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# MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP) ANNUAL REPORT (FEBRUARY-SEPTEMBER 2012)

OCTOBER 2012

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## **DISCLAIMER**

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# ACRONYMS AND ABBREVIATIONS

CNPDP	<i>Centro Nacional de Prevención del Delito y la Participación Ciudadana</i>
CONEVAL	National Council of Evaluation of Social Development Policy
COP	Chief of Party
CPTED	Crime Prevention through Environmental Design
CVPP	Mexico Crime and Violence Prevention Program
GOM	Government of Mexico
HDI	Howard Delafield International
ICAPI	Institutional Capacity Assessment Tool
ICMA	International City Management Association
INSYDE	Institute for Security and Democracy ( <i>Instituto para La Seguridad y la Democracia</i> )
IR	Intermediate Result
IRI	International Republican Institute
IYF	International Youth Foundation
JCC	<i>Jóvenes Constructores de la Comunidad</i>
LG	Local Government
M&E	Monitoring and Evaluation
NAS	Narcotic Affair Section
NGO	Nongovernmental Organization
PCC	<i>Programa para la Convivencia Ciudadana</i>
PPP	Public-Private Partnership
Q&A	Questions and Answers
SEDESOL	Ministry of Social Development
STA/M	Senior Technical Advisor/Manager
UNICEF	United Nations International Children's Education Fund
USAID	United States Agency for International Development
USG	United States Government
YBI	Youth Build International



# RESUMEN EJECUTIVO

El Programa para la Convivencia Ciudadana (PCC) inició actividades el 6 de Febrero de 2012, como parte del Pilar IV de la Iniciativa Mérida y busca fortalecer comunidades resilientes en respuesta a los embates de la violencia y el delito en nueve polígonos ubicados en Ciudad Juárez, Monterrey y Tijuana. Este primer Informe Anual corresponde al año fiscal estipulado en el contrato del PCC y documenta los principales avances del programa por un período de ocho meses - 6 de febrero al 30 de septiembre de 2012.

Entre los principales **avances** generados por el PCC durante el período documentado se destacan los siguientes:

En líneas generales, la estrategia de arranque rápido del PCC implementada por Tetra Tech permitió que el programa se posicionara durante un período marcado por la transición política del gobierno federal y el gobierno municipal de Monterrey. Durante el período reportado, el PCC ha desarrollado una buena reputación técnica en el área de prevención del delito y la violencia a través de esfuerzos de organización y la participación en eventos -conjuntamente con el Gobierno de México; el desarrollo de metodologías, herramientas de planificación y relaciones de confianza con diferentes contrapartes a nivel federal, local y comunitario y el desarrollo de estructuras de coordinación y articulación a nivel municipal y comunitario. Estos logros tempranos le permitirán al programa convertirse rápidamente en un fuerte interlocutor técnico con las nuevas autoridades y avanzar rápidamente en las intervenciones locales y comunitarias para generar modelos y buenas prácticas en el segundo año.

En particular, entre los principales avances del PCC bajo el resultado Intermedio I (IRI) se encuentran los siguientes:

- **Desarrollo y aplicación de la Guía para la Sistematización de Buenas Prácticas de Prevención de la Violencia y el Delito apropiada por el Gobierno de México.** El PCC está aplicando esta Guía en la identificación y sistematización 15 prácticas preseleccionadas en materia de prevención del delito y la violencia, generadas por organizaciones de la sociedad civil y empresas privadas que serán publicadas en el mes de noviembre próximo. El PCC ha apoyado a su contraparte principal en el gobierno de México, el Centro Nacional para la Prevención del Delito y la Participación Ciudadana (CNPDiPC), en el desarrollo de un grupo similar de prácticas de gobiernos municipales.
- **Desarrollo de un modelo para generar la plataforma de gestión de conocimiento con el CNPDyPC.** Junto al CNPDyPC, el PCC generó la base conceptual para desarrollar la plataforma de conocimiento que servirá como centro repositorio de información importante en el área de prevención del delito y la violencia. El concepto toma en cuenta el proceso de transición política y genera pasos para la apropiación de actores en distintos momentos de ese proceso. Se entregará a la próxima administración el diseño de la plataforma con información sistematizada.
- **Desarrollo de lineamientos de política para darle continuidad a avances relativos a la prevención de la violencia en jóvenes en situación de riesgo y niños.** El PCC trabajó muy cerca del CNPDyPC en el desarrollo de lineamientos y estructuras de seguimiento para promover políticas relativas a la prevención de la violencia entre jóvenes en situación de riesgo y niños. Se diseñó el desarrollo de eventos para promover estos temas durante el último mes de la administración del Presidente Calderón.

- Establecimiento de un **Grupo de Trabajo multisectorial para el diseño de estrategias de comunicación a nivel municipal y comunitario y el desarrollo de los primeros borradores de las estrategias de comunicación para Monterrey, Ciudad Juárez y Tijuana**. El PCC conformó un Grupo de Trabajo para el desarrollo de las tres estrategias de comunicación y generó un proceso participativo para el diseño y validación de las estrategias. El PCC también deja como legado una metodología que sirve para el desarrollo de estrategias similares. Las tres estrategias serán finalizadas durante el mes de noviembre.
- **Organización y participación en conferencias sobre la prevención del delito y la violencia**. EL PCC acompañó al CNPDyPC y otros socios locales clave en la organización de eventos nacionales e internacionales. Entre los más importantes se destacan: el Foro Internacional para la Prevención del Crimen y la Innovación Social realizado en Tijuana entre el 19-21 de Septiembre; organización del Foro sobre Prevención del Crimen entre Jóvenes que se llevará a cabo entre el 22-26 de octubre y el Foro Internacional Construyendo Ciudades más Seguras en América Latina a realizarse desde el 7 al 9 de noviembre.

Con respecto al Resultado Intermedio 2 (IR2), se destacan los siguientes avances:

- Desarrollo de **nueve Planes Maestros Comunitarios de Prevención del Delito y la Violencia (PM)**, uno para cada polígono meta del programa, generando procesos participativos y estructuras de diálogo y validación que sirven de plataforma para la articulación de las actividades del programa en las tres ciudades donde trabaja. EL programa organizó Grupos de Trabajo en cada municipio conformados por representantes de distintas dependencias de los gobiernos sub-nacionales, representación del gobierno federal, y en el caso de Monterrey, el gobierno estatal, ONGs y el sector privado. Estos Grupos de Trabajo serán fortalecidos durante el próximo trimestre, para darle paso a los **Comités Municipales de Prevención del Delito y la Violencia**, estructuras de coordinación multisectorial e intergubernamental en el territorio. El PCC ya está entrando a los polígonos a través de organizaciones locales para promover acciones y modelos específicos a través de su programa de donaciones.
- Desarrollo de **diagnósticos comunitarios CPTED en los nueve polígonos**. Con el diagnóstico realizado en las nueve polígonos, el PCC está introduciendo esa modalidad en el diseño de programas e intervenciones para la mejora del entorno como herramienta de prevención de la violencia y el delito. Durante el mes de Octubre el PCC completará tres días de capacitación a funcionarios municipales en el tema y promoverá el concepto a nivel nacional durante la Conferencia de Ciudades Seguras en Noviembre. A través del ICAPI el PCC ha identificado oportunidades para fortalecer la capacidad de los municipios en esta área y continuará con programas de asistencia técnica e intercambios de experiencia en el próximo trimestre.
- Desarrollo de la **Guía de Policía Comunitaria**. El PCC contrató a la organización INSYDE para el desarrollo una guía operativa para promover esquemas de policía de proximidad en las tres ciudades del programa. Con el primer borrador terminado durante el mes de septiembre, se espera tener la versión final para entrega durante el mes de noviembre.
- Elaboración de propuesta de **modelo integral de atención a víctimas de la violencia**. El PCC completó un mapeo de las intervenciones existentes en este tema en los nueve polígonos y las tres ciudades meta y generó una propuesta de atención psicosocial integral a víctimas. A partir de la propuesta, el PCC identificó a cinco organizaciones locales que intervendrán en los polígonos prestando atención a víctimas siguiendo la propuesta del programa.
- **Jóvenes Constructores de la Comunidad (JCC) expande su modelo a polígonos del PCC y nuevas ciudades en México**. A través del apoyo del PCC, JCC está ahora trabajando con

jóvenes en situación de riesgo en los siguientes polígonos: Riberas del Bravo, la Alianza y Camino Verde.

- Se generan **relaciones con organizaciones del sector privado** para promover acuerdos público privado a favor de la prevención del delito y la violencia. EL PCC inició conversaciones con 20 organizaciones del sector privado, y está explorando con al menos 10 organizaciones la posibilidad de generar acuerdos para promover modelos de intervención con el apoyo del sector privado en los polígonos del programa. El primer acuerdo será firmado con CEMEX en Monterrey en el mes de noviembre.

# I.0 INTRODUCTION

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech on February 6, 2012. The CVPP is a three-year program with a budget of \$15,202,629.

The CVPP stems from the Merida Initiative, which is a collaborative program between the U.S. and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the border and elsewhere in Mexico. Mexican and U.S. officials revised their agreement in “Beyond Merida,” outlining four pillars, including Pillar IV, which strives to build strong and resilient communities and encompasses prevention efforts that complement elements of the other pillars that target citizen security.

The CVPP was designed to pursue the overarching goal of Pillar IV, to build stronger and more resilient communities that can withstand the pressures of crime and violence. The program provides technical support to plan and implement community development strategies aimed at reducing crime and violence while providing youth with alternatives to criminal activity. Activities are targeted at the national level and sub-national levels in Ciudad Juarez, Tijuana, and Monterrey. Local interventions focus specifically 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.

The program supports local institutions that are striving to promote social cohesion (IR2), and strengthens the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies (IR1). The program supports results-oriented interventions, builds capacity to expand them, and creates communication bridges between communities and their local government. Integral to the program is a knowledge management system and a communications and outreach strategy that will inform the national policy discussion.

Tetra Tech leads the implementation of the CVPP, supported by three primary implementing partners: the International City Management Association (ICMA) provides technical leadership in local governance engagement and strengthening; Youth Build International (YBI) provides technical leadership in youth-focused crime and violence prevention strategies; and Howard Delafield International (HDI) provides technical leadership in communication and outreach strategies.

This document presents the CVPP’s First Annual Report, covering the time period from February 6 to September 30, 2012, for a total of eight months. While the report tracks implementation against the deliverables of the Year One Work Plan and the Performance Monitoring Plan, it should be noted that the Work Plan was based on the program year (February 2012 to January 2013), thus some activities are planned beyond the timeframe of this report and will be reported in the next Quarterly Report.

# 2.0 NARRATIVE REPORT ON PROJECT ACTIVITIES

## START-UP ACTIVITIES

***Tetra Tech successfully completed the start-up activities as scheduled, during the first eight months of the program.*** Immediately after the contract award, Tetra Tech mobilized the CVPP start-up team, led by Chief of Party Antonio Iskandar and Senior Technical Advisor/Manager Patricia Caffrey. At the same time, CVPP hired local professional staff; completed the requirements to legally establish the program in Mexico; trained technical and management staff on the issues pertaining to program operations; and set up program headquarters in Mexico City along with three branch offices in Ciudad Juarez, Monterrey, and Tijuana. By the end of this reporting period, the program has procured all the office equipment, vehicles, and furniture necessary to ensure efficient project operation in all four sites. As per Section F.6 of the CVPP Task Order, and in line with FAR 52.245-5 and AIDAR 752-245-70, Annex A presents CVPP's Non-Expendable Property Report.

***Tetra Tech established close working relations with key Government of Mexico (GOM) officials at all three levels, as well as with USAID and other USG agencies supporting Pillar IV efforts in Mexico.*** At the federal level, the CVPP team initiated and sustained close relations with the National Center for Crime Prevention and Citizen Participation (*Centro Nacional de Prevención del Delito y la Participación Ciudadana* [CNPDPDC]), the Technical Secretariat of the Pillar IV Working Group. CVPP staff met with the CNPDPC Director, Enrique Betancourt, to identify entry points and activities for the first year Work Plan and to start technical assistance activities planned under IR1 and IR2. The program also forged direct relationships with government officials at the federal, state, and local levels in each of the program's target cities, as well as with civil society organizations, universities, organizations working with communications/media, and the private sector.

Additionally, through a series of meetings with USAID and USG personnel, the program has identified synergies and created collaborative relationships with other USAID programs such as the MSI Justice and Security Program, National Democratic Institute (NDI), International Republic Institute (IRI), Pan American Health Organization (PAHO), and International Youth Foundation (IYF), as well as with additional USG agencies such as the Narcotic Affairs Section (NAS) and the U.S. Consulate offices in the three target cities. CVPP's effective start-up and strategic positioning with these important actors was key to achieving immediate success in initiating program activities, developing products and methodologies, and maintaining momentum throughout the election period and in the months leading up to the federal government transition.

***Tetra Tech conducted a series of training and strategic planning events for staff and implementing partners.*** In May 2012, CVPP carried out various training and strategic planning workshops on topics such as grant-making rules and regulations, strategic and operational planning, gender perspective in project implementation, and the integration of Municipal Committees for Crime and Violence Prevention. In September 2012, the project held the first in the series of trainings on safety and security. Annex B presents the CVPP In-country Training Report. Also attached, as Annex C, is the summary of the short-term technical assistance provided by CVPP during this reporting period.

***Tetra Tech complied with contract deliverables as required for Year One.*** CVPP submitted and received approval of all the contractual deliverables as per the requirements of the Task Order, including the Year One Work Plan, the Monitoring and Evaluation (M&E) Plan, the Grants Management Manual, and nine Community Crime and Violence Prevention Master Plans. Annex D presents the CVPP M&E Report; Annex E presents CVPP progress in the implementation of its small grants activity.

## **2.1 INTERMEDIATE RESULT 1: STRENGTHEN FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME**

CVPP is well-positioned as an implementation partner to the National Center for Crime Prevention and Citizen Participation (CNPDPCC). The program has forged a close working relationship with CNPDPC's Executive Director, Enrique Betancourt, which has enabled the creation of permanent communication mechanisms to plan and implement CVPP and CNPDPC joint efforts. The program has supported the CNPDPC in performing key activities that promote the advancement of the GOM's crime and violence prevention agenda. The following bullet points summarize these mechanisms and activities to date and reflect the progress made over the past eight months:

- a) CVPP established weekly update meetings with CNPDPC to coordinate activities, determine specific needs for assistance, and provide regular progress reports to the GOM on program activities and results.
- b) At the invitation of the GOM, CVPP participated in the National Meeting of State Agencies for Crime Prevention in Monterrey, Nuevo Leon on July 12-13. The meeting was organized to facilitate governmental interagency coordination under the leadership of CNPDPC. Decentralized entities with the mandate of promoting crime and violence prevention at the state or local level throughout Mexico participated in the event.
- c) CVPP assisted CNPDPC with the organization of various important events that promote GOM policies including organizing an International Forum on Crime Prevention and Social Innovation in Tijuana on September 20-21 and the Youth Networks Forum scheduled to take place in Acapulco on October 21-26.
- d) CVPP provided guidance to the GOM on guidelines promoting prevention of violence against children and youth, as well as in the design and implementation of innovative educational models for young people who are excluded from traditional education systems.
- e) CVPP and the GOM collaborated on the joint publications: Guidelines to Document Good Practices in Crime and Violence Prevention, Documentation of Good Practices on Crime and Violence Prevention, and Guide on Documentation of Methodologies to Develop Social Capital Reconstruction Strategies (Master Plans methodology documentation).

### **2.2.1 ACTIVITY 1.1: SUPPORT THE GOM TO IMPROVE MONITORING AND EVALUATION AND KNOWLEDGE SHARING TO INFORM NATIONAL VIOLENCE PREVENTION AND REDUCTION POLICIES AND BETTER PLANNING**

The principal products, activities, and results planned under this activity during Year One of the program (February 2012-January 2013) are as follows: 1) set up the Crime and Violence Prevention Working Group; 2) establish the M&E baseline for the program; 3) develop a GOM knowledge management platform; 4) define a methodology to identify and record best practices and select specific components for nationwide replication; 5) develop an M&E system for the GOM's National Crime and Violence Prevention Program; and 6) establish a mechanism to conduct strategic evaluations of the National Crime and Violence Prevention Program.

CVPP's progress over the first eight months of program implementation is summarized below:

- a) **Developed conceptual model for the Knowledge Management Platform in conjunction with CNPDPC.** CVPP collaborated with CNPDPC to develop a conceptual model for the knowledge management platform. When completed, the platform will be a central repository of data used to inform public policy development, project activity design, and evaluation in the area of crime and violence prevention. The Conceptual Design for the Knowledge Management Platform (Annex F) provides additional details on the scope of the model developed by CVPP and approved by CNPDPC on September 27.

CVPP conducted four meetings with CNPDPC throughout the design process to draft and review proposals prior to development. While the GOM's position on the platform's conceptual model evolved throughout the design process, CVPP remained flexible and responsive to ensure the sustainability of the platform during the government transition and allow enough time to develop, launch and create ownership of the model by the incoming administration. The GOM made it clear that the platform must remain under its control, thus eliminating the possibility of developing a parallel platform with a civil society organization. CVPP worked to ensure **sustainability** of the platform by: 1) developing the platform for CNPDPC and thus guaranteeing the center's ownership; 2) working with outgoing CNPDPC staff on the initial design to maintain operational control over the design during the time of government transition and to ensure the support of an operator in subsequent phases; and 3) creating an Advisory Council comprised of representatives of several respected violence prevention nongovernmental organizations (NGOs) and USAID.

From an operational standpoint, the platform will be developed in three phases:

**Phase 1 - Design and launch the platform:** CVPP will develop the design and unveil the prototype at a joint USAID/CVPP/CNPDPC public event at the end of November. The initial design will include a version of the platform that is a digital library, and when implemented will illustrate its potential early in the process. The public launch event will offer an excellent opportunity to generate interest among the stakeholders and solicit their input throughout the development phase, as well as promote ownership of the concept by the new administration. The subsequent phases will take place under the leadership of CVPP throughout the transition period.

**Phase 2 - Build the platform:** This phase will take place during the period between the launch of the platform and the start date of the new government. CVPP will present the finished product to the new government in February 2013.

**Phase 3 - Operation of the platform:** CVPP and the incoming administration will reach an agreement on the operational aspects of the platform in February and March 2013.

- b) **Developed proven practices in the area of crime and violence methodology and identified first group of practices.** CVPP has worked closely with CNPDPC to reach agreement on the criteria for the selection of best practices. The Guidelines to Document Good Practices in Crime and Violence Prevention that will be published in November, spells out the criteria to differentiate among best, good, and promising practices. After a careful review of the range of practices, CVPP concluded that most of the interventions in the area of crime and violence prevention in Mexico have not evolved long enough to classify as **best practices** yet—thus, the differentiation between “good” and “promising practices” as defined in the guidelines. Having been approved by CNPDPC, the guidelines are particularly useful to standardize information and systematize practices both at the local government level and among civil society organizations, contributing to the knowledge base and ultimately, building capacity. Similarly, the guidelines and their application will strengthen the GOM's own institutional capacity to develop public policies in the area of crime and violence prevention.

CNPDPDC delegated the task of developing good practices among civil society organizations to CVPP, and contracted the consulting firm L21 to develop good practices among local governments. The guidelines were used as a methodological base to identify and systematize best practices in both areas. CVPP provided support to the GOM and L21 to apply the guidelines and develop the selection criteria for good government practices. CVPP successfully preselected a total of 15 practices among civil society organizations that complied with the criteria and guidelines.

CVPP and CNPDPC joined forces to issue a public call to identify and document good and promising practices. At the end of the submission period on August 14, the effort had yielded a total of 60 submissions—56 from NGOs and four from private sector organizations working on community programs. The program created an evaluation committee to select 15 good and promising practices. The list of selected good and promising practices is presented in Annex G. At the time of this report, CVPP is documenting each practice to assess its viability and a panel of experts to evaluate it, with the final selection scheduled for October. CVPP will document the selected practices and collaborate with the GOM to jointly publish the results in November.

- c) **Initiated CVPP’s baseline development process.** On August 21, CVPP selected *Agencia para el Desarrollo, A.C (GESOC)*, a Mexican NGO, from a group of three organizations that had presented proposals to work on developing the baseline data for the program in October and November. The final selection process was delayed as a result of the following: 1) CVPP decided to assess the baseline following the presidential elections held in July 2012 to avoid biases at the community level that could be exacerbated by campaign activities; and 2) the program found it difficult to identify local organizations capable of carrying out the design, data collection, and analysis required to produce the baseline.
- d) **Initiated conceptual framework to develop CVPP’s Model on Crime and Violence Prevention.** Crime and violence prevention is a relatively new field and, as such, calls for instruments that facilitate understanding of the concepts—particularly that of policy and program development, as well as the application among a wide range of stakeholders. CVPP is working on a conceptual framework to guide implementation of a crime and violence prevention model. Although this activity is not included in the Year One Work Plan, nor is it one of CVPP’s contractual deliverables, USAID and CVPP concurred that the framework will guide the model design and facilitate the development and evaluation of policies and activities. During the last quarter of the fiscal year, CVPP prepared a preliminary draft of the framework and plans to complete the revisions for a second version in November.

Due to the reasons detailed below, the following items from the CVPP Work Plan were not completed this quarter:

- a) **Develop a National Crime and Violence Prevention Task Force.** As described in the April-June 2012 Quarterly Report, on May 22, the CNPDPC Executive Director confirmed that CVPP’s support to establish and strengthen the existing communication networks on crime and violence prevention within the GOM was not necessary. CVPP established contacts with the current working group comprising representatives from the Office of the President, the Ministry of Social Development (SEDESOL), the Ministry of Health, the Ministry of Education, and the Ministry of Foreign Relations, as well as CNPDPC which serves as the group’s Technical Secretary. CVPP worked to consolidate a formal structure that could coordinate efforts, exchange information, and promote prevention policy and activities at the federal and sub-national levels, but the GOM did not confirm interest in the initiative. As a result, CVPP opted to postpone working on this initiative until the administration transition is complete. To reflect this change in the Statement of Work, Tetra Tech will request USAID approval to revise and amend the CVPP contract as applicable.

- b) **Create a monitoring and evaluation system for the GOM National Crime and Violence Prevention Program.** The CVPP contract stipulated an implementation date of January 2013. However, prior to establishing an M&E system for the National Crime and Violence Prevention Program, the GOM must complete the development of the national program, which is still pending. Although CVPP is familiar with CNPDPC's plans to develop the program, at the time of this report the relevant documents have not been published. CVPP will continue to closely monitor the process and work with the new Administration to develop the M&E system once the program is approved.
- c) **Design a mechanism for strategic evaluation of the National Crime and Violence Prevention Program.** During the reporting period, CVPP met with National Council of Evaluation of Social Development Policy (CONEVAL) authorities to explore the possibility of conducting strategic evaluations of federal crime and violence prevention policies and activities. The effort revealed that CONEVAL does not have the mandate to carry out that task. Given the GOM's current period of political transition, CVPP will initiate activities to promote the idea of implementing strategic evaluations of crime and violence prevention programs once the new government officials take office.

### 2.2.2 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

CVPP's Year One Work Plan activities (February 2012-January 2013) specific to Activity 1.2 include the following: 1) develop a tool to map crime and violence prevention policies, and 2) develop the by-laws for the Prevention of Social-based Violence and Crime Law (*Reglamento de la Ley General para la Prevención Social de la Violencia y la Delincuencia*).

CVPP reports the following progress:

- a) **Agreed upon general guidelines for the development of a policy mapping tool with the GOM.** As of this report, CVPP has reached an agreement with CNPDPC regarding the parameters for designing and establishing a geo-referenced decision-making tool to inform crime and violence prevention policies. The parameters will be shared with new administration officials and CVPP will work with them to reach a consensus regarding the scope and application of the geo-referenced policy mapping tool. Building on this plan, CNPDPC has agreed to share information with CVPP related to the systems used to design projects in the cities of Aguascalientes, Acapulco, Tijuana, Ciudad Juárez, and Monterrey. In these cities, the GOM used risk factor indicators to map out activities to identify prevention strategies. CVPP will complete the system design before November 30.

Progress on this activity has been hindered by difficulties in accessing GOM information and engaging effectively with the CNPDPC during this busy transition period. For example, CVPP needed to access information to analyze the platform component for the National Accident Prevention Center (*Centro Nacional de Prevención de Accidentes - CENAPRA*), part of the Public Safety System, and despite repeated requests the program was unsuccessful in obtaining the information from the Center.

- b) **Provided support to GOM to develop guidelines to promote programs and policies in the area of crime and violence prevention.** This activity was not included in the CVPP Year One Work Plan, but was scheduled as a direct result of the strategic alliance between CVPP and CNPDPC. The program is supporting the GOM with the activities summarized below; the activities are intended to increase GOM capacity to design public policies and models for crime and violence prevention.

- **Prepare guidelines for developing a crime and violence prevention policy for children.** As a result of a CVPP proposal that was well received by CNPDPC, the program is providing assistance to CNPDPC to develop the technical components for public policies targeting children vulnerable to crime and violence. Program assistance to CNPDPC consists of establishing a working group comprised of representatives from the following organizations: CNPDPC, Save the Children, UNICEF, Network for Children’s Rights in Mexico (*Red por los Derechos de la Infancia en México* [REDIM]) and Ibero-American University. The working group is tasked with 1) drafting guidelines on the prevention of violence against children which will serve as the basis for developing public policy at the municipal level, 2) preparing the guidelines, 3) producing recommendations that will be useful to the incoming administration including best practices in violence prevention for children as part of the project portfolio financed by SUBSEMUN, 4) drafting a proposal to incorporate violence prevention for children into the *Ley General para la Prevención Social de la Violencia y la Delincuencia*, and 5) establishing a group of civil society organizations to monitor the new government’s efforts to implement the guidelines and recommendations described above. CVPP will be a member of the working group and will facilitate technical and logistical assistance to complete the five tasks prior to November 30.
- **Review policy guidelines for crime prevention among youth.** CVPP is supporting the GOM to review the guidelines drafted in 2011 as part of a joint effort with Mexican NGOs. Upon completing the review process, the final product will be shared with incoming government officials.
- **Develop an alternative model to educate youth excluded from formal education opportunities.** CVPP has taken the lead on designing an alternative education model for youth that are excluded and/or unable to access formal education opportunities and that may be living in increasingly vulnerable conditions. During this reporting period, CVPP developed a preliminary conceptual framework and partnered with CNPDPC Executive Director Enrique Betancourt to finalize a work plan that CVPP will implement over the next several months.

During this reporting period, CVPP was unable to complete the following tasks under this activity:

- a) **Provide support to develop the by-laws for the *Ley General para la Prevención Social de la Violencia y la Delincuencia*.** CVPP contracted an expert, Veronica Martinez, to assist CNPDPC to draft the by-laws as part of the initial efforts undertaken by the GOM in establishing the working group. However, as reported in the April-June 2012 Quarterly Report, the GOM delegated the task of drafting the by-laws to the National University of Mexico (*Universidad Nacional Autonoma de México* [UNAM]).

### 2.2.3 **ACTIVITY 1.3: SUPPORT GOM’S COMMUNICATION PLAN THAT INCLUDES SOCIAL COMMUNICATION EFFORTS AND A VIOLENCE PREVENTION OUTREACH STRATEGY**

The principal deliverables, activities, and expected results for Year One under this activity are as follows: 1) establish a community-level and GOM Communications Task Force, 2) design a communication plan to be implemented at the national and local levels, and 3) identify networks and forums to promote the crime and violence prevention agenda and implement activities with networks and forums to generate public opinion and advocacy around the relevance of crime and violence prevention initiatives.

CVPP reports the following progress:

- a) **Designed three city/community-focused communication strategies, and established a Communications Task Force.** CVPP designed the parameters for the final development of three

communication strategies—one per city—along with an overall umbrella strategy (Annex H) to guide the implementation of program activities in the three pilot communities (or any other community in Mexico). Originally, the CVPP contract stipulated that the program develop a national crime and violence prevention communications strategy for the GOM. However, this requirement was later modified in response to a request by the GOM to design individual communication strategies for each target community/city.

The communications strategy is designed to affect behavior, ideas, and knowledge among individuals in the target communities (*poligonos*) as to how they perceive and respond to crime and violence. The strategy focuses on at-risk children and youth ranging from 7 to 17 years old, as well as people who have the most influence in their lives—parents, teachers, and community leaders. The community-based strategies are designed to foster coordination and definition of roles among the key stakeholders to optimize the use of resources, align messages, and increase the potential scope of outreach efforts.

The strategy design process included the following steps:

- A **diagnostic assessment** of existing strategies and resources in each of the program's target communities. The diagnostic assessment enabled CVPP to identify prior efforts to communicate on violence prevention, as well as to single out the possible stakeholders and opportunities in each community and pinpoint potential voids and weaknesses.
  - Formation of a **multidisciplinary working group** comprised of public officials from all three levels of government, private sector, and NGO representatives. On August 2012, CVPP organized a five-day workshop in Guadalajara to prepare and tailor communication strategies to each city, to launch the working group and to train the participants in the relevant technical concepts. The workshop included 30 participants from Monterrey, Ciudad Juarez, and Tijuana representing civil society, private sector, and municipal, state, and federal government. The workshop generated significant input subsequently used to draft the communication strategies.
  - **Drafting of three communication strategies.** The next stage, to take place in October, takes into consideration each community's review of the draft communication strategy so that the program can compile the final versions by November. CVPP will act as facilitator and will catalyze the stakeholders to design and implement each of the strategies throughout this process.
  - **Design of the CVPP action plan model.** CVPP will catalyze and facilitate the process to execute the strategies in each community through an implementing organization in each city, with technical support from a media agency with nationwide coverage. Annex I includes a summary of the CVPP action plan for this component. CVPP also plans to award grants to implement the city/community-based communication strategies. The program will also award a grant to a media agency to provide the technical input required for each strategy.
- b) **Promoted crime and violence prevention agenda at the national level.** CVPP identified, supported, and in certain cases, launched processes among networks (including nascent groups) involved in promoting the issue of crime prevention on the national public and political agenda:
- **Journalists Network for Crime and Violence Prevention.** CVPP is supporting a network of journalists committed to increasing media coverage, disseminating best practices for prevention and keeping these issues at the forefront of the new government's public and political agenda as officials take office. In doing so, CVPP identified the Journalism and Democracy Program within the Department of Communications of Ibero-American University as an implementation partner. CVPP plans to award a grant to the university in October to provide the following

deliverables: 1) organization of a high-level seminar for editorial and journalist staff regarding violence prevention and social responsibility in the media. The event is expected to take place in February 2013 and will advocate for prevention efforts to be taken up by the new administration; 2) design, production, and distribution of a digital newsletter that reports on public opinion and ongoing crime prevention activities in Mexico; 3) production and distribution of a handbook and organization of workshops for journalists reporting on prevention to foster a law-abiding culture, including respect for lawfulness to mitigate insecurity and violence (The program will complete the handbook in February and the workshops will be scheduled shortly thereafter.); and 4) design and promotion of an electronic platform to house and exchange experiences that might encourage journalists to write about the issue, better inform stakeholders, and share opinions.

- **Financial assistance and resources for national and international events:**

- 1) **Building Safer Cities in Latin America – Mexico City, November 5-7.** Since April 2012, CVPP has been a member of the organizing committee which is coordinated by the Ibero-American University. The conference will promote best international practices on Crime Prevention through Environmental Design (CPTED) as a key component of situational prevention. Furthermore, CVPP will finance the participation of international experts, participants from the three target cities and internet live coverage of the event in the three cities.
- 2) **Forum on Youth for Crime Prevention – Acapulco, October 22-26.** This initiative is spearheaded by CNPDPC to establish a network of youth working on citizen participation and security initiatives to ensure sustainability, empowerment, and ownership among youth. CVPP assisted in coordinating the event, helping define the objectives, content, and activities. The forum is designed to promote some of the more important experiences in the lives of children and youth, either individually or in groups, that they can then adopt to prevent crime and violence in their own communities.
- 3) **“The Interrupters” film screening and Q&A in Monterrey (August 20) and Tijuana (September 19).** In close collaboration with the U.S. Consulate in Monterrey, CVPP organized a successful presentation of the documentary “Interrupters” and facilitated a thought-provoking dialogue between the movie producer Steve James and a group of local youth. The film describes several former gang members in the City of Chicago who chose to “interrupt” the path of violence and help the communities they had once criminalized. CVPP worked with the local youth NGO, *Juventud Regia*, to bring together 100 members of the local youth community, government officials, members of the academia and NGOs, as well as USG representatives. The Q&A session triggered an active exchange of ideas on how the young people of Monterrey can become more active in preventing crime. Following the success of the event in Monterrey, the film was also screened in Tijuana on September 19 as part of the International Forum on Crime Prevention and Social Innovation. CVPP made possible the participation of Ms. Guadalupe Cruz, one of the violence “interrupters” featured in the film, who presented her personal testimony to the audience that included forum participants, NGO representatives, as well as 20 young people from the CVPP target communities. Throughout the next reporting period, the program plans to continue to promote the film through CVPP counterparts.
- 4) **International Forum on Crime Prevention and Social Innovation – Tijuana, September 19-21.** CVPP helped CNPDPC organize this important international event. Event activities included the dissemination of best international practices on crime and violence to participants representing local and state governments from across the country. Two

members of the CVPP technical team (Chief of Party, Antonio Iskandar, and Youth and Community Coordinator, Francisco Castellanos) moderated panel discussions which helped to promote the program among key stakeholders.

- 5) *International Forum on Masculinity and a Life Free of Violence – Mexico City, September 27-28.*** The event was designed as an opportunity to analyze and discuss masculine identity and gender characteristics as they contribute to violence. CVPP staff participated in a panel discussion on youth and violence prevention based on cultural and socioeconomic mechanisms that contribute to the construction of masculine identity and its relationship to violence.

#### **2.2.4 CHALLENGES AND REMEDIES FOR IR I**

During this reporting period, CVPP encountered the following challenges along with proposed solutions under IR I:

- Many of the activities planned for IR I required additional time to engage stakeholders effectively and would have moved along faster if federal counterparts were not experiencing an election and subsequent political transition. The first eight months of the program unfolded during a period of political transition, beginning with the presidential election on July 1 and continuing through the inauguration and transition in administration that will occur on December 1. Despite these circumstances, CVPP found the GOM to be a willing and enthusiastic counterpart, albeit at times challenging.
- Most of the activities under this component require continued coordination and communication with the GOM as the CVPP's primary counterpart. The nature of the relationship requires frequent communication to be responsive and to manage evolving technical opinions regarding most of the activities. It is also necessary to have timely access to key information and staff to move forward on a number of issues. The original timeframe was unrealistic for the delivery of products that required counterpart ownership, particularly during the period of political transition. For example, the Knowledge Management Platform and the Policy Mapping Instrument have been delayed and have undergone design changes to make progress in the short term, but may fall short of the expectations originally envisioned at the program design stage.
- The CVPP has found that the political transition is not conducive to laying the foundation for institutional strengthening within the federal government on some of its programmatic issues. The imminent departure of key counterpart authorities from government institutions is an obstacle to establishing institutional coordination structures such as the Crime and Violence Prevention Task Force or the M&E system. As the new administration takes office, CVPP will take advantage of opportunities to advance activities with particular emphasis on developing institutional capacity to develop and apply evidence-based prevention policy along with effective approaches for interagency coordination throughout the GOM.
- The GOM requested changes to the purpose and nature of the communication strategy; shifting the focus from the national to local level. To respond to this challenge, the CVPP quickly refocused the strategy toward local and community-level communications and received a positive response to the new approach. However, developing ownership of the communication strategy at the local level remains a challenge, and definition of who leads and "owns" the local multi-stakeholder strategy and consolidates interests is of concern. To that end, CVPP has set up a technical and multi-sectorial working group in each of the three pilot cities to foster ownership among the various stakeholders and to document these experiences to evaluate the results in Year Two.

- In a collaborative effort with USAID, CVPP fostered an excellent working relationship with CNPDPC as the principal GOM counterpart. Due to this positive relationship, the program has been successful in overcoming many obstacles and making significant progress as highlighted throughout this report.

In sum, despite the challenges and adjustments, CVPP is well positioned for the last few months of the current administration under President Calderon. CVPP has developed products and built a nationwide reputation in preparation for the new government officials who will be taking office next quarter. The program provides significant value added in the subject of crime and violence prevention. Its methodologies, systems, networks, policy guidelines, and designs are ready for the new administration, enabling the program to move quickly and seize opportunities to join forces with incoming counterparts.

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

### **2.3.1 ACTIVITY 2.1: DEVELOP CRIME AND VIOLENCE MASTER PLANS IN TARGET COMMUNITIES**

CVPP completed the set of nine Community Master Plans for Crime and Violence Prevention, one for each target *poligono* participating in the program. The development of these Master Plans was the principal deliverable for this activity in Year One, as explained below.

- a) **Developed nine Community Crime and Violence Prevention Master Plans (Master Plans).** The Master Plans were developed between April and June 2012 and delivered to USAID for review and approval on June 12, the approved extension date. The Master Plans are presented as Annex J to this report. The Master Plans not only represent a programmatic product, but an outstanding effort to initiate a participatory process, empowering key actors and stakeholders to take ownership of process and plans. CVPP facilitated a participatory community-based planning process through the identification, organization, and involvement of community members, representative of every demographic group. CVPP engaged the communities to validate the process, build consensus on needs as well as solutions; and established follow-up mechanisms to ensure community-led and owned action. The Master Plan development process reflects one of the program's most significant accomplishments for Year One.

The Master Plans comprised the following:

- A general description of the target community, including key facts about the *poligono*, such as its geography, history, and population;
- A diagnostic assessment, including current social demographics, crime and violence concerns, identification of the most vulnerable segments of the population (children, women and young adults), and a summary of the infrastructure and government programs, organizations, and other resources available to the community;
- A summary of key findings and a prioritized list of challenges;
- A Strategic Plan and an Action Plan, including the scope, goals, and objectives for the proposed interventions; and
- An M&E Plan with impact indicators to track progress and identify commitments and strategic objectives.

The Master Plan development process provided CVPP with an invaluable set of results and lessons-learned as described below:

- The original timeframe for Master Plan development was brief. As the process unfolded, CVPP saw the need to invest more time in promoting processes within the communities that would build ownership among the stakeholders, allowing for the production of a quality product on one hand, while ensuring long-term sustainability on the other. This approach called for more time to forge relationships of trust between the program and the principal counterparts in the communities, as well as within the government.
  - CVPP established and/or strengthened working groups and community committees as a means to empower the principal stakeholders, beneficiaries and counterparts that contributed to developing the Master Plans. The program set up a working group in each city that included representatives from the three levels of government, as well as the private sector and the civil society. Information from the working groups complemented the diagnostic assessments, drew attention to specific activities, and validated the principal findings pertaining to each community. A total of 22 working group meetings were conducted in the target communities, 16 of which focused primarily on compiling the data for the diagnostic assessment and validating the findings prior to developing the Master Plans. Building from this extensive effort to mobilize community members, CVPP established Municipal Committees for Crime and Violence Prevention in the three target cities. CVPP also created and strengthened the community committees to empower community leaders in each area. In total, CVPP organized 36 community committee meetings, 23 of which were primarily for the purpose of developing the diagnostic assessment and validating the Master Plans. CVPP will continue supporting these committees during the implementation phase of the Master Plans.
  - CVPP worked closely with all three levels of government throughout the MP development process. CVPP joined efforts with its principal GOM counterpart, CNPDPC, to develop the Master Plan methodology and to collect and analyze data on GOM programs to coordinate activities. Throughout the process, CVPP encountered challenges with access to information, which in some cases caused undue delays and setbacks. CVPP made every effort to engage the relevant agencies in each city from all three levels of government to participate in the process, and found that only those agencies with a particular interest in working with the program's target communities participated. For example, the federal representative of SEDESOL in Baja California was an active participant in the CVPP processes given the federal agency's large portfolio of projects implemented in the CVPP *poligonos*. In contrast, the state government was not involved.
- b) Disseminated Community Crime and Violence Prevention Master Plans.** CVPP initiated a Master Plan dissemination phase that included presentations for the GOM, USAID, and USG agencies operating in Mexico City and/or in the three target cities. To facilitate the dissemination process, CVPP prepared Executive Summaries (Annex K) in English and Spanish, along with one-page information sheets for each *poligono* (Annex L), which include a summary of the methodology and the findings for each community. As the reporting period drew to a close, CVPP is preparing for the Master Plans presentations in each city. Working closely with CNPDPC, the program is documenting and systematizing the Master Plan development methodology and lessons learned based on the experience. These will be shared with the public during the November Building Safe Cities conference.
- c) Initiated implementation of the Master Plans.** In July, CVPP began to implement the Master Plans in the communities by initiating targeted activities coordinated through the working groups, some of which are funded through CVPP grants. Overall, CVPP has identified a

total of 11 grants, some of which are in the proposal review stage, to be implemented starting in October 2012. Please see Annex E for the detailed account of the CVPP grants activity.

### 2.3.2 ACTIVITY 2.2: SUPPORT URBAN AND SOCIAL PLANNING STRATEGIES TO STRENGTHEN CRIME AND VIOLENCE PREVENTION

The principal deliverables, activities, and expected results for Year One under this activity are as follows: 1) establishment of Municipal Crime and Violence Prevention Committees in each target municipality; 2) application of the ICAP tool, and development of a technical assistance program in each municipality; 3) application of the CPTED methodology in each target city; and 4) design of the Municipal Safety Award Program.

CVPP reports progress in the following areas:

a) **Completed the first phase for the creation of the three Municipal Crime and Violence Prevention Committees.** Given the success of the Master Plan working groups (see Activity 2.1), the program was effective in building coordination, planning, and follow-up mechanisms for prevention policies and activities in each city. Rather than using a one-size-fits-all approach, CVPP tailored its strategic assistance to reflect each city's particular dynamics and context. The program leveraged lessons learned in establishing working groups and conducting diagnostic assessments in each community to develop a strategy for each city (Annex M). Some of the most significant findings are as follows:

- A regulatory framework exists to set up coordination mechanisms at the local levels for crime and violence prevention. The framework can be regulated at the federal, state, and municipal level to improve coordination and cooperation structures.
- The strategies used to promote committees must be flexible and adaptable to capitalize on windows of opportunity and existing entry points in each city. For example, despite the fact that the Metropolitan Prevention Committee for Monterrey implies a structure at the municipal government level, CVPP is promoting it at the state level in Nuevo Leon. The structure will eventually be implemented at the local government level in Monterrey once the recently elected authorities take office and acquire ownership of the process.
- As described under Activity 2.1, the degree of progress in promoting the Municipal Prevention Committees varies by city.
  - Monterrey has the most conducive context to promoting interagency and multi-sectorial coordination, as the city benefits from the political will and leadership stemming from the Nuevo Leon state government. Municipal government participation in Monterrey has diminished as a result of the political transition process dating back to the July elections as the city awaits the transition to new government. The Nuevo Leon state government is an active participant in crime and violence prevention, having a clear mandate in this area and working with the NGOs and the private sector to mitigate the escalation of violence in Monterrey.<sup>1</sup> In addition to validating the Master Plans, the Monterrey working group has had regular meetings to promote a CVPP-facilitated community health proposal and communications strategy. It has also met to review the by-laws for the *Ley General para la Prevención Social de la Violencia y la Delincuencia* prior to its application in the state. Furthermore, the group has set up agreements to coordinate activities at other government

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<sup>1</sup> The Monterrey working group comprises the following organizations: Under Secretary for Social Prevention in the Secretary of Public Security in the State of Nuevo Leon; the Director for Strategic Projects in the Monterrey Municipal Government; the Urban Renewal Program under the Secretariat for Social Development at the federal level; the OXXO and FEMSA groups for Management of Social Sustainability; the VICCALI NGO, and Youth for Community Construction (*Jóvenes Constructores por la Comunidad A.C.*)

levels, as well as with other entities working in the communities of *La Independencia* and *La Alianza*. CVPP is working with the Nuevo Leon state authorities to finalize the establishment of the Prevention Committee for Metropolitan Monterrey and to develop by-laws by the end of November.

- In Tijuana, the working group operated smoothly during the Master Plan development process, receiving greater input from the local government authorities due to the municipal government’s commitment to the USAID program.<sup>2</sup> During the initial phase, CVPP developed independent participation structures for the NGOs and the private sector for their future integration into the working group during the second phase. The group has met on seven occasions and is in agreement with establishing a Municipal Committee for Prevention with the participation of private businesses.
- In Ciudad Juarez, CVPP has encountered significant challenges during this first phase. However, with the establishment of working groups in each community engagement with local government officials is looking promising. The program joined the existing intergovernmental working group in *Riberas del Bravo*, the Regulatory Directive Council for Comprehensive Territorial Operations (*Consejo Directivo Rector de las Operaciones Territoriales Integrales* [CDR OTI]), and has shared the results of the Master Plans with several municipal government agencies. CVPP is currently exploring the possibility of promoting a model similar to CDR OTI throughout other communities in Ciudad Juarez. Similarly, the program is working with various working groups established as a result of the “*Todos Somos Juárez*” initiative to address prevention issues.

**b) Applied Institutional Capacity Assessment Tool (ICAPI) in Monterrey and Tijuana.**

During this reporting period, CVPP applied the ICAPI tool in Monterrey and Tijuana<sup>3</sup> (Annex N). The application was delayed in Ciudad Juarez due to a request by the government to postpone it until October 10, when the local administration presents its annual report. CVPP will present the results of the ICAPI application in Monterrey to the newly elected administration in November and will develop a work plan in December to build municipal capacity as required for crime and violence prevention.

The program completed the exercise in Tijuana at the end of June and will present the results to the authorities in October. The program is proceeding with the design of the technical assistance work plan for Tijuana.

**c) Completed Crime Prevention through Environmental Design (CPTED) diagnostic assessment in the three target cities.**

CVPP finished compiling data required for the CPTED diagnostic assessments in Monterrey, Ciudad Juarez, and Tijuana. The CPTED experts who performed the diagnostic assessment visited each community to identify the features and understand the perceptions of local residents—adults and children. The experts also met with public officials who work regularly in the communities.

CVPP will use the results to design a training program for municipal and state authorities, academia, and local NGOs, which will begin in October and will focus on raising awareness among the key stakeholders on the role of CPTED in preventing crime and violence. In January 2013, CVPP will

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<sup>2</sup> The Tijuana working group comprises the following organizations: the Ministry for Social Development at the federal government level (SEDESOL), the Ministry for Municipal Social Development (SEDESOM), the Municipal Institute for Women (IMMUJER), the Municipal Institute for Arts and Culture (IMAC), the Municipal Institute for Sports (IMDEPT), the Municipal Office against Addiction (DIMCA), the Metropolitan Planning Institute for Tijuana (IMPLAN), the Citizen Participation and Prevention Office in the Ministry of Public Security, the DIF Deputy Director for Operations, and the Ministry of Public Security.

<sup>3</sup> See the April-June Quarterly Report for details on the main findings of ICAPI’s application in Monterrey.

begin working with the local counterparts on advocacy efforts in all nine *poligonos* to mitigate situational risks.

- d) **Completed the terms of reference to develop the design for the Municipal Safety Award Program.** CVPP completed the terms of reference for this activity and expects to complete the design for the award program in the next quarter. CVPP will launch the award program in February 2013 as part of the Year Two Work Plan.

### **2.3.3 ACTIVITY 2.3: STRENGTHEN THE CAPACITY OF LOCAL GOVERNMENTS TO CONDUCT PARTICIPATORY BUDGETING TO INCREASE PUBLIC AND PRIVATE INVESTMENTS IN VIOLENCE PREVENTION**

The principal products, activities, and expected results under this activity for Year One (February 2012-January 2013) are to provide technical assistance in the following areas: 1) support local governments in planning, project development, budgeting, and financial management; 2) develop transparent and efficient systems and practices; 3) aid local governments in their ability to access supplementary funding sources; 4) build the capacity of community-based organizations to monitor and advocate for fiscal transparency and efficient fiscal management; and 5) strengthen the use of citizen engagement mechanisms for budgetary management.

During this reporting period, CVPP's most significant accomplishment under this activity was the implementation of the Results-based Budgeting Training in Ciudad Juarez on August 27 and in Tijuana on August 29-30. The training generated extraordinary interest among the government officials in both cities. Overall, CVPP trained a total of 54 people in Ciudad Juarez and 65 in Tijuana. The training session in Monterrey will be scheduled as soon as the newly elected officials take office in November. The technical assistance activities around budgeting will be scheduled once the ICAPI results have been approved by each municipality.

As a consequence of program experiences in Year One, the CVPP plans to use the ICAPI results to strategically prioritize capacity-building activities under this component during the next reporting period.

### **2.3.4 ACTIVITY 2.4: PROMOTE COMMUNITY POLICING TO IMPROVE THE RELATIONSHIPS BETWEEN THE MUNICIPAL POLICE AND THE COMMUNITIES**

The principal products, activities, and expected results under Activity 2.4 for Year One (February 2012-January 2013) are as follows: 1) conduct an assessment on the status of policing practices in each *polígono*, 2) start implementation of community-based interventions, and 3) develop a Community Policing Guide. CVPP progress made under this component is described below:

- a) **Initiated community policing assessment.** CVPP selected the Institute for Security and Democracy (*Instituto para La Seguridad y la Democracia* [INSYDE]), a renowned Mexican organization in the area of community policing, to conduct a diagnostic assessment of the current practices and perceptions in the target communities. The Institute began the diagnostic assessment in August and is now determining the status of institutional capacity of municipal and/or state police agencies in target cities. The process examines the residents' perceptions of the police and is designed to produce recommendations to strengthen collaborative relationships between the community and the security forces, with a special emphasis on youth. INSYDE applies a distinct methodology to educate the communities and the police about the importance of mutual support in achieving security.

INSYDE has made progress in all three cities and plans to complete the process in November. There may be a minor setback in Ciudad Juarez resulting from less access to police authorities. The

process is being documented for each community and will conclude with a coordination plan between local police forces and area residents.

- b) **Developed a draft version of the Community Policing Guide.** The Community Policing Guide is designed as a tool for senior-level police management, the general police force, the public and anyone who is interested in understanding and promoting a new approach based on improved cooperative relations between the police and the community. The guide reveals the underlying philosophy of policing as it relates to local citizens, offering security and protection through fostering relationships based on collaboration. It provides practical knowledge and methodologies on how to apply approaches to promote community policing in different contexts in Mexico based on concrete scenarios, illustrative activities, and steps. At the time of this report, CVPP was in the process of reviewing the second draft of the guide and will proceed to schedule meetings with USAID and NAS to discuss the results and further coordinate joint actions on the subject.

### **2.3.5 ACTIVITY 2.5: SUPPORT LOCAL ORGANIZATIONS TO IMPLEMENT COMMUNITY HEALING/VICTIMS' PROGRAMS**

The principal products, activities, and expected results under Activity 2.5 for Year One of the program (February 2012-January 2013) are as follows: 1) conduct an assessment on community healing practices and interventions in the three cities and nine *polígonos*; 2) identify specific activities to introduce, expand, and incorporate into the Master, urban and municipal plans; and 3) design small grant programs to promote community healing models in the target communities. Below is the CVPP progress to date in this area:

- a) **Completed mapping of practices and interventions in the nine *polígonos*.** CVPP mapped out the existing practices in community healing in the three target cities and reviewed the models implemented by government agencies and NGOs. To execute the mapping, CVPP first organized a workshop in each city to compile data on activities, key actors, approaches and models applied, as well as to assess their actual impact on the communities. Representatives from 38 government institutions and civil society organizations attended the workshops. The mapping activity revealed that in Monterrey and Tijuana there are a number of programs that address domestic violence and violence against women, but they lack a community focus and a psychosocial approach for victim assistance. In Tijuana, the programs focus on victims and families and provide artistic outlets, but lack a comprehensive conceptual and methodological approach. In addition, programs in Ciudad Juarez are operated by NGOs using a community-based approach for mental health and assistance for victims of crime and violence.
- b) **Completed proposal to promote a holistic approach toward community healing.** CVPP developed a conceptual framework to define community healing and applied it to evaluate practices identified in the mapping process. As a result of this process, CVPP will develop a work plan for the communities participating in the program. The draft working document, *Modelo de Salud Comunitaria desde un Enfoque Psicosocial* (Annex O), provides information on the conceptual framework and proposed activities.
- c) **Identified first group of community healing practices to be funded by the CVPP small grants program.** CVPP identified five NGOs (two in Ciudad Juarez, two in Monterrey, and one in Tijuana) to implement the proposed community healing work plans in the CVPP target communities. Based on this initial pilot effort, the program expects to strengthen holistic approaches toward community psycho-social health among the local stakeholders, who in turn will then be prepared to consolidate and promote its replication in other cities in Mexico.

### **2.3.6 ACTIVITY 2.6: SUPPORT MECHANISMS TO DISRUPT THE PATH OF YOUTH TO CRIMINALITY BASED ON BEST PRACTICES FROM THE LATIN AMERICAN REGION AND THE U.S.**

The principal products, activities, and expected results under Activity 2.6 for Year One of the program (February 2012 through January 2013) are as follows: 1) improve and expand YBI's *Jóvenes Constructores de la Comunidad (JCC)* models to Tijuana and Monterrey, and 2) award small grant-funded projects to promote new models.

- a) ***Jóvenes Constructores* initiated expansion from Ciudad Juarez to Tijuana and Monterrey.** During this reporting period, CVPP consolidated the JCC expansion to Monterrey, Tijuana, and new communities in Ciudad Juarez (JCC had been present in Ciudad Juarez prior to its engagement with CVPP). Through a grant awarded to JCC on August 10 2012, CVPP has begun to reach out to young people who are currently not part of the educational or professional system to provide them with vocational training and use their construction skills to rehabilitate public spaces. The grant was awarded for an eight-month period with a goal to build JCC's capacity to expand its model to new areas, and provide assistance to youth in the CVPP target communities. The number of youth that benefited from this program is presented in the Monitoring and Evaluation Report (Annex D).
- b) **JCC completed the institutional development workshop.** During this period, CVPP worked to build institutional capacity within JCC by organizing a three-day training workshop led by CVPP implementing partner YBI. The first workshop, held in Ciudad Juarez from September 11-13, was attended by JCC staff from Chiapas, Mexico City, Ciudad Juarez, Tijuana, and Monterrey, and reached a total of 30 participants. The workshop provided an opportunity for participants to understand the JCC model and its application, deliver a systematic and professional approach to providing services for youth, develop an institutional marketing proposal, and receive training to develop curriculum.
- c) **Identified projects to be funded by the CVPP grants program in the area of youth development.** CVPP identified several projects to promote innovative models that provide alternatives for high-risk youth. In Ciudad Juarez, *Centro de Asesoría y Promoción Juvenil AC (CASA)* works to promote its models in Francisco I. Madero. The project engages adolescents and youth both at school and in their communities, including those with ties to gangs. Similarly, the Border Project for Environmental Education (*Proyecto Fronterizo de Educación Ambiental*) in Granjas Familiares is working to strengthen its family gardens model.

### **2.3.7 ACTIVITY 2.7: BUILD SUSTAINABLE LOCAL CAPACITY THROUGH GRANTS AND PUBLIC-PRIVATE PARTNERSHIPS**

The principal products, activities, and expected results under Activity 2.7 for Year One (February 2012-January 2013) are as follows: 1) identify potential private funding partners in each city, 2) identify other models, and 3) define mechanisms. CVPP progress for this activity is summarized below.

**Identified first group of potential private sector partner organizations to roll out three models of public-private partnerships (PPPs).** This period, CVPP worked to promote three types of PPPs: 1) expand coverage of social services to CVPP communities based on existing needs and reflecting each Master Plan's strategic approach, 2) develop opportunities for at-risk youth, and 3) engage intermediary organizations representing groups of private businesses to channel public-private funding toward crime and violence prevention programs in the three program cities and nine target communities. Based on these models, CVPP engaged 20 private sector organizations in the three cities as well as in Mexico City, and to date at least 10 companies have expressed interest in exploring a strategic alliance with CVPP, either directly or through the Municipal Prevention Committees. The 10

interested companies are CEMEX, Prudential Real Estate, Casas Geo, Oxxo, Femsas, Canal 44, Desarrollos Delta, Diageo, Conductores de Monterrey, and GCC Cemento.

In Ciudad Juarez, CVPP organized two meetings with a number of local companies including Canal 44, *Almacenes Distribuidores de la Frontera*, and GCC Cemento. In Monterrey, Femsas, Oxxo, Cemex and Desarrollos Delta are participating in the working group. CVPP is preparing to sign a partnership agreement with CEMEX in October. Also in Monterrey, the program identified Red Sumarse, an organization comprised of 25 companies who work together to promote social programs to mitigate the damage caused by Hurricane Alex in 2010. CVPP is engaging with Red Sumarse to explore the possibility of promoting a model similar to that of FECHAC in Ciudad Juarez as a way to channel private sector resources to prevention programs in Monterrey.

In Tijuana, CVPP is working to engage the *maquiladora* industry, represented by the National Chamber of Commerce (*Cámara Nacional de Comercio [CANACO]*) and other companies that form the *Tijuana Innovadora* Initiative; a group of businessmen and society leaders working to combat the violence plaguing the city.

In Mexico City, CVPP has initiated discussions with Prudential Real Estate, Casas Geo, and Diageo. The program has also engaged the Inter-American Development Bank (IDB) to work together to develop a plan for collaboration. The CVPP Chief of Party is planning to attend meetings in Washington in November 2012 to follow up on the preliminary discussions with the IDB.

Given that each company has its own corporate social responsibility (CSR) agenda, CVPP plans to contract a CSR expert to develop a work plan for each organization in November, thereby enabling the program to reach at least three agreements over the course of the next quarter.

### **2.3.8 CHALLENGES AND REMEDIES FOR IR2**

The program encountered the following challenges in the implementation of this component:

- CVPP found that the original timeframe to develop viable and sustainable Master Plans (four months after contract award) was overly ambitious for the following reasons:
  - i. Upon the initiation of the Master Plan design process, it became evident that four months from contract award was not sufficient to establish a participatory process that would lay the foundation for community engagement and ownership to effectively assess, develop, and sustain the plans over the long term. During the first two months of the start-up phase, the program team was focusing its efforts on the establishment of project operations.
  - ii. This participatory approach required CVPP to broaden its engagement to include actors both at the federal level and at the local and state levels, whose agendas were not always aligned. This meant investing more time to promote participation, consensus building, and local ownership among a broad range of stakeholders.
  - iii. CVPP encountered a number of obstacles in compiling the information from government sources. The team responded to this challenge by intensifying its efforts to gather information from local stakeholders.

Despite these challenges, CVPP requested and subsequently received the approval from USAID to extend the deadline for the submission of the Master Plans, and multiplied the human and technical resources necessary to complete the task. CVPP also exercised diligence in overseeing the Master Plan preparation process, preempting delays, and taking corrective actions to ensure high-quality deliverables.

- The next steps in Master Plan implementation will require CVPP to continue to engage actors and beneficiaries at the local level while simultaneously coordinating efforts with new government

officials taking office in December. When developing the Master Plans, CVPP designed structures and activities in each community to build trust and reach out to a larger number of stakeholders in preparation for the second phase of implementation. Nevertheless, the program is fully cognizant that it must remain flexible, willing to tailor and modify activities as necessary and remain alert in the face of changing conditions and new challenges.

- The worsening security conditions, especially in the communities of metropolitan Monterrey, represent an additional challenge for program implementation. The situation in *Nuevo Almaguer* is the most threatening, as the community is entirely under the control of organized crime groups and the program does not have direct access to the community. CVPP has attempted to put in place a number of mitigating strategies that were successful in the case of *Independencia* and *La Alianza*, but failed to deliver results in *Nuevo Almaguer*. As a result, CVPP has requested that USAID reschedule activities in that community until the situation stabilizes and the program is able to continue.
- CVPP has found that there are a number of USAID-financed programs operating in its three target communities. Each program is conducting separate activities and reporting similar indicators, but the perception of potential overlap is generating confusion among local counterparts. This confusion and possible duplication of efforts and/or results could have a detrimental effect on the CVPP expected results. To mitigate this potential problem, the program has suggested that USAID consider using the Master Plans as a coordination instrument among its programs and develop a communication strategy to inform the beneficiaries and counterparts about the multiple programs, USAID's objectives, and the links between the activities currently being implemented.

## 3.0 SPECIAL REPORTING

CVPP delivered 33 weekly reports during this reporting period. In addition, CVPP provided a number of ad hoc reports in response to USAID requests. CVPP submitted five progress reports to the GOM.

## 4.0 BUDGET ALLOCATIONS

<b>Description</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>Total</b>
Direct Labor	\$ 47,496	\$ 48,320	\$ 60,140	\$ 155,956
Other Direct Costs	\$ 241,657	\$ 124,767	\$ 409,393	\$ 775,816
Indirect Costs	\$ 48,178	\$ 32,277	\$ 46,097	\$ 126,552
Grants Fund	\$ 0	\$ 0	\$ 0	\$ 0
Fixed Fee	\$ 13,832	\$ 8,421	\$ 21,143	\$ 43,395
<b>Total Cost plus Fixed Fee</b>	<b>\$ 351,162</b>	<b>\$ 213,784</b>	<b>\$ 536,772</b>	<b>\$ 1,101,719</b>

# 5.0 ACTIVITY PLAN AND PROJECTED EXPENDITURES FOR NEXT QUARTER

## 5.1 ACTIVITY PLAN FOR NEXT QUARTER

Activity	Date		
	October	November	December
<b>IRI: Activity 1.1 - Support GOM to improve monitoring and evaluation and knowledge sharing to inform national violence prevention and reduction policies and planning better</b>			
Design and launch the Knowledge Management Platform	■	■	■
Publish good practices in violence prevention by NGOs and the private sector		■	■
Develop and publish the Violence Prevention Conceptual Framework		■	■
Develop and publish (with CNPDPC) the Master Plan Methodology Guidelines	■	■	■
Finalize prevention policy guidelines for youth and children		■	■
Conduct workshop on the “Second Chance for Youth” model		■	
Complete the CVPP Baseline	■	■	■
<b>IRI: 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</b>			
Systematize the geo-referencing experience of the outgoing government		■	■
Design geo-referencing recommendations for the incoming government		■	■
<b>IRI: Activity 1.3 - Support GOM’s communication plan that includes social communication efforts and a violence prevention outreach strategy</b>			
Validate communications strategies in each city	■	■	■
Systematize the information for the strategies		■	
Finalize the first draft of the strategies		■	
Sign agreements with the implementation partners for the strategies			■
Sign an agreement with an organization to implement training for journalists		■	
Organize training for journalists and promote network of journalists for crime and violence prevention		■	■
Help organize the Youth Forum in Acapulco		■	
Help organize the International Conference on Safe Cities		■	

Activity	Date											
	October			November			December					
<b>IR2: Activity 2.1 - Crime and Violence Prevention Master Plans developed in target communities</b>												
Present 2013 MP & conduct operational planning in Monterrey												
Present 2013 MP & conduct operational planning in Tijuana												
Present 2013 MP & conduct operational planning in Ciudad Juarez												
Identify and select NGOs for the strengthening of community committees in three cities												
<b>IR2: Activity 2.2 - Support urban and social planning strategies to strengthen crime and violence prevention</b>												
Implement ICAPI tool in Ciudad Juarez												
Present ICAPI results to Tijuana's officials and define the technical assistance work plan												
Present the CVPP and ICAPI results to the President Elect of the Monterrey Municipality												
Define the technical assistance work plan in Monterrey												
Conduct the CPTED workshop in Tijuana												
Conduct the CPTED workshop in Monterrey												
Conduct the CPTED workshop in Ciudad Juarez												
Conduct the International CPTED Conference, Mexico City												
Reach an agreement for a CPTED Work Plan in each city												
Design the Municipal Safety Award												
Pilot test and refine the Municipal Safety Award												
Formalize and strengthen the Metropolitan Crime and Violence Committee in Monterrey												
<b>IR2: Activity 2.3 - Strengthen the capacity of local governments to conduct participatory budgeting to increase public and private investments in violence prevention</b>												
Define a technical assistance work plan in Tijuana												
Define a technical assistance work plan in Juarez												
Define a technical assistance work plan in Monterrey												
Prepare material to complement budget operating manuals to be shared with municipalities												
<b>IR2: Activity 2.4 - Promote community policing to improve the relationships between the municipal police and the communities</b>												
Continue development of diagnostic assessment												
Develop plans for each city												
Finalize the Community Police Guide												
Present main findings of assessment and Guide to USAID and NAS												
Implement activities in each city												
<b>IR2: Activity 2.5 - Support local organizations to implement community healing/victim's programs</b>												
Select NGOs to implement the Community Healing Model												
Develop grants to support the Model implementation												
Strengthen capacity of local organizations on the Community Healing Model												

Activity	Date		
	October	November	December
<b>IR2: Activity 2.6 - Support mechanisms to disrupt the path for youth to criminality</b>			
Implement the JCCs Model in Riberas del Bravo, La Alianza and Camino Verde			
Identify and strengthen through grant programs other youth development models in each city and poligono of the program			
Provide training on youth development in Monterrey and Tijuana			
<b>IR2: Activity 2.7 - Build sustainable local capacity through grants and public-private partnerships</b>			
Select a consultant to develop PPPs			
Sign the first agreement with CEMEX			
Follow-up with companies and contacts			

## 5.2 PROJECTED EXPENDITURES FOR NEXT QUARTER

Description	October	November	December	Total
Direct Labor	\$59,483	\$54,506	\$77,147	\$191,137
Other Direct Costs	\$171,545	\$292,217	\$268,367	\$732,130
Indirect Costs	\$41,413	\$46,098	\$57,770	\$145,281
Grants Fund	\$0	\$166,000	\$165,000	\$331,000
Fixed Fee	\$10,498	\$14,409	\$15,030	\$39,936
<b>Total Estimated Cost plus Fixed Fee</b>	<b>\$282,939</b>	<b>\$573,230</b>	<b>\$583,314</b>	<b>\$1,439,483</b>

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