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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP)

MONITORING AND EVALUATION PLAN

OCTOBER 2012

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Implemented by: Tetra Tech
159 Bank Street, Suite 300
Burlington, Vermont 05401
Tel: (802) 658-3890

Tetra Tech contact: Patricia Caffrey, Senior Technical Advisor/Manager
Patricia.caffrey@tetratech.com

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS AND ABBREVIATIONS

CADHAC	<i>Ciudadanos en Apoyo a los Derechos Humanos A.C.</i>
CASA	<i>Centro de Asesoría y Promoción Juvenil A.C.</i>
CHEPAZ	<i>Crecimiento Humano y Educación para la Paz</i>
CNPDPC	<i>Centro Nacional de Prevención del Delito y la Participación Ciudadana</i>
CPTED	Crime Prevention through Environmental Design
CSO	Civil Society Organization
CVPP	Mexico Crime and Violence Prevention Program
FY	Fiscal Year
GESOC	<i>Agencia para el Desarrollo, A.C.</i>
GOM	Government of Mexico
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
M&E	Monitoring and Evaluation
NAS	Narcotic Affair Section
NGO	Nongovernmental Organization
PMP	Performance Monitoring Plan
PPP	Public-Private Partnership
SABIC	<i>Salud y Bienestar Comunitario</i>
USAID	United States Agency for International Development
USG	United States Government

INTRODUCTION

This report of the Mexico Crime and Violence Prevention Program's monitoring and evaluation (M&E) indicators includes a brief description of the program's major results vis-à-vis the Performance Monitoring Matrix, approved by USAID on June 11, 2012. The report covers eight rather than 12 months of program implementation, from early February through September 2012. Start-up activities took place during this reporting period, including hiring and training staff, acquiring legal status in Mexico, establishing offices across four distinct geographic locations, and initiating relationships with Government of Mexico (GOM). Within this context, CVPP has made significant progress to support achievement of the stated M&E targets. The program's **most significant achievements** in FY12 vis-à-vis the program's Performance Monitoring Plan (PMP) include:

- The completion of *nine Master Plans* (one for each target city and its respective *polígonos*) through a highly participatory process;
- The preliminary identification of *14 best practices* in crime and violence prevention for documentation and subsequent replication;
- The application of the Institutional Capacity Index (ICAPI) in the municipal governments of Tijuana and Monterrey, leading to concrete recommendations for institutional strengthening; and
- Completion of community policing assessments and a draft community policing guide.

Despite these achievements, some external factors should be taken into account when reading this report:

- The targets, although reasonable for a full implementation year, were ambitious given the program's reduced implementation period as well as the demands of program start-up.
- Implementation and start-up also took place during a period of significant political transition, with national elections held in July and the subsequent handing over of power planned for January 2013. Although CVPP has established and nurtured very positive and productive relationships with the GOM, the backdrop of political transition has presented challenges.
- The baseline process experienced delays. CVPP selected the *Agencia para el Desarrollo, A.C.* (GESOC), a Mexican nongovernmental organization (NGO), to conduct the baseline for the program. The baseline process was delayed as a result of the presidential elections (mentioned above), as CVPP believed that delaying the activity until after the elections would help reduce biases resulting from campaign activities at the community level. It also proved difficult to identify local organizations capable of carrying out the design, data collection, and analysis required in the baseline activity.

PROGRESS ON INDICATORS

Pillar IV Goal: To build strong and resilient communities that can withstand the pressures of crime and violence

INDICATOR 1: PERCENT OF TARGET POPULATIONS THAT CONSIDERS THEIR COMMUNITY UNSAFE

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
TBD	5% decrease from baseline	Survey planned for FY13	N/A

As mentioned in the Introduction, the baseline has not yet been completed. This table will be updated with baseline data in December 2012. At the end of Year 2, CVPP will conduct the program’s second annual survey.¹ Data from that survey will provide the first comparison with the baseline regarding citizen’s perceptions of safety.

INDICATOR 2: PERCENT OF CITIZENS WHO PERCEIVE THEIR COMMUNITIES TO BE “HEALTHY” BASED ON AN AGGREGATE SCALE OF KEY FACTORS FOR COMMUNITY HEALTH

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
TBD	25% increase over baseline	Survey planned for FY13	N/A

As mentioned above, the baseline survey is currently underway. However, to support forward movement on this indicator, the program undertook several activities, including the definition and validation of a conceptual framework for understanding “community health” in the context of the program’s mandate. For the purposes of measurement, clarity, and standardization, CVPP defines a *healthy community* as one that enables its inhabitants to achieve a high standards of living and productivity. A healthy community offers access to health services centered on prevention and treatment for all members of the community; is secure; has adequate infrastructure: roads, parks, schools and other services to satisfy the needs of its inhabitants; and has a healthy and safe environment.²

To contribute to healthy communities, CVPP implemented multiple activities during the reporting period, including:

- Definition of service needs and priorities through Master Plans;
- Creation of the three municipal working groups that will lead to the establishment of Municipal Crime and Violence Prevention Committees during the next reporting period;
- Completion of the Crime Prevention through Environmental Design (CPTED) diagnostic assessment;

¹ The first annual survey is the baseline.

² Office of Disease Prevention and Health Promotion. Department of Health and Human Services, *Healthy People in Healthy Communities*. USA.

- Initiation of community policing assessment and completion of a draft community policing guide; and
- Expansion of the Jovenes Constructores model from Ciudad Juarez to Tijuana and Monterrey as a means to disrupt the path to criminality among youth.

In addition, CVPP conducted a mapping exercise to identify community-based healing and victim support programs. As a result of this activity, CVPP identified four civil society organizations (CSOs) providing such services in other areas in the city, detailed in Table I below. CVPP will work with them to expand their services into CVPP target communities through small grant programs and will document these experiences to create models that can be replicated to other locations in Mexico.

TABLE I. COMMUNITY-BASED HEALING /VICTIM-FOCUSED PROGRAMS, BY TARGET CITY

City	Organization	Main activities	Proposed work location
Ciudad Juarez	Crecimiento Humano y Educación para la Paz (CHEPAZ)	Provides psychosocial support to victims of violence, peace education and conflict mitigation services	Riberas del Bravo
	Salud y Bienestar Comunitario (SABIC)	Is devoted to integral mental health promotion and education; integrates alternative medicine into its programs	Francisco I. Madero/ Felipe Ángeles
Monterrey	Ciudadanos en Apoyo a los Derechos Humanos A.C. (CADHAC)	Promotes and defends vulnerable groups; works with families of victims of forced disappearances and extrajudicial execution	La Alianza

Complete details regarding the activities highlighted under this indicator can be found in the Annual Technical Report narrative under Activities 2.1, 2.2, 2.4, 2.5 and 2.6.

INDICATOR 3: NUMBER OF CRIME PREVENTION POLICIES ADOPTED BY THE PILLAR IV WORKING GROUP AND IMPLEMENTED BY GOM AGENCIES

Baseline Value	YI FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
0	N/A	N/A	N/A

According to the program's PMP, achievement against this indicator will be reported in FY13.

INDICATOR 4: GOM FEDERAL PROGRAM TO SUPPORT CRIME PREVENTION AND COMMUNITY STRENGTHENING DEVELOPED BASED ON LESSONS LEARNED AND BEST PRACTICES FROM LOCAL INITIATIVES

Baseline Value	YI FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
NO	NO	NO	0

In FY12, there was no federal program to support crime prevention and community strengthening. The GOM has worked on the development of a National Program on Crime and Violence Prevention, but it was still pending at the end of this reporting period. CVPP will work with the new administration to promote a federal program to support crime prevention and community strengthening through lessons learned from good practices, the definition of a crime and violence prevention conceptual model, study tours to showcase international best practices, the development of a knowledge management platform to document policies, good practices and statistics, the development of a policy mapping tool and the

implementation of public awareness events to set the agenda for crime and violence prevention policies and programs. In FY12, CVP contributed to the achievement of this indicator through the design of the knowledge management platform, development of the concept of crime and violence prevention that will lead to CVPP's proposed model, policy guidelines for developing a crime and violence prevention policy for children, and organizational and planning support for three high-level public events: (1) International Forum on Crime Prevention and Social Innovation, in Tijuana, on September 19-21; (2) Forum on Youth for Crime Prevention, in Acapulco, on October 22-26; and (3) Building Safer Cities in Latin America, in Mexico City, on November 5-7. Full details regarding each of these activities can be found in the technical report under Activities 1.1, 1.2 and 1.3.

INDICATOR 5: NUMBER OF SUCCESSFUL CRIME AND VIOLENCE PREVENTION INITIATIVES FROM NINE TARGET COMMUNITIES REPLICATED BY GOM THROUGHOUT MEXICO

Baseline Value	YI FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
0	N/A	N/A	N/A

According to the program's PMP, achievement against this indicator will be reported in FY14.

Intermediate Result I: Strengthened federal civic planning capacity to prevent and reduce crime

Activity 1.1: Support GOM to improve monitoring and evaluation and knowledge sharing to better inform national violence prevention and reduction policies and planning

INDICATOR 6: NUMBER OF DIAGNOSTICS PERFORMED BY GOM

Baseline Value	YI FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
TBD	N/A	N/A	N/A

According to the program's PMP, achievement against this indicator will be reported in FY13.

INDICATOR 7: NUMBER OF CRIME / VIOLENCE PREVENTION ACTIVITIES THAT INCLUDE INPUT / OVERSIGHT BY VARIOUS GOM ENTITIES, AT THE FEDERAL, STATE AND LOCAL LEVEL

Baseline Value	YI FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
TBD	N/A	N/A	N/A

According to the program's PMP, achievement against this indicator will be reported in FY13.

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

INDICATOR 8: NUMBER OF BEST PRACTICES IDENTIFIED FOR REPLICATION BY GOM

Baseline Value	YI FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
0	9 [1 per community]	14 (Preliminary/2 nd stage selection)	+5

During the reporting period, CVPP worked in close coordination with the *Centro Nacional de Prevención del Delito y la Participación Ciudadana* (CNPDPC) to 1) develop the “Guidelines to Document Good Practices in Crime and Violence Prevention”, which spells out the criteria to differentiate among best, good, and promising practices; and 2) identify and document good practices among CSOs. CVPP preselected 15 practices among CSOs that complied with the criteria and guidelines. The Technical Annual Report provides details on the process. At the time of this report, CVPP is documenting each practice to assess its viability. A panel of experts will evaluate these 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.

TABLE 2: IDENTIFIED BEST PRACTICES

City	Number of practices	Brief description of key practice area
Acapulco	1	The Social Circle, with CSOs in Acapulco
Chihuahua	1	Program of recovery, rehabilitation and management of public spaces; strengthening of the program of extended hours under the DNA model
Ciudad Juarez	3	<ul style="list-style-type: none"> Prevention program Transition from primary to secondary school “To win”
Mexico DF	3	<ul style="list-style-type: none"> Addiction prevention among youth Model for social prevention of crime among youth in community contexts “Create your Space,” youth participating in the school community
Monterrey	2	<ul style="list-style-type: none"> “Courageous Youth” program Peace Art
Querétaro	1	Assessment and intervention with at-risk youth in 7 communities
Saltillo	1	Recovery of social fabric
Culiacán	1	“Through education we avoid school drop out”
Chiapas	1	Prevention of human trafficking of girls, boys and youth in indigenous communities in Chiapas

INDICATOR 9: PREVENTION POLICY DEVELOPED

Baseline Value	YI FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
NO	N/A	N/A	N/A

According to the program’s PMP, achievement against this indicator will be reported in FY13 (June).

Activity 1.3: Support GOM’s communication plan that includes social communication efforts and a violence prevention outreach strategy

INDICATOR 10: PERCENT CHANGE IN CITIZENS INFORMED OF FEDERAL GOVERNMENT CRIME PREVENTION ACTIVITIES

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
TBD	25% increase over baseline	Survey planned for FY13	N/A

Once the data from the baseline is available, the CVPP team will update the PMP. Changes over the baseline will be reported starting at the end of FY13 based on the results of a survey exercise. Nonetheless, to facilitate progress against this indicator, CVPP hired a communications specialist to develop a community-based communications strategy to highlight GOM efforts in the program’s nine target communities. To contribute to increased citizen understanding of GOM efforts and to positively influence citizens’ perception of security (Indicator 1), CVPP also undertook four additional complementary activities: (1) support for the translation and presentation of the documentary film “Interrupters” in Monterrey and Tijuana; (2) meetings with Multimedios in Monterrey and Channel 44 in Ciudad Juarez to present CVPP and request their support in the transmission of “positive stories” to provide greater visibility to local government and CSO violence prevention efforts; (3) support for planning of the National Youth Forum in Acapulco; and (4) support for the national Forum on Masculinities and a Life Free of Violence. Details regarding both the communications plan and these complementary activities can be found in the Annual Technical Report.

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

INDICATOR 11: PERCENT INCREASE IN PLANNING, ANALYSIS AND RESPONSE CAPACITY OF TARGET LOCAL GOVERNMENTS

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
<u>Tijuana:</u> 1.11 (IS); 1.02 (CPC) <u>Monterrey:</u> 1.17 (IS); 1.34 (CPC) <u>Ciudad Juarez:</u> TBD	5% increase over baseline	Data not available: Second ICAPI application planned for FY13	N/A

To measure planning, analysis, and response capacity of local government, CVPP uses the International City Management Association’s (ICMA) ICAPI tool. ICAPI measures *Institutional Strength (IS)*, and *Crime Prevention Capacity (CPC)*. ICAPI is applied through a facilitated process through which each government unit receives an overall score for each component of the assessment (IS and CPC) based on scores across a series of specific criteria/indicators. The overall results for *each component* are compiled in an aggregate index that defines the institutions as: deficient (score between 0- 1); regular (score between 1.01- 2); adequate (score between 2.01- 3.05); or robust (score between 3.51- 4). These scores serve as the basis for planning tailored capacity-building plans with each institution while acting as the baseline score for subsequent measurement periods.

During this reporting period, CVPP applied the ICAPI tool in Monterrey and Tijuana. The application was delayed in Ciudad Juarez due to the request by the government to postpone it until October 10

when the local administration presents its annual report. Available ICAPI results (Monterrey, Tijuana) are summarized in Table 3.

TABLE 3. SUMMARY OF ICAPI SCORES AND FINDINGS BY TARGET CITY

City	Scores (IS, CPC)	Classification	Snapshot of Key Findings
Monterrey	IS: 1.17 CPC: 1.34	Regular-low Regular-low	<ul style="list-style-type: none"> • Need to formulate and implement municipal budgets that link directly to development plans and incorporate greater participation • Need for improved M&E, especially concerning crime indicators • Need for strengthened risk management systems • Need to upgrade infrastructure in an ongoing manner, consistent with CPTED principles, where applicable • Overall need to strengthen all operational areas as they relate to municipal crime prevention activities
Tijuana	IS: 1.11 CPC: 1.03	Regular-low Regular-low	<ul style="list-style-type: none"> • Currently, key operational and administrative requirements are not properly documented, making them dependent on individuals rather than systems • Significant gaps in municipal capacity to identify and mitigate risks, both in terms of their own operations as well as from a crime prevention perspective • Need to strengthen municipal M&E and information management systems • Need to upgrade infrastructure in an ongoing manner, consistent with CPTED principles, where applicable • Overall need to strengthen all operational areas as they relate to municipal crime prevention activities

CVPP will use the results from the baseline application of ICAPI to strategically prioritize capacity-building activities under this component during the next reporting period. For a detailed explanation of the methodology, results and recommendations for Monterrey and Tijuana, see Annex L.

INDICATOR 12: PERCENT INCREASE IN ACCESS TO SOCIAL SERVICES THAT MEET NEEDS AND DEMANDS OF THE NINE TARGET COMMUNITIES

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
TBD	10% increase over baseline	Data from Master Plan M&E systems will be used to update performance early in FY13	N/A

This table will be updated with final baseline data in December 2012. Data generated from the M&E portion of the Master Plans will be used to measure the target regarding access to social services in FY13.

Activity 2.1: Crime and Violence Prevention Master Plans developed in target communities

INDICATOR 13: NUMBER OF SELECTED COMMUNITIES IN TARGET AREAS THAT HAVE DEVELOPED CRIME PREVENTION PLANS BASED ON CRIME AND VULNERABILITY DIAGNOSTICS RECEIVING MERIDA INITIATIVE FUNDS

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
0	9 [1 per community]	9 [1 per community]	0

During the FY CVPP developed nine Master Plans for Community-Based Crime and Violence Prevention. The plans are a planning and management tool that identifies the risk factors contributing to crime and violence, needs and capacity of local actors, and community-based assets; and define clear interventions to support prevention efforts. The plans include clear targets and M&E indicators. The Master Plans are both a product and a process. The process ensures and promotes the participation of key stakeholders, while supporting their collaboration and consensus. In FY12, CVPP completed the Master Plans through three stages: (1) development of Master Plan guidance, stakeholder training, and initial Master Plan drafting; (2) community-based validation and establishment of municipal prevention committees; and (3) completion of Master Plan M&E plans and initial dissemination of Master Plans to interested stakeholders. For additional details regarding the Master Plan process and specific elements of each plan, please see the Annual Technical Report, under Activity 2.1.

INDICATOR 14: NUMBER OF SELECTED COMMUNITIES IN TARGET AREAS THAT HAVE IMPLEMENTED CRIME PREVENTION PLANS BASED ON CRIME AND VULNERABILITY DIAGNOSTICS RECEIVING MERIDA INITIATIVE FUNDS

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
0	9 [1 per community]	9	0

CVPP has identified 12 CSOs in each city that work in the priority sectors defined within the Master Plan and whose models for preventive work have shown positive results. CVPP's Donation Coordinator worked with these CSOs to develop funding proposals for the implementation of activities in each of the nine communities based on needs identified in the Master Plans. Twelve proposals have been submitted for a total of US \$491,664. The CVP Review and Evaluation Committee reviews the proposals and provides feedback to applicants to ensure proposals respond to the strategies and objectives of CVPP and the Master Plans. Table 4 describes the CSOs that have submitted proposals by city and sector. In October and November 2013, CVPP will develop operational work plans in each Master Plan together with the Municipal Prevention Committee in each community.

TABLE 4. CSOS THAT HAVE SUBMITTED PROPOSALS BY TARGET COMMUNITY AND SECTOR

City/polígono	Organization	Anticipated Activity Focus
<i>Ciudad Juárez</i>		
Francisco I Madero	Centro de Asesoría y Promoción Juvenil A.C. (CASA)	A project to avert school dropouts in the transition between primary and secondary school
Felipe Angeles	Programa Compañeros	Youth leadership strengthening program through violence and drug prevention training and sex education
Riberas del Bravo	Telón de Arena	Project to provide entertainment and constructive engagement as alternatives to crime and violence

City/polígono	Organization	Anticipated Activity Focus
<i>Monterrey</i>		
Independencia	VICCALI	Project to establish coordination mechanisms to provide services to populations either experiencing or vulnerable to violence
La Alianza	CREESER	Project to build the capacity of mothers to act as “peace promoters” by forming a network that provides constructive, dynamic activities for children, youth, and women
<i>Tijuana</i>		
Granjas Familiares	Proyecto Fronterizo de Educación Ambiental	Project focused on developing a sense of “belonging” and community identity among youth to turn them into change agents through rehabilitation of public spaces and parks
<i>ALL cities</i>		
La Alianza / Monterrey	Jovenes Constructores de la Comunidad	Program focused on supporting youth to constructively engage in personal and community development through technical and life skills training, rehabilitation of public spaces, and ongoing accompaniment
Camino Verde / Tijuana		
Riberas del Bravo / Ciudad Juárez		

CVPP has already provided a grant to Jóvenes Constructores to begin expansion through Ciudad Juarez, Tijuana, and Monterrey. Details about these activities are provided under Indicator 17, below, and under Activity 2.6 in the Annual Technical Report. CVPP anticipates that the remaining donations will be made in November, with the first activities beginning in shortly thereafter.

INDICATOR 15: NUMBER OF “MASTER PLANS” FOR CRIME PREVENTION AND COMMUNITY DEVELOPMENT COMPLETED IN NINE TARGET COMMUNITIES.

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
0	N/A	N/A	N/A

It is important to note that this indicator was included in the PMP at the request of USAID and—from CVPP’s perspective—is a repetition of Indicator 14. Nonetheless, we understand this to make reference to finalization of the implementation process at the end of the program. Finalization of MP implementation will be reported at the end of FY14.

Activity 2.4: Promote community policing to improve the relationships between the municipal police and the communities

INDICATOR 16: COMMUNITY POLICING GUIDE DEVELOPED AND IMPLEMENTED

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
NO	NO	<i>PARTIAL COMPLETION:</i> Diagnostic assessment and Draft Community Policing Guide developed	<i>Implementation of Guide pending for FY13</i>

Although this deliverable is scheduled for completion early in FY13, CVPP has made significant progress toward its achievement. CVPP contracted the Institute for Public Security and Democracy (INSYDE), a Mexican CSO with a long trajectory of applied research in themes related to police, security, and criminal law, to conduct community assessments in each of the nine target areas and to develop the program’s Community Policing Guide. During the reporting period, INSYDE conducted community meetings to better understand local perceptions of police capacity and current community-police relations as well as to gather inputs regarding ways to improve collaboration and communication. Simultaneously, INSYDE met with police authorities in each location to better understand current plans, programs, and challenges. INSYDE also reviewed documents regarding international best practices in community policing and consulted the project’s technical team as well as specialists in community policing to gather additional inputs for the manual. 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 Narcotic Affairs Section (NAS) to discuss the results and further coordinate joint actions on the subject in early FY13. Subsequent to its completion and approval by USAID, CVPP will use the guide to promote community policing interventions within police forces depending on the level of capacity and political will encountered, and will promote community-based prevention activities working directly with communities in each of the program’s target areas.

It is important to highlight that the original target for this indicator for FY12 included the *implementation* of the guide; however, the timeframe provided by USAID to develop and implement the Community Policing Guide was not feasible, given the need to involve communities and police in the process to achieve the buy-in that will be key for successful implementation. Given the progress to date in the development of the guide and foundation set in place through the multiple participatory processes undertaken so far, CVPP is well positioned to begin implementation of the guide early in FY13.

Activity 2.6: Support mechanisms to disrupt the path for youth to criminality

INDICATOR 17: ANNUAL PERCENTAGE INCREASE IN THE NUMBER OF AT-RISK YOUTH INVOLVED IN PLANNING AND IMPLEMENTATION OF COMMUNITY CRIME PREVENTION AND DEVELOPMENT ACTIVITIES IN TARGETED COMMUNITIES

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
0	5% over the baseline	<i>Infinity over the baseline 129 Youth</i>	REVISION REQUESTED

We have found inconsistencies in the original indicator included in the program PMP. Given that the original target required a 5% increase over a baseline of zero, any increase would have represented an increase of enormous proportions, rendering the indicator meaningless in measuring real change over time.³ Even an increase of a single youth would represent an increase of infinity.

Therefore, to ensure appropriate and useful measurement against the result for USAID, GOM, and the program, CVPP suggests a modification of the indicator for the remainder of the program to read as follows:

REQUESTED INDICATOR 17 MODIFICATION: PERCENT OF THE TOTAL AT-RISK YOUTH POPULATION OF THE NINE TARGET COMMUNITIES THAT ARE INVOLVED IN PLANNING AND IMPLEMENTATION OF COMMUNITY CRIME PREVENTION AND DEVELOPMENT ACTIVITIES

³ Based on the current indicator (definition, baseline and target), with an achievement of 129 youth in FY12, CVPP will have increased youth engagement by infinity (percent change= new total – old total/old total), rendering the measurement useless for understanding change.

Baseline Value	Target FY12	Target FY13	Target FY14
0 of the total at-risk youth population	1% of the total at-risk youth population (329 Youth)	5% of the total at-risk youth population (1648 Youth)	10% of the total at-risk youth population (3295 Youth)

We propose that instead of measuring the percentage increase over previous years, we should instead measure the impact of the program vis-à-vis the estimated total population of at-risk youth from the program’s nine target communities. This would be a better qualifier of the impact that the program is trying to achieve and provide a stronger basis for planning and reporting in each year. For the purposes of CVPP youth engagement activities, the program has defined at-risk youth as *young people who are out of school and without work*. Using this definition, the total aggregate population of at-risk youth across the nine *polígonos* is 32,950.⁴ From that population, CVPP will reach 1% of the total in year 1 (FY12); 5% of the total in FY13; and 10% of the population—or 3,295 at-risk youth—by FY14. These numbers will be tracked using the M&E plans derived from the Master Plans, which link participant tracking with periodic reporting.

Based on this proposed indicator modification, in FY12, CVPP worked with 129 at-risk youth in planning and implementation activities, representing approximately 0.4% of the total target population of at-risk youth of 32,950 across the nine target communities. CVPP considers this a strong achievement given the multiple simultaneous demands of start-up and the established deliverable schedule for FY12.

CVPP reached these youth through planning activities and through the expansion of the work of Jóvenes Constructores in Ciudad Juarez, Tijuana, and Monterrey. Through Jóvenes Constructores, at-risk youth receive an eight-month life skills training program based on a defined curriculum including self-esteem, constructive communication, violence and drug prevention, and sex education. Each youth also receives direct and individualized follow-up support to encourage their return to school. To support this process, youth are engaged in constructive activities through which they recuperate public spaces, contributing to their own concrete skills development and self-esteem, while improving physical spaces

TABLE 5. YOUTH ENGAGED BY ACTIVITY TYPE AND LOCATION

City	Activity			
	Jovenes Constructores		Other events (Forums, etc.)	
	Female	Male	Female	Male
Tijuana (15)	6	9		
Monterrey (14)	4	10	18	62
Ciudad Juarez (20)	13	7		
TOTALS	23	26	18	62

that benefit entire communities. To implement this activity, CVPP provided a US \$145,000 donation to Jovenes Constructores de la Comunidad. Table 5 details the number of youth engaged in activities sponsored by Jóvenes Constructores as well as those who participated in

planning or other program events. A detailed description the program’s youth-focused activities can be found under Activity 2.6 in the Annual Technical Report.

⁴ ENEGI, 2010 Population and Housing Survey.

Activity 2.7: Build sustainable local capacity through grants and public-private partnerships

INDICATOR 18: NUMBER OF SUSTAINABLE CRIME PREVENTION PPP ALLIANCES ESTABLISHED

Baseline Value	Y1 FY12 (Feb 2012 - Sept 2012)		VARIANCE
	Target	Actual	
0	N/A	N/A	N/A

Although the PMP shows no target for FY12, CVPP has made significant progress against this indicator. During the first eight months of implementation, CVPP began to establish relationship with 20 private sector firms. In **Ciudad Juarez**, CVPP has had meetings with Canal 44, Almacenes Distribuidores de la Frontera, and GCC Cemento. In **Monterrey**, CVPP has achieved participation of three private firms in the Municipal Prevention Committees (Femsa, Oxxo, and CEMEX) as well initiating contact with Desarrollos Delta and La Red Sumarse, a network of 25 companies that formed in response to Hurricane Alex in 2010. Red Sumarse is working to establish a model of public-private partnership (PPP) that will be very informative for CVPP as it seeks to establish similar mechanisms for crime and violence prevention efforts. In **Tijuana**, CVPP has had meetings with clothing industry representatives, with the national Chamber of Commerce as well as with members of the Innovative Tijuana initiative, which brings together private sector actors against violence in Tijuana. At the **national level**, CVPP has initiated dialogue with Prudential Real Estate, Casas Geo, and Diageo. CVPP has also begun to establish dialogue with CEMEX regarding a collaborative agreement to support the efforts of Jóvenes Constructores in Monterrey. Of the companies with which CVPP met, 10 have shown interest in collaborating directly with the program in prevention activities, as shown in Table 6.

TABLE 6. INTERESTED PRIVATE SECTOR FIRMS BY GEOGRAPHIC LOCATION

Geographic location	Interested firms
Ciudad Juarez	Canal 44, GCC Cemento
Monterrey	Desarrollos Delta, Femsa, Oxxo, Conductores de Monterrey
National	Prudential Real Estate, Casas Geo, Diageo, CEMEX

To further leverage expertise and resources, CVPP has begun to engage the Inter-American Development Bank in dialogue regarding their potential support for PPPs in support of violence and crime prevention activities in the program's target cities.

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov