and GOM Communications Task Forces | | | | | X | | | | | | | | | | |
| Conduct Communications Strategy Workshop outputs: campaign objectives, and community-level implementation plans | | | | | | | X | | | | | | ♦ | | Communications Plans, month 12 |
| Implement communication strategy at the national and local levels | | | | | | | X | X | X | X | X | X | X | X | |
| Identify networks and forums to promote the crime and prevention agenda | | | X | X | | | | | | | | | | | |

| Year I, February 2012 to January 2013 | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|--------|--------|--|
| | F | M | A | M | J | J | A | S | O | N | D | J | Year 2 | Year 3 | Benchmarks |
| Implement short-term activities with networks and forums to generate public opinion and advocacy around the relevance of crime and violence prevention initiatives to improve security and governance through government transition | | | X | X | X | X | X | X | X | X | X | X | | | |
| IR 2: Strengthened Capacity of State and Local Governments to Implement Crime Prevention/Reduction Initiatives | | | | | | | | | | | | | | | |
| Activity 2.1: Crime and Violence Prevention Master Plans developed and implemented in target communities | | | | | | | | | | | | | | | |
| Sub-contract with three Master Plan NGOs, one for each city | | X | | | | | | | | | | | | | |
| Conduct workshop to train Master Plan NGOs in key technical themes and to develop a common methodology for conducting rapid assessments and developing the Master Plans | | X | | | | | | | | | | | | | |
| Master Plan NGOs review and update GOM's previous scoping assessments in each target community | | | X | | | | | | | | | | | | |
| Master Plan NGOs identify and organize representative community groups that will lead Master Plan development and implementation | | | X | | | | | | | | | | | | |
| NGOs work with communities to develop the nine Master Plans | | | | X | ♦ | | | | | | | | | | 9 Master Plans, month 5 |
| NGOs develop monitoring and evaluation plans to accompany Master Plans | | | | X | ♦ | | | | | | | | | | 9 M & E Plans, month 5 |
| Initiate implementation of Master Plans beginning with "quick" to implement readily identified best practices (e.g., six identified by SEGOB in Ciudad Juárez) | | | | | ♦ | X | X | X | X | X | X | X | X | X | Initiate implementation of Master Plans, month 5 |
| Issue and manage small grants to fund best practices where other funding is not available | | | | | | X | X | X | X | X | X | X | X | X | |
| Monitor, evaluate, and document progress toward achieving results defined by the M&E plans, share knowledge through knowledge platform | | | | | X | X | X | X | X | X | X | X | X | X | |
| Activity 2.2: Support urban and social planning strategies to strengthen crime and violence prevention | | | | | | | | | | | | | | | |
| Establish MVCPS in each target municipality | | | | X | X | X | X | X | X | X | X | | | | |
| Provide capacity building and technical assistance to support the development of the MVCPS | | | | | X | X | X | X | X | X | X | | | | |
| Adapt the ICAP tool for use in crime and violence prevention programming | | X | | | | | | | | | | | | | |

| Year I, February 2012 to January 2013 | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|--------|--------|------------|
| | F | M | A | M | J | J | A | S | O | N | D | J | Year 2 | Year 3 | Benchmarks |
| Apply the ICAPI tool to assess the institutional capacity of three target local governments | | | X | | | | | | | | | | | | |
| Develop technical assistance and training plan for municipal institutions based on the ICAPI assessment results | | | X | X | | | | | | | | | | | |
| Implement the technical assistance and training plans | | | | | X | X | X | X | X | X | X | X | X | | |
| Assist MVCPs to align crime and violence-related aspects of municipal and urban development plans with Master Plans | | | | | | | X | X | X | X | X | X | X | X | |
| Foster the constructive engagement of community groups with MVCPs | | | | | X | X | X | X | X | X | X | X | | | |
| Leverage CPTED resources from the local private sector to support the integration and provision of technical and monetary support for applying CPTED | | | | | | | | X | X | X | X | X | | | |
| Issue and manage small grants to fund best practices where other funding is not available | | | | | | | | X | X | X | X | | | | |
| Develop Municipal Safety Award Program | | | | | | | | | X | | | | | | |
| Implement Municipal Safety Award Program | | | | | | | | | | | X | X | | | |
| Activity 2.3: Strengthen the capacity of local governments (LGs) to conduct participatory budgeting to increase public and private investments in violence prevention | | | | | | | | | | | | | | | |
| Provide tailored and targeted technical assistance as defined in the ICAPI assessments to local governments in planning, project development, budgeting, and financial management | | | | | X | X | X | X | X | X | X | X | X | | |
| Provide support as needed to develop transparent and efficient systems and practices | | | | | X | X | X | X | X | X | X | | | | |
| Support the ability of local governments to access other funding sources | | | | | X | X | X | X | X | X | X | X | X | X | |
| Provide technical assistance to community-based organizations to monitor and advocate for fiscal transparency and efficient fiscal management | | | | | | | X | X | X | X | X | X | X | | |
| Strengthen the use of the citizen engagement mechanism for budgetary management–COPLADEMUN | | | | | X | X | X | X | X | X | X | | | | |

| Year I, February 2012 to January 2013 | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|--------|--------|-----------------------------------|
| | F | M | A | M | J | J | A | S | O | N | D | J | Year 2 | Year 3 | Benchmarks |
| Activity 2.4: Promote community policing to improve the relationships between the municipal police and the communities | | | | | | | | | | | | | | | |
| Conduct an assessment on the status of community policing practices in each <i>poligono</i> and compile data from assessments conducted in 1.1, 2.1, and 2.2 on community policing interventions and models | | | X | X | | | | | | | | | | | |
| Investigate other effective community policing interventions and models from the region | | | X | X | | | | | | | | | | | |
| Share promising interventions and models with municipal police and community leaders | | | | X | X | X | | | | | | | | | |
| Identify specific activities to introduce or build on and incorporate into Master, urban, and municipal plans | | X | X | X | | | | | | | | | | | |
| Start implementation of community-based prevention interventions and community policing practices and coordinate with NAS and the GOM on community policing interventions | | | | | | X | X | X | X | X | | X | | | |
| Issue and manage small grants to fund best practices where other funding is not available | | | | | | X | X | X | X | X | X | X | | | |
| Monitor, evaluate, document, and share best practices via knowledge sharing platform | | | | | | | X | X | X | X | X | X | X | | |
| Based on proven best practices develop a guide for implementing community policing | | | | | | X | X | ◆ | | | | | | | Community Policing Guide, month 8 |
| Use the guide to improve community policing models in the nine communities | | | | | | | | | X | X | X | X | X | | |
| Activity 2.5: Support local organizations to implement community healing/victim's programs | | | | | | | | | | | | | | | |
| Compile data from assessments conducted in 1.1 and 2.1 on community healing interventions and programs | | X | X | | | | | | | | | | | | |
| Identify specific activities to introduce or build on and incorporate into Master, urban and municipal plans | | | X | X | X | | | | | | | | | | |
| Issue and manage small grants to fund best practices where other funding is not available | | | | | | | X | | X | | X | | X | | |
| Monitor, evaluate, document and share best practices via knowledge sharing platform | | | | | | | X | X | X | X | X | X | X | X | |
| Activity 2.6: Support mechanisms to disrupt the path for youth to criminality (based on best practices from the Latin American region and the US) | | | | | | | | | | | | | | | |
| Compile data from assessments conducted in 1.1 and 2.1 on youth development activities | | X | X | | | | | | | | | | | | |

| Year I, February 2012 to January 2013 | | | | | | | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|---|---|---|---|--------|--------|---------------------------------|
| | F | M | A | M | J | J | A | S | O | N | D | J | Year 2 | Year 3 | Benchmarks |
| Identify specific activities to introduce or build on and incorporate into Master, urban and municipal plans | | | X | X | X | | | | | | | | | | |
| Adapt and integrate YBI model into three Master Plans in Ciudad Juárez building on what <i>Jóvenes Constructores</i> has developed | | | X | X | X | X | X | X | X | X | | | | | |
| Evaluate, document and improve on the YBI experience in Juárez and adapt the model to Monterrey and Tijuana based on lessons learned in Juárez | | | | X | X | X | X | X | X | X | X | X | | | |
| Issue and manage small grants to fund best practices for youth development not related to the YBI model where other funding is not available | | | | | | X | X | X | X | X | X | X | X | | |
| Monitor, evaluate, document, and share best practices via knowledge sharing platform | | | | | | | | | | | | X | X | | |
| Activity 2.7: Build sustainable local capacity through grants and public-private partnerships | | | | | | | | | | | | | | | |
| Identify potential private funding partners in each city | | | | | | | | | X | X | | | | | |
| Define partner criteria and select one partner from each city based on the criteria | | | | | | | | | | | X | X | | | |
| Identify other models and define mechanism | | | | | | X | X | | X | | X | | | | |
| Conduct organizational assessment of each partner | | | | | | | | | | | | | X | | |
| Define operational capacity building and financial sustainability plans | | | | | | | | | | | | | X | | |
| Implement operational capacity building and financial sustainability plans | | | | | | | | | | | | | X | ◆ | One PPP developed for each city |
| Monitor, evaluate, and document progress based on plan objectives and benchmarks | | | | | | | | | | | | | X | X | |
| Monitoring and Reporting Schedule | | | | | | | | | | | | | | | |
| Baseline survey completed | | | X | X | | | | | | | | | | | |
| Produce and submit weekly highlights | X | X | X | X | X | X | X | X | X | X | X | X | X | X | |
| Produce and submit quarterly technical and financial reports | | | X | | | X | | | X | | | | X | X | |
| Produce and submit annual technical and financial reports | | | | | | | | | | | | X | X | X | |

Key:

◆ Benchmark achieved

ANNEX B. CVPP IST YEAR BUDGET

Mexico Crime and Violence Prevention Program

Contractor: Tetra Tech ARD

IQC: SUM II

Prime Contract Reference: AID-523-TO-12-00001

| DESCRIPTION | February | March | April | May | June | July | August | September | October | November | December | January | Total |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|---------------|---------------|---------------|--------------|-----------------|
| Direct Labor | \$ 32,156.34 | \$25,296.45 | \$ 63,009.71 | \$ 71,174.48 | \$ 62,469.01 | \$ 63,009.71 | \$ 62,469.01 | \$62,469.01 | \$ 62,469.01 | \$ 63,009.71 | \$ 62,469.01 | \$ 67,603.89 | \$ 697,605.35 |
| Other Direct Costs | \$ 57,739.11 | \$ 272,303.76 | \$ 279,026.34 | \$ 299,145.25 | \$ 275,719.74 | \$ 196,863.89 | \$ 167,978.89 | \$194,734.89 | \$ 181,880.39 | \$ 351,353.39 | \$ 170,741.39 | \$181,947.39 | \$ 2,629,434.41 |
| Indirect Costs | \$ 22,016.48 | \$ 31,144.44 | \$ 45,937.97 | \$ 56,275.61 | \$ 51,461.15 | \$ 46,276.13 | \$ 41,340.66 | \$ 44,483.34 | \$ 43,111.84 | \$ 68,265.06 | \$ 41,407.43 | \$ 46,474.32 | \$ 538,194.43 |
| Grants Fund | \$ - | \$ - | \$ 20,000.00 | \$ 65,000.00 | \$ 80,000.00 | \$ 105,000.00 | \$ 60,000.00 | \$ 23,000.00 | \$ 50,000.00 | \$ 148,000.00 | \$ 39,000.00 | \$110,000.00 | \$ 700,000.00 |
| Fixed Fee | \$ 5,241.47 | \$ 25,497.49 | \$ 27,662.00 | \$ 29,001.67 | \$ 29,232.04 | \$ 27,242.96 | \$ 19,674.90 | \$ 16,359.84 | \$ 19,158.54 | \$ 41,685.23 | \$ 17,086.37 | \$ 27,386.76 | \$ 285,229.27 |
| Total Estimated Cost plus Fixed Fee | \$ 117,153.41 | \$ 354,242.14 | \$ 435,636.02 | \$ 520,597.01 | \$ 498,881.94 | \$ 438,392.69 | \$ 351,463.46 | \$341,047.08 | \$ 356,619.78 | \$ 672,313.39 | \$ 330,704.20 | \$433,412.35 | \$ 4,850,463.46 |

| Activity cost and grants break out organized by IR-activity | February | March | April | May | June | July | August | September | October | November | December | January | Total |
|---|----------|-------|-----------|--------------|------|--------------|-----------|-------------|-----------|--------------|--------------|--------------|--------------|
| IR 1.1 STRENGTHEN FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME | | | | | | | | | | | | | |
| Activity 1.1: Support the GOM to improve monitoring and evaluation and knowledge sharing to informal national violence prevention and reduction policies and planning better | | | | | | | | | | | | | |
| 1. Develop best practices | | | | | | | | | | | | | |
| • Grant to local organization to develop and a methodology for CVPP best practices and to identify, document, and support dissemination of best practices | | | | \$ 5,000.00 | | \$ 5,000.00 | | \$ 5,000.00 | | \$ 5,000.00 | | | \$ 20,000.00 |
| • Co-sponsor CVPP events to promote best practices in Mexico | | | | | | | | | | \$ 10,000.00 | | | \$ 10,000.00 |
| 2. Establish web-pages (through consultants) | | | | | | | | | | | | | |
| • Pay domains and other related costs | | | | \$ 3,000.00 | | | | | | | | | \$ 3,000.00 |
| 3. Conduct studies | | | | | | | | | | | | | |
| • Contract with local organizations | | | | \$ 10,000.00 | | \$ 10,000.00 | | | | \$ 9,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 49,000.00 |
| Activity 1.2: 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 | | | | | | | | | | | | | |
| 1. Develop Geographic Information System (GIS) policy mapping tool (through consultant) | | | | | | | | | | | | | |
| • Procure equipment | | | | \$ 5,000.00 | | | | | | | | | \$ 5,000.00 |
| 2. Promote exchanges to TCN on policy design for CVPP | | | | | | \$ 20,000.00 | | | | | | | \$ 20,000.00 |
| Activity 1.3: Support the GOM's communication plan that includes social communication efforts and a violence prevention outreach strategy | | | | | | | | | | | | | |
| 1. Develop a communication/outreach strategy (with international and local consultants) | | | | | | | | | | | | | |
| • Facilitate/strengthen the GOM Communication Task Force (workshop/meeting: rent place, refrigerators) | | | \$ 500.00 | | | | | | | | | | \$ 500.00 |
| • Facilitate process to develop communication plan (meetings) | | | | \$ 500.00 | | | \$ 500.00 | | \$ 500.00 | | | | \$ 1,500.00 |
| 2. Implement communication plan at the local level | | | | | | | | | | | | | |

| Activity cost and grants break out organized by IR-activity | February | March | April | May | June | July | August | September | October | November | December | January | Total |
|--|----------|--------------|--------------|--------------|--------------|------------|-------------|--------------|-------------|--------------|-------------|--------------|---------------|
| • Grant to one local organization in each city or contract with a well-known public communication firm | | | | | | | | \$ 15,000.00 | | \$ 20,000.00 | | \$ 20,000.00 | \$ 55,000.00 |
| 3. Transition activities | | | | | | | | | | | | | |
| • Grant to local organizations to sensitize/train journalist (INSYDE and Periodistas de a Pie) | | | | | \$ 3,000.00 | | | \$ 5,000.00 | | | \$ 8,000.00 | | \$ 16,000.00 |
| • Meetings with journalists, networks and experts to promote prevention | | | | | | | \$ 500.00 | \$ 500.00 | \$ 500.00 | \$ 500.00 | \$ 500.00 | \$ 500.00 | \$ 3,000.00 |
| • Co-sponsor conferences and events internationally to promote progress in Mexico | | | | \$3,000.00 | | \$3,000.00 | | \$10,000.00 | | \$150,000.00 | | \$10,000 | \$ 176,000.00 |
| IR2: STRENGTHEN CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/REDUCTION INITIATIVES | | | | | | | | | | | | | |
| Activity 2.1: Develop crime and violence prevention master plans in target communities | | | | | | | | | | | | | |
| • Contract local organizations to develop Master Plans | | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 60,000.00 | | | | | | | | \$ 150,000.00 |
| • Workshop on technical issues in CJ (travel cost for 2 from MTR, 2 from Tijuana, 4 from DF, + cost of city official from El Paso) for 2 days | | \$ 5,000.00 | | | | | | | | | | | \$ 5,000.00 |
| Activity 2.2: Support urban and social planning strategies to strengthen crime and violence prevention | | | | | | | | | | | | | |
| 1. Promote MCVPs | | | | | | | | | | | | | |
| • Meetings | | | \$ 1,500.00 | | \$1,500.00 | | | | \$ 1,500.00 | | | | \$ 4,500.00 |
| • Technical assistance (from ICMA's LOE budget and travel from travel budget) | | | | | | | | | | | | | |
| • Develop guide/manual (production and dissemination) | | | | | | | | | \$ 5,000.00 | | | | \$ 5,000.00 |
| 2. Adjust and Apply ICAPI | | | | | | | | | | | | | |
| • Meetings | | \$ 900.00 | | | | | | | | | | | \$ 900.00 |
| • Technical assistance (from ICMA's LOE budget and travel from travel budget) | | | | | | | | | | | | | |
| • City-to-City exchanges (LG officials from Monterrey, Tijuana, and CJ to San Antonio, San Diego, and El Paso en US- cost of per diem for 3 days only) | | | | | | | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | | | | \$ 9,000.00 |
| 3. Promote CPTED | | | | | | | | | | | | | |

| Activity cost and grants break out organized by IR-activity | February | March | April | May | June | July | August | September | October | November | December | January | Total |
|--|----------|-------|-----------|--------------|--------------|--------------|--------------|-------------|--------------|--------------|--------------|--------------|---------------|
| • Technical assistance (from ICMA's LOE budget and travel from travel budget) | | | | | | | | | | | | | |
| • Meetings and workshops | | | | \$ 400.00 | | \$ 400.00 | | \$ 400.00 | | \$ 400.00 | | \$ 400.00 | \$ 2,000.00 |
| • Municipal Safety Award (grant to a local organization for the three cities) | | | | | | | | \$ 3,000.00 | | \$ 3,000.00 | | \$ 40,000.00 | \$ 46,000.00 |
| • Promote the concept among private sector organizations and universities (workshops, meetings, events) | | | | | | | \$ 500.00 | \$ 500.00 | \$ 500.00 | \$ 1,000.00 | | \$ 1,000.00 | \$ 3,500.00 |
| • Develop manuals and guides | | | | | | | | | | \$ 5,000.00 | | | \$ 5,000.00 |
| Activity 2.3: Strengthen the capacity of local governments to conduct participatory budgeting to increase public and private investments in violence prevention | | | | | | | | | | | | | |
| I. Provide technical assistance | | | | | | | | | | | | | |
| • Technical assistance (from ICMA's LOE budget and travel from travel budget) | | | | | | | | | | | | | |
| • Workshops/meetings | | | | | \$ 500.00 | \$ 500.00 | \$ 500.00 | \$ 400.00 | \$ 400.00 | \$ 400.00 | \$ 400.00 | \$ 400.00 | \$ 3,500.00 |
| • Develop manuals and guides | | | | | | | | | | \$ 5,000.00 | | | \$ 5,000.00 |
| Activity 2.4: Promote community policing to improve the relationships between the municipal police and the communities | | | | | | | | | | | | | |
| I. Identify and promote CP practices/interventions and develop guide (includes publication) | | | | | | | | | | | | | |
| • Grant to local NGO to lead this activity | | | | \$ 30,000.00 | | | \$ 30,000.00 | | | | \$ 29,000.00 | | \$ 89,000.00 |
| 2. City-to-City exchanges (see activity 2.2) | | | | | | | | | | | | | |
| 3. Small grants to fund specific activities (TBD) | | | | | | \$ 20,000.00 | | | \$ 50,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 20,000.00 | \$ 110,000.00 |
| Activity 2.5: Support local organizations to implement community healing/victim's programs | | | | | | | | | | | | | |
| I. Promote specific activities in each community through grants | | | | | | | | | | | | | |
| • Grants to local organizations | | | | | \$ 20,000.00 | | \$ 20,000.00 | | | \$ 20,000.00 | | \$ 20,000.00 | \$ 80,000.00 |
| Activity 2.6: Support mechanisms to disrupt the path for youth to criminality(based on best practices from the Latin American region and the US) | | | | | | | | | | | | | |
| I. Develop assessments and provide technical assistance to JCC | | | | | | | | | | | | | |
| • Meetings and workshops | | | \$ 400.00 | | | \$ 400.00 | | | \$ 400.00 | | | \$ 400.00 | \$ 1,600.00 |

| Activity cost and grants break out organized by IR-activity | February | March | April | May | June | July | August | September | October | November | December | January | Total |
|--|---------------|-------|--------------|--------------|--------------|--------------|--------------|-----------|---------|--------------|----------|--------------|--------------|
| • Technical assistance (YBI consultants from YBI's budget, travel from Travel budget | | | | | | | | | | | | | |
| 2. Learning exchange between US- based Youth Build programs in Los Angeles and Texas and the JCC program site in Ciudad Juarez | | | | | | | | | | | | | |
| • Trip to border city in Texas for two JCC CJ staff | | | | | \$ 2,000.00 | | | | | | | | \$ 2,000.00 |
| 3. Promote promising activities | | | | | | | | | | | | | |
| • Provide grants to promote promising activities | | | | | | \$ 40,000.00 | | | | \$ 40,000.00 | | | \$ 80,000.00 |
| Activity 2.7: Build sustainable local capacity through grants and public private partnerships | | | | | | | | | | | | | |
| 1. Promote initiatives in partnership with the private sector | | | | | | \$ 40,000.00 | | | | \$ 40,000.00 | | | \$ 80,000.00 |
| • Provide match grants | | | | | | | | | | | | | |
| 2. Strengthen the institutional capacity of local NGOs | | | | | | | | | | | | | |
| •Provide grant to an organization such as CEFOSC | | | | | \$ 20,000.00 | | \$ 10,000.00 | | | \$ 10,000.00 | | \$ 10,000.00 | \$ 50,000.00 |
| Grant: Provide a grant to a local organization (in the three target cities: assessment, surveys, analysis, report) | | | \$ 20,000.00 | \$ 30,000.00 | \$ 40,000.00 | | | | | | | | \$ 90,000.00 |
| | | | | | | | | | | | | | |
| Total Activities | \$ 315,000.00 | | | | | | | | | | | | |
| Total Grants | \$ 700,000.00 | | | | | | | | | | | | |

ANNEX C. PROPOSED METHODOLOGY FOR IDENTIFYING BEST PRACTICES

A key part of the program’s M&E processes involves the ongoing identification of best practices and lessons learned to support replication of successful initiatives, facilitate development of crime and violence prevention models, and create crime prevention policies. “Best practices” refers to activities, practices, or processes that lead to the implementation of an intervention or other program activity using the most appropriate strategies for a given population and setting.

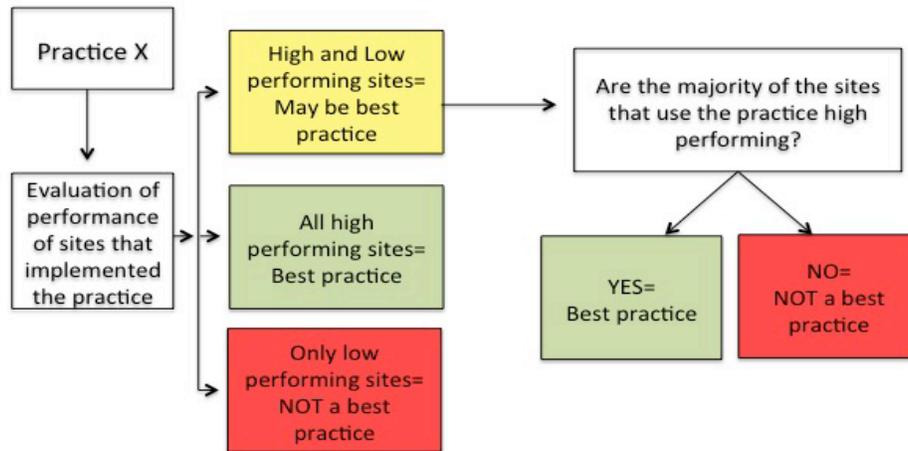
At program start-up, CVPP will work with the Pillar IV working group and local stakeholders at the subnational levels to conduct a scoping exercise of existing GOM, NGO, and civil society crime and violence prevention programs. Programs will be categorized by sector (e.g., CPTED, youth engagement, healing, etc.).

A determined number of programs will be identified for in-depth study through random selection. The local Capacity and Monitoring Officers will collect qualitative data about each program through review of program materials, preliminary telephone interviews, and site visits. When possible, Capacity and Monitoring Officers will interview local program staff, conduct observations, and facilitate focus groups with program participants. Subsequent to data collection, the M&E team will analyze the information and organize the programs into practice areas (e.g., youth vocational training).

Subsequently, each practice will be evaluated to determine if it is a “best practice” based on an appropriate methodology selected in coordination with the Pillar IV Working Group. As a starting point, CVPP may suggest the use of the methodology used by the Centers for Disease Control and Prevention (CDC) in some of its community-based public health programs.³ An adapted version of the methodology is included in Figure C.1 below:

³ The CDC model can be found at http://www.cdc.gov/pcd/issues/2006/jan/05_0133.htm. This is the proposed model for CVPP, but it may change depending on the consensus-building process with the Pillar IV Working Group.

Figure C.1: Proposed Methodology for Identifying Best Practices



Methodology adapted from the CDC

The CDC methodology seeks to classify “best practices” as those that: (1) are implemented with a high degree of frequency and (2) are implemented with a high degree of success. In this case, “success” refers to achievement of program objectives.

Using the methodology above, suppose that CVPP and the Pillar IV Working Group identified 20 programs focused on youth employment. Among the 20 programs, two key practices were identified: (1) youth training for entrepreneurship and (2) placement of youth in productive internships. The final goal of all of the programs was to increase youth employment. Each of the 10 programs from each practice area would be evaluated by asking whether they were successful. (Success is defined as achievement of program objectives.)

Case #1: In the case of youth training, suppose that 10 out of 10 practices DID NOT result in achievement of the objective of youth employment. This would be discarded as a best practice, despite the popularity of the intervention.

Case #2: In the case of youth internships, suppose that 6 out of 10 practices DID result in achievement of the objective of youth employment. Even though in four cases the practice was not successful, it was successful in the *majority* of cases; therefore, it would be classified as a best practice.

Once best practices have been identified, CVPP will support their systematic replication and measurement both at the subnational and national levels.

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