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

SEPTEMBER 2013

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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 ABBREVIATION

CHEPAZ	<i>Crecimiento Humano y Educación para la Paz</i>
CNPDPC	<i>Centro Nacional para la Prevención del Delito y la Participación Ciudadana</i>
CPTED	Crime Prevention through Environmental Design
CSO	Civil Society Organization
CVPP	Crime and Violence Prevention Program
DIF	Desarrollo Integral para Familias
FECHAC	<i>Federación del Empresariado Chihuahuense</i>
FIC	Fundación Internacional Comunitaria
GOM	Government of Mexico
GRYD	Gang Reduction and Youth Development
ICAPI	<i>Inventario de la Capacidad Institucional</i>
ICMA	International City/County Management Association
IMIP	<i>Instituto Municipal de Planeación</i>
INL	Bureau for International Narcotics and Law Enforcement Affairs
INSYDE	<i>Instituto para la Seguridad y la Democracia, AC</i>
IR	Intermediate Result
JCC	<i>Jóvenes Constructores de la Comunidad</i>
M&E	Monitoring and Evaluation
MCVPC	Municipal Crime and Violence Prevention Committee
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
PAHO	Pan American Health Organization
PAQTO	<i>Programa Aquí Estamos Todos</i>
PMP	Performance Management Plan
PPP	Public-Private Partnership
SABIC	<i>Salud y Bienestar Comunitario</i>

SEGOB	<i>Secretaría de Gobernación</i>
SEDESOL	<i>Secretaría de Desarrollo Social</i>
SUBSEMUN	<i>Subsidio para la Seguridad Pública en los Municipios</i>
USAID	United States Agency for International Development
USG	United States Government
VETSA	<i>Voluntarios en Equipo Trabajando por la Superación con Amor</i>
VICALLI	<i>Vida con Calidad</i>
YBI	Youth Build International
YSET-I	Youth Service Eligibility Tool



# I.0 INTRODUCTION

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

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

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

This Work Plan outlines the overarching strategic focus for Year III and presents the implementation approach under each IR and program component, as well as the detailed implementation timeline and the budget. As per the requirements of the Task Order and following USAID’s instructions, the Year III Work Plan covers the time period from October 1, 2013 to September 31, 2014.

# 2.0 BACKGROUND

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

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

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

## 2.1 KEY ACCOMPLISHMENTS AND LESSONS LEARNED IN YEAR TWO

During the first 19 months of implementation, CVPP was successful in rolling out a large number of activities in the three target municipalities consolidating the reputation of the Program and positioning it well into its Year III of implementation. During this next year, CVPP intends to complete, document and replicate successful models, approaches and methodologies to prevent violence and crime.

Among the most relevant accomplishment achieved to date are the following:

- Through more than **80 prevention initiatives** such as rehabilitation of parks, community actions to build social infrastructure services to at-risk youth, diagnostics and project designs among others, engaging **4,438 participants** in the nine target *poligonos*, the Program has strengthened civil society organizations and empowered grass root community organizations to participate in community affairs and demand greater effectiveness in the implementation of public policies designed to increase citizen security.
- The Program has designed an **Integrated Municipal Management Approach** for crime and violence prevention and is promoting its implementation in Tijuana, Monterrey, Guadalupe, and Ciudad Juarez. The key elements of this model are: focus on improving core municipal competencies in key local government units to plan and implement crime and violence prevention programs; articulate interventions through a municipal prevention plan to avoid resources dispersion and monitor impact;

coordinate actions through a multi-sectoral body, Municipal Crime and Violence Prevention Committee (MCVPC) to integrate actions and efforts from different units of the local government, other levels of government and other relevant actors in the territory; focus prevention efforts on improving protective factors and mitigating risk factors of the most vulnerable target population – at risk-youth and children- following the ecological model to impact different environments where they interact (family, school, peers, society); measure results through proven evidence based methodologies; promote coordinated interventions at the *poligono* level using existing social assets such as community centers to provide multiple services to the target population.

- The Program has designed innovative mechanisms such as community committees, police-community dialogues and the Municipal Crime and Violence Prevention Committee that allow citizens and public authorities to reach agreements solve conflicts and collaborate in the implementation of measures to prevent violence and increase citizen security at the community level. Specifically, the Program successfully established the **Municipal Crime and Violence Prevention Committee** in Tijuana, the first of its kind in Mexico. The Committee brings together government officials, civil society, academia and the private sector to implement and monitor prevention initiatives at the municipal level. Also, the Program has established or strengthened over **37 community committees** in six target communities empowering communities to engage in the implementation of Master Plans thus creating community resilience.
- The Program developed a **Community Policing Guide and Tool Kit**, the first of its kind, following in-depth assessments in Tijuana, Monterrey and Ciudad Juarez; 2,000 copies were published and distributed to key actors in Mexico City, Ciudad Juarez, Tijuana, Monterrey, Queretaro, Guadalajara and Aguascalientes; **Community Policing Action Plans** were developed for Tijuana and Monterrey; and **eight community policing initiatives** have been implemented in five communities, including meetings between community members and the police (dialogues), actions to implement specific agreements from these dialogues -such as increased police presence in areas of the poligono where crime is more prevalent, provide direct contact with relevant district police officers to report crimes and police misconduct and deliver training sessions to prevent and report family violence- and - implementing Police Youth programs among others.
- The Program assisted the municipalities of Tijuana and Juarez leverage almost 10 million Mexican pesos (approximately \$750,000 USD) in Municipal Secretary of Security (Subsidio para la Seguridad Pública en los Municipios, SUBSEMUN) funds to finance the implementation of urban development projects in Tijuana and Ciudad Juarez, integrating community policing projects (Safe Passage) with Crime Prevention through Environmental Design (CPTED) methodology. The Program developed a pioneer **Community Healing Concept** to attend victims of crime and has partnered with local organizations to assist more than **500 persons** through the end of Year II. The concept which has a psychosocial focus to assist victims of violence, fills an existing void in the field of crime and violence prevention and provides specific guidance to governmental and non-governmental organizations to establish effective services to attend victims of violence.
- Five **At-risk Youth Practices** implemented in the area of school desertion, peaceful culture through joyful activities, culture, arts and new technology, youth and police relationship building and mediation, involving **1,444 participants** in the nine target communities; four more practices expected by the end of the project involving more than 4,500 youth.
- A sustainable **public-private partnership** with CEMEX has been established, through which **58 beneficiaries** (youth and adults) have been professionally trained in construction and rehabilitation of public spaces.
- **The CVPP grants program** has awarded **14 grants** totaling over **\$1.6 million** USD to-date in support of violence prevention projects in target communities and to improve the capacity of local NGOs.

After 19 months of implementation, CVPP has learned some critical lessons that will guide the strategic focus of the program during its third year in important ways:

- While CVPP has been successful in deploying and rolling out numerous activities with civil society organizations and providing services in the nine *poligonos*, we have found that our approach of targeting the entire *poligono* has tended to disperse and fragment our efforts. Although the entire population living in each one of these *poligonos* is considered to be at risk, *poligonos* are too large both territorially and in terms of their population to allow our program to have significant and measurable outcomes. Therefore, to maximize the program's impact, we have become more strategic in targeting our activities, both by concentrating our efforts in specific areas within the *poligono* and by identifying those populations that are the most vulnerable and therefore need to be engaged as the primary target of the Program (i.e., at risk youth and children). Specifically, CVPP is focusing Program interventions in smaller territorial areas called "Prevention Zones," which are limited areas within the *poligonos* where services and activities are conducted and where people, even those living outside these specific areas, can participate in the Program's activities. The nucleus of each Prevention Zone is the Community Center, a safe physical space where a multitude of programs, events, activities and services can be safely provided. The "Zone" covers a limited territory close to this Community Center. The identification of the Prevention Zones have been determined according to pre-established criteria that include: targeted beneficiaries live in this area or frequent this area of the *poligono*; the place is accessible and safe for the Program to operate; and there is already a social infrastructure in place in the area, such as community-based organizations, social networks, or other active programs.
- In addition to better targeting, the Program has increased its emphasis on a more integrated, program-oriented approach at the *poligono* level. Specifically, the Program is creating synergies with other programs and service providers already operating in the same areas, including other USAID programs, programs sponsored by other donors, and/or GOM programs. The Program will promote coordination and collaboration among these different service providers.
- After 19 months of implementation of a variety of activities that derive from our Violence Prevention Model—such as community healing, youth development, CPTED, community policing, community development and public-private partnerships—we have adopted a more "ecological" model that focuses our multiple interventions on the drivers of crime and violence. Our program will mitigate risk factors associated with at-risk youth and children, whether in their homes, their schools, their community organizations or in the streets. Activities and services will be designed to affect the conditions that generate violence in the first place. This will allow the Program to engage other individuals that influence the Program's primary beneficiary group.
- During the second year, CVPP responded to inherent challenges of the political transition in Tijuana and Ciudad Juarez. Now that the electoral process is over and new authorities have been elected, during Year III the Program will work with the new municipal authorities and will continue to make adjustments to respond to specific demands and the political context specific to each city:
  - In Tijuana, CVPP will work with the Municipal Crime and Violence Prevention Committee to promote continuity of the Program's previous successful efforts. Because its members do not change with the change of administration, this Committee—which includes the participation of well-known and highly respected civil society organizations, the private sector, and members of the academic community—will ensure the continuity of Program activities during the transition period.
  - In Ciudad Juarez, as the municipal elections approached, CVPP encountered resistance from key municipal officials to continue with planned activities. This brought about delays in the implementation of activities and the achievement of results. In response, CVPP engaged with new stakeholders—such as the Government of the State of Chihuahua and la *Mesa de Seguridad de Ciudad Juarez*, a multi-sectoral coordination platform—to promote the Program's principles and approaches,

as well as with the State Government and civil society organizations in preparation for the change of administration that will take place in October 2013.

- Upon USAID approval, CVPP will engage with the new municipal officials in both cities, offering practical training programs and other activities that will allow the Program to position itself rapidly with the new municipal administrations.
- While CVPP's main focus is to build capacity of key program beneficiaries, it is also important to engage a broader range of stakeholders to sustain program interventions in sensitive areas, such as community policing and intergovernmental coordination mechanisms, among others. Building from activities started during the last part of Year II, CVPP will increase the number of sensitization activities and engage with new actors and civil society and advocacy networks to promote and sustain political will of key subnational government actors in key areas of the Program. During the first part of Year III, CVPP will increase the focus of sensitization efforts in Tijuana and Ciudad Juarez to promote a smooth transition with the new authorities that will take oath in December and October, respectively.

## 3.0 STRATEGIC FOCUS 2014

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

Based on the experience of the previous two years, CVPP confirms the three **strategic priorities** identified for Year 2013: Supporting the Government as it further defines, designs and begins implementation of its National Prevention Program; strengthening communication and coordination at the national and sub-national levels; developing local capacity to address crime and violence prevention; and document and promote replication of CVPP's successful models and interventions.

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

# 4.0 OBJECTIVES

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

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

**Background:** The crime and violence prevention agenda still remains high on the GOM's agenda and is expected to continue as such during Year III of CVPP. During Year II, CVPP worked closely with USAID to identify areas where the Program could support the implementation of the GOM's crime and violence prevention agenda, working directly with the Undersecretary of Prevention of the *Secretaría de Gobernación* (SEGOB). However, progress in this Activity was delayed as the US Government and the GOM continued discussions regarding the scope of the Merida Initiative in the area of crime and violence prevention. By the end of July 2013, CVPP was able to engage directly with the GOM to define the scope and continuity of ongoing efforts of the Program. Responding to the GOM's specific request to complement their efforts to develop the technical content of the National Prevention Program, CVPP hired seven consultants to develop technical guidelines in the following areas: drug addictions and penitentiary population, citizen security with a community perspective, youth development, social policies, children policies, monitoring and evaluation and socio-urban interventions. By the end of September 2013, CVPP had conducted 15 meetings with GOM authorities to agree on the scope of CVPP's participation to support the GOM to advance its agenda. Also during Year II, CVPP engaged with the *Consejo Nacional para la Prevención de Accidentes* (CONAPRA) and the World Bank to leverage additional resources that will help to achieve results under this IR.

**Approach:** CVPP will build upon the momentum of the last two months of Year II to support the GOM to improve its knowledge management capacity to complete and implement its National Prevention Program. During that process, CVPP expects to help the Undersecretary of Prevention to build institutional capacity to complete and make operational a Knowledge Management Platform which contributes to indicators 3 (Knowledge Management Platform established) and 4 (number of target audience members using the Knowledge Management Platform) of the CVPP Performance Management Plan (PMP), and to document for replication up to 18 good practices to inform national violence prevention policies, also contributing to indicator 5 (number of best practices identified for replication). Based on discussions with the GOM, CVPP found that the Undersecretary had already initiated efforts to develop a monitoring and evaluation system and will not need support from the Program. Since this is a contractual deliverable, CVPP will request a modification of the task order.

To achieve these results, CVPP plans to implement the following activities during Year III.

- 1) **Complete and make operational the Knowledge Management Platform** by helping to populate the on-line knowledge management website within the National Prevention Program's portal website. The Knowledge Management Platform will be the repository of information for the GOM containing all relevant public research, concepts, diagnostics, best local and international practices, methodologies, indicators, evaluations, tools, programs, and news regarding crime and violence prevention. It will be an interactive website managed by the Undersecretary of Prevention to promote discussions and important news among sub-national governments and local organizations on relevant and timely issues to facilitate

the implementation of the GOM's National Prevention Program. Through the Knowledge Management Platform, key stakeholders in the area of crime and violence prevention will find a venue for exchanging information as well as for promoting practices and lessons learned. The platform will also serve as a mechanism to roll out and disseminate the GOM's violence prevention communication strategy. As the crime and violence prevention field is new, this platform will also help to promote and standardize concepts and policy applications. The platform will also serve to support the training of public officials, and the design of policies, strategies, plans and programs of crime and violence prevention.

CVPP will work with both the Planning and Communication units of the Undersecretary of Prevention to develop the platform and to ensure that its content is consistent with the institution's communication strategy. CVPP will work with the Undersecretary of Prevention to disseminate information about how to access the platform and promote it through all activities described under IR 2, while working with local stakeholders during the implementation of other activities of the Program.

The Knowledge Management Platform will be hosted in a GOM server, within the National Prevention Program's portal website that is being developed jointly by the Presidency of Mexico and the Undersecretary of Prevention. The portal will follow the National Prevention Program communication strategy that the Office of Citizen Perception and Program Dissemination of the Undersecretary of Prevention spearhead. CVPP will help the Undersecretary to develop the Platform as well as its initial contents. The Undersecretary in partnership with NGOs and academic organizations will update the contents of the platform on ongoing basis.

**2) Identify good practices for replication.** A critical result of CVPP is the development and identification of good practices that can be replicated using the crime and prevention model and methodologies developed by CVPP. During Year III CVPP will:

**2.1 Organize and implement a second call for best practices in crime and violence prevention with the GOM.** During Year II CVPP initiated discussions with the GOM on the criteria and process to conduct a joint invitation for identifying and documenting good practices of local governments which have implemented the principles of the National Prevention Program. During the first quarter of Year III, CVPP and the GOM will complete the scope of the invitation, launch the invitation process, and begin the evaluation of proposals. By the end of the second quarter, CVPP, in partnership with the GOM, will complete the documentation of two to four good practices of local governments implementing crime and violence prevention approaches that will result from the joint invitation process open to proposals beyond the area of intervention of CVPP. Through this process, CVPP and the GOM will publish the second volume of best practices by May 2014.

**2.2 Prioritize, document and disseminate CVPP's models, practices and methodologies.** CVPP is promoting 28 practices through grants and technical assistance, as described further below under IR2. Based on CVPP's Guide for the Systematization of Good Practices on Crime and Violence Prevention, CVPP will identify, prioritize and evaluate the most successful practices during the first quarter of Year III. These practices will be documented for replication. These documents will synthesize the experience through documents and videos and the information will be shared with the Undersecretary of Prevention and other stakeholders.

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

**Background:** Through the different interactions with the Undersecretary of Prevention, CVPP learned that the Federal Inter Secretarial Coordination body—created under President Peña Nieto's administration to coordinate the national violence prevention agenda—is functioning, and that no support at this point is needed. Instead, CVPP and the Undersecretary of Prevention agreed on specific activities to support the

development and roll out of the National Prevention Program, which will be enacted during the second quarter of FY 2014, and which will be the GOM umbrella policy to guide its crime and violence prevention agenda nationwide.

**Approach:** Similar to Activity 1.1, CVPP will build from the momentum developed during the last part of Year II to assist the GOM in the development and roll out of the National Prevention Program, create capacity at the federal and subnational levels to implement the principles and strategies of that program, and, through the development of policy mapping tool within the unit of SEGOB, support the Undersecretary of Prevention to strengthen its capacity to plan and evaluate policies and interventions developed by the Federal Inter Secretarial Coordination. CVPP will continue working with the Undersecretary of Prevention to provide technical input for the development of the National Prevention Program, a key program that will lead the development of specific policies and interventions targeting violence and crime prevention objectives. CVPP will also support the GOM to create institutional capacity at the subnational level through a comprehensive training program adapted to the context of Mexico. To strengthen the capacity of the Federal Inter Secretarial Coordination body, CVPP will provide technical assistance to create a Policy Mapping Tool. That Tool will serve to identify and coordinate policies and resources from different federal agencies (all of them members of the federal coordination body) that are targeting specific locations of interventions called *polígonos* or demarcations. The concrete results envisioned for this Activity are: over 12 initiatives (activity, study, events or products) to strengthen the National Prevention Program; and a Policy Mapping Tool developed and operational to support the planning, monitoring and evaluation capacity of the Federal Inter Secretarial Coordination body. Both results will contribute to indicator 6 (number of initiatives to strengthen the National Prevention Program).

During Year III, CVPP plans to achieve these results through the following concrete activities.

**1) Support the GOM's efforts to develop and implement the National Program on Crime and Violence Prevention.** CVPP will work closely with the GOM through the following activities.

**1.1 Develop and implement a training program on violence prevention to build capacity at the federal level and among subnational governments on how to implement the National Prevention Program and monitor its results.** CVPP has initiated conversations with the Undersecretary of Prevention and the World Bank to design a training program to develop basic skills and competencies among federal and municipal officials on the components of the social prevention model developed by CVPP. Through the training, the GOM will be able to improve the capacity of their subnational government counterparts to design and implement effective, measurable violence prevention initiatives. Building from previous training programs developed by the World Bank Institute on crime and violence prevention, CVPP will lead the development of the curriculum in close consultation with the Planning Unit of the Undersecretary of Prevention.

By the end of Year II, CVPP and its partners will have agreed on the scope of the training (objectives, target audience, number of modules, content and approach). CVPP will hire consultants who will develop the curriculum, and will work with the GOM to roll out onsite trainings in the Program's three target cities, and a massive training event in Mexico City. The consultants use training material already developed by both the World Bank Institute and *Tecnológico de Monterrey* for the *Diplomado Ciudad Segura: Estrategias y Acciones Básicas*, and will adapt the main topics for the onsite training, which will be complemented with an online training developed by the GOM with the support of the World Bank and *Tecnológico de Monterrey*. CVPP will hire local and international consultants with experience in this area. CVPP is partnering with the GOM and the World Bank to develop the content of the training, and will identify experts together with its partners. CVPP will issue consultant agreements with these consultants.

The training program will include two components: a Training of Trainers and a general training curriculum for public officials. The training program will cover the following themes: conceptual framework of the Crime and Violence Prevention Model, operational models of crime and violence prevention, and analysis of different types of violence. By the second quarter of Year III, in close coordination with the GOM, CVPP will complete the development of the curriculum and carry out the training program. These training modules will be a unique CVPP legacy in Mexico. The GOM will be able to scale up these training courses in the future to continue building competencies among public officers as it implements its National Prevention Program.

**1.2 Complete and disseminate the Crime and Violence Conceptual Model.** CVPP's Conceptual Model will guide the Program's efforts in the field and help streamline GOM policy discussions during the implementation of the National Prevention Program on Crime and Violence Prevention and specific policy interventions. CVPP initiated development of this document during July 2013 and, with the participation of the GOM, expects to complete it by December 2013. The document will present the key concepts of the social and situational crime and violence prevention model which will serve to promote a common understanding of the concept among different stakeholders in Mexico. It will be a unique document that will present concepts, statistics and CVPP's Integrated Municipal Management Crime and Violence Prevention approach. The main sections of the document are: definition of crime and violence prevention; crime and violence in Mexico; international best practices in crime and violence prevention; a crime and violence prevention model for Mexico. CVPP and the GOM will then together publish the document and disseminate it through training and public events as well as through the Knowledge Management Platform during Year III.

**2) Develop a Policy Mapping Tool for the GOM.** The GOM confirmed their interest in developing a geo-referencing policy mapping tool within the Undersecretary of Prevention to support the planning, implementation and monitoring of policies and programs implemented by the three levels of government in the target municipal demarcations of the National Prevention Program. The mapping tool is a geo-referenced information system that will be available online, displaying policies, data, interventions, plans and programs that several agencies of the federal government implemented in the target demarcations defined under the National Prevention Program. Both CVPP and the GOM will capture the initial set of information, and it will be updated by the GOM on an ongoing basis.

The mapping tool will be useful for the intra-secretarial coordination body chaired by the Undersecretary of Prevention to oversee the impact of different interventions in the territories. The mapping tool will display information related to demographic data, crime and violence prevention programs, and crime and violence incidences.

CVPP will work closely with the GOM to tailor the scope of the mapping tool in line with its ongoing efforts to create a monitoring and evaluation system within the Undersecretary of Prevention. CVPP will work with a consultant to help develop the system which will be completed during the second quarter of Year III.

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

**Background:** The objective of the CVPP Communications Strategy is two-fold – to support and promote the efforts of all three levels of Government in combating crime and violence, and to change behaviors among the target populations in high-crime communities from conflict and aggression to peaceful co-existence and a culture of lawfulness. CVPP will achieve impact in this area by implementing comprehensive communications campaigns in the nine target *poligonos*, improving the professionalism of the news media which report on crime and violence, positioning the topic of prevention on the national agenda, and disseminating CVPP success stories and best practices to national and international audiences.

Since its inception, CVPP has already achieved significant results in this area despite the challenges posed by the political transitions in the three target cities and the relatively low capacity of local partner organizations to implement behavior-change communications campaigns. Through a competitive bidding process, CVPP selected and trained the implementers of the Program's communications strategy: *Implicate* (creative design), *Villas Asistenciales* (Monterrey), *Entijuanarte* (Tijuana) and *Colectiva Arte* (Ciudad Juarez). CVPP has formed a working group consisting of representatives from these organizations to collectively build the creative concept of the campaign and make sure it takes into consideration the specific needs of each target community, as well as the communications efforts of the GOM. CVPP has communicated closely with its GOM counterpart during the design of the strategy and campaign. The strategy and messages were presented to the GOM, and representatives were invited to participate on the committee which selected the creative agency, *Implicate*.

CVPP has implemented or hosted a number of high profile events, including the official Inauguration of the Tijuana Municipal Prevention Committee, several highly successful presentations of the Community Policing Guide, and official visits by the U.S. House of Representatives' Foreign Relations Committees, Congressional Staff, USAID Assistant Administrator, and the Deputy Mayor of Los Angeles, among many others. CVPP has published and disseminated its success stories through its website and newsletter, as well as promotional materials such as brochures, one-page flyers and videos. These and other activities have underscored the importance of crime prevention through community participation, and have helped set the stage for the new administration to place the topic of prevention prominently on its agenda.

**Approach:** The Communications component of the program directly contributes to four performance indicators: indicator 1 (percent of population in the nine target communities who consider their community unsafe); indicator 2 (percent of citizens who perceive their communities to be "healthy" based on an aggregate scale of key factors for community health); indicator 7 (percentage of citizens in the nine target communities who are adequately informed of government prevention activities); and, indicator 8 (percent increase in access to social services that meet needs and demands of the nine target communities). Multiple external factors contribute to the results under these indicators, such as the performance of Government's own prevention programs and policies, the presence of drugs and organized crime in the target communities, and the performance of various prevention programs implemented by other organizations. Taking this into consideration, CVPP has designed its communications strategy to mitigate the impact of violence on the public perception by providing a multi-faceted technical assistance program that involves all sectors and levels of government, as well as civil society and academia.

The key goals for Year III are to achieve the necessary improvement in the public perceptions by implementing the comprehensive communications strategies at the community level in the nine target *poligonos*, by providing the news media with the tools and information necessary to improve the quality and objectivity of reporting, and by further promoting the topic of violence prevention with the new Administrations at the local and national levels. CVPP will continue working closely with the GOM to coordinate on the specific message of the communication campaign, and with target subnational governments to ensure that they have ownership during the implementation of the activities of the communication campaign. Specifically, during Year III, CVPP will undertake the following activities to achieve these results.

- 1) Implement the communications strategies in the nine target *poligonos*.** CVPP will launch the implementation of the communications campaign with a Kick-off Workshop to be held in Mexico City in early November 2013. At this workshop, representatives of the creative agency, implementing organizations, as well as key members of the CVPP staff, USAID and the GOM will unveil the creative concepts, messages, graphics and proposed community events. Throughout the campaign design and implementation, relevant members of the GOM will be involved in the approval of products and materials, to ensure the campaign is fully aligned with the Government's public awareness efforts. Following the Kick-off Workshop, the campaign will be launched in each target *poligono* at the first festival on prevention in late November 2013. In addition to disseminating the Program's messages, the festivals will provide a platform for various governmental agencies, other relevant USAID programs as

well as NGO's and private sector organizations to promote their community programs and policies to local residents. In December 2013, CVPP will work with the implementing agencies in each city to transfer the content of the campaign to CVPP's partners in the *poligonos*, including grantees, other USAID projects among others, to ensure the coordination of the message and activities during the festivals. The festivals will be followed by monthly community events each focusing on such topics as violence prevention at home, at school and in the street, as well as the importance of peaceful conflict resolution, strong family values and active community participation. The second festival will follow in late February-early March 2014, and will be accompanied by open theaters, "conversatorios" (dialogues between public officials and the residents), workshops and other community event featuring the topics of prevention. The campaign will conclude with the third and final festival in September 2014 which will consolidate the gains made during campaign implementation.

CVPP will engage with relevant offices of the target local governments (and state governments when relevant) to promote their ownership and understanding of the strategy and will transfer capacity during the implementation of the activities of the campaign. CVPP will work with relevant multi-sectoral coordination bodies in each municipality – such as the Municipal Violence Prevention Committee in Tijuana- to promote their leadership during the implementation of the campaign. Through these bodies, CVPP will promote sustainability of the efforts building capacity at the institutional level and partnerships with other relevant local stakeholders that are part of the Committee – such as private sector organizations, NGOs, and academic institutions among others.

Throughout the campaign, CVPP will produce and disseminate educational materials on government programs, services available to citizens, and general information on how to prevent violence at home and in the community. A specially-designed website will provide details on upcoming events, contacts for key organizations working on violence prevention, and information on legal and psychological assistance available to the victims of crime. CVPP will continuously measure the performance of the communications campaign by collecting and analyzing M&E information from the implementing organizations. The lessons learned derived from this information will inform development of the Prevention Communications Model as part of the Program's best practice systematization strategy (described in Activity 1.1). The final impact of the campaign will be measured by a public opinion study to be conducted in November 2014 and reported to USAID in February 2015.

CVPP will exchange with the GOM, through the Office of Citizen Participation and Program Dissemination of the Undersecretary of Prevention, lessons learned on the design and implementation of CVPP's communication strategy as well as the Master Plan methodology (see Section 4.2.1) so that the GOM can replicate it in other target demarcations of the National Prevention Program.

- 2) **Continue to support the crime and violence prevention agenda through the professionalization of journalists nationally and in the three target cities, and through high profile events.** Through a grant to the local organization *Casa de los Derechos de los Periodistas*, CVPP will continue to work with journalists and newspaper editors to improve the quality of reporting, provide the news media with tools and information necessary to accurately cover the topics of crime and violence, and promote a national online platform where journalists can exchange best practices and discuss current events. In December 2013, the Program will hold a seminar for journalists and editors entitled "Crime and Violence Prevention and the Responsibility of News Media" where renowned national and international experts will address such topics as the media's impact on vulnerable groups such as at-risk youth and women, examine the national context of violence and what the government and civil society are doing to prevent it, and how journalism can use objective reporting to improve public policy and cultivate a peaceful culture.

To provide the journalists with accurate and timely information, a daily bulletin will be developed and disseminated with the synthesis of news on crime and violence. This will allow reporters to develop follow-up stories or replicate the story in their own outlets. In each of the three target cities, CVPP will hold workshops during the second quarter of Year III during which journalists will share and exchange

best practices in crime and violence reporting, and will subsequently produce a compilation of best practices entitled Editorial Best Practices Manual. Parallel to these activities, and as a powerful engine of information exchange, CVPP will develop an Online Platform for the media community where reporters can safely exchange information, learn about models and best practices in quality journalism, and access data on prevention programs and policies. As with all Program activities, CVPP will provide continuous monitoring and evaluation by collecting and analyzing M&E information from the implementing partners, and by conducting an end-of-project public opinion survey to measure the improvements in perceptions.

Finally, CVPP will continue to position the topic of violence prevention on the national and international agendas by organizing or contributing to high profile events and conferences, such as Community Policing Guide presentations, World Health Organization conference in November 2013, Community Health Forums, the VIRAL network Conference in Mexico City in November 2013, and other events co-sponsored with the GOM. CVPP will continue to publish and disseminate its success stories through the Program's website and its News Alerts System, USAID/Mexico's website and Facebook page, and other channels.

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

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

**Background:** Over the course of the Program, CVPP has implemented over 88 prevention initiatives and community interventions and planning activities involving 4,438 participants in nine target communities, addressing the Master Plans. During that process, CVPP worked with community organizations and leaders, NGOs, federal, state and local government agencies and other relevant civil society actors to build community resilience in the target *poligonos*. To ensure the sustainability of the Master Plans, CVPP has created or strengthened the capacity of 37 community committees, in most of the target *poligonos*. CVPP works together with its grantees *Gente a Favor de Gente* in Ciudad Juarez, VETSA in Monterrey, and with a group of consultants in Tijuana, promoting specific approaches to motivate the participation of residents of the nine *poligonos* to undertake community interventions to mitigate the risk factors. In all interactions, CVPP and its partners are promoting activities to encourage the participation of youth within the communities, a step towards empowering this at-risk population to generate opportunities away from violence and crime. During Year II, CVPP engaged with local and state governments to propose the integration of community activities through community centers in the *poligonos*, and found strong support for its efforts. CVPP also set up processes and mechanisms to promote the integration of prevention efforts.

**Approach:** CVPP will continue building from progress achieved during the second year following the four parallel tracks discussed in the Year II Work Plan. The four parallel tracks are: complete and disseminate the CVPP Master Plan methodology; strengthen the capacity of local structures and organizations to build sustainability of CVPP's interventions; implement Master Plan priorities; and develop a diagnostic tool to integrate interventions in the *poligonos*.

During Year III, CVPP will focus on the following results: implement over 50 initiatives in response to the priorities identified in the nine Master Plans contributing to indicator 10 (number of initiatives implemented as part of the Master Plans); and, improve the institutional capacity of at least 10 CVPP grantees to sustain the implementation of the Master Plans priorities in the *poligonos* beyond the duration of the Program, as measured by indicator 19 (number of supported civil society organizations who have improved their institutional capacity). In sum, at the end of Year III, CVPP expects to empower community-based

organizations and NGOs by enhancing their capacity and autonomy to continue promoting activities and services and consolidate horizontal cooperation to improve citizen coexistence.

In addition, CVPP will seek to consolidate its integrated approach to promote secondary prevention interventions targeting at-risk youth and children in the CVPP's Prevention Zones, working with community centers, municipalities, and service providers (grantees and others). Within that approach, CVPP will work with the city of Los Angeles to develop a diagnostic tool in the context of Mexico and apply the Gang Reduction and Youth Development (GRYD) family intervention approach, which is consistent with the CVPP secondary prevention approach and which will facilitate the targeting process and integration of efforts in close coordination with municipal governments and community centers.

To achieve these results during Year III, CVPP plans to do the following.

**Track I. Complete, disseminate, and replicate the Master Plan Methodology.** By November 2013, CVPP will complete the systematization of the Master Plan methodology and generate a Master Plan Guide to facilitate its replication. CVPP will use the Guide during the training activities described under Activity 1.2 and will disseminate it through the Knowledge Management Platform (see Activity 1.1), as well as through direct engagement with local governments and at public events.

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

- 1) **Strengthen community-based groups to implement and sustain successful interventions.** CVPP will build from progress achieved during Year II to continue strengthening community committees in the nine target *poligonos*. Specifically, CVPP will work with its grantees, community organizations and leaders to promote safe and resilient communities, such as *Gente a Favor de Gente* in Ciudad Juarez, VETSA in Monterrey and a new grantee in Tijuana, engaging community committees that were organized in all *poligonos* during the first two years. CVPP will improve the capacity of these community organizations to operate, identify, develop and evaluate projects, mobilize the community, participate in crime and violence prevention programs, and provide oversight to the Master Plan implementation. In all nine *poligonos*, CVPP will organize activities to mobilize the community, develop and implement community plans, strengthen the structure of community organizations, and develop leadership capacity of community members, following the specific methodology of its local grantees. During the second quarter of Year III, CVPP will conduct a workshop with the three local grantees to document the CVPP methodology in building community base capacity. This document will be disseminated to encourage its replication beyond the scope of the Program.
- 2) **Promote the use of Community Centers as bases to integrate interventions.** During Year II, CVPP mapped out existing community centers located in the Program's Prevention Zones, engaged with public officials responsible for its management, and initiated conversations with local grantees to establish partnerships to operate from the community centers. CVPP also conducted its various training workshops at the community centers. As a result of this effort, several CVPP's grantees are now operating from within the community centers, and the centers' managers are more open to promoting crime and violence prevention interventions. During Year III, CVPP will build on that progress to promote the use of community centers to integrate primary and secondary prevention interventions in the target *poligonos*. CVPP will execute agreements with community centers to improve their capacity to engage residents, especially at-risk youth. CVPP will begin by conducting a diagnostic in each community center to identify areas of opportunity, and then provide focused technical assistance where needed. CVPP will continue promoting partnerships between local grantees and service providers and the community centers so that they can operate from these social assets. Through these partnerships, CVPP will help community centers focus on secondary prevention interventions, promoting specific services to address needs of at-risk youth.

- 3) **Provide capacity building to local NGOs who are part of the CVPP grants program.** During Year II, CVPP provided limited technical assistance to several grantee organizations to develop concepts and services aligned with the Crime and Violence Prevention Model, support administrative and financial processes, and provide guidance on the development of proposals and sustainability plans. During Year III, CVPP will work with an expert organization that will provide tailored technical assistance to eligible program grantees to expedite capacity building processes that can be measured and certified. By November 2013, CVPP will award a grant to a local organization and immediately engage its grantees to apply a diagnostic tool which incorporates the indicators of USAID's Organizational Capacity Assessment (OCA) to identify areas of opportunity to enhance their organizational and institutional capacities. Following the diagnostic, CVPP will agree on an action plan to provide tailored technical assistance to each organization, with the aim of improving specific areas of concern before October 2014. At the end of Year III, CVPP expects that at least 10 grantees will improve their capacity by at least one level.

**Track III. Implement Master Plans by working with local partners.** CVPP is promoting the implementation of the Master Plans through its small grants program (direct) and by engaging local partners (indirect) through coordination mechanisms such as the working groups and Municipal Crime and Violence Prevention Committees (MCVPCs). (We discuss details on the small grant programs for each of the Activity areas of the project in sections 4.2.2, 4.2.4, 4.2.5, 4.2.6 and 4.2.7.) Through these grants, CVPP is promoting specific models that respond to the needs identified in the Master Plans in each *poligono* while encouraging the participation of local NGOs with relevant experience and expertise, to provide services within the social and situational prevention model that the Program and the GOM promote. Simultaneously, CVPP is facilitating coordination venues, such as the working groups that will become MCVPCs in each municipality (see Section 4.2.2), to promote integrated interventions in the *poligonos*. CVPP will report on the number of interventions that are related to the Master Plans implemented through its grantees or local partners in its Quarterly Performance Reports.

**Track IV. Design an individual-focused diagnostic tool.** Based on the Gang Reduction and Youth Development (GRYD) model, CVPP will work with the City of Los Angeles to design a diagnostic tool similar to the Youth Service Eligibility Tool (YSET-I). This effort will be based on a partnership between CVPP/USAID Mexico, USAID Washington (CARSI), the City of Los Angeles and the University of Southern California. This tool can be used to assess risk factors and develop focused programs to improve the situation of target groups with high risk factors (secondary prevention) and monitor the effectiveness of interventions. CVPP will pilot this tool in Monterrey, adapting it to the local context, validating it, and applying it to 500 young people in the *poligonos* of La Alianza, Independencia and Nuevo Almaguer. Following the design of the YSET tool, CVPP will work with the City of Los Angeles to adapt their Family Intervention Model to CVPP's integrated approach to provide specific secondary prevention services to at-risk youth identified during the diagnostic period. Together, CVPP and the City of Los Angeles will complete the plan to design and apply the tool during the month of October and will agree to carry out the following specific activities.

- 1) **Conduct a diagnostic to adapt the LA Family Model and the YSET tool to the Mexican context.** The Los Angeles team together with the University of Southern California will travel to Monterrey during the first week of December 2013 to conduct a diagnostic on the relevant risk factors in the three target *poligonos* in Monterrey. During the visit, the team will work with CVPP staff to interview more than 200 persons, including CVPP beneficiaries, grantees, partners, youth and parents, teacher, government representatives among others.
- 2) **Adjust the YSET tool based on risk factors identified in the target *poligonos*.** Based on the results of the diagnostic, the GRYD team will provide a questionnaire for a survey that will be applied to up approximately 500 youth in the three target communities, and together with the University of Southern California, they will tailor the YSET tool to CVPP's context. CVPP will provide a grant to a local NGO who will conduct the survey and later coordinate the application of

the Family Model to a group of the most vulnerable youth identified through the survey needing secondary prevention attention to prevent them from engaging in violent or criminal activities. Similarly, CVPP will provide a grant to a research organization that the University of Southern California will work with to transfer capacity on the design of the YSET tool. By April 2014, the YSET tool will be completed and applied and the first group of youth will start receiving the “treatment” based on the Family Model adapted to the context. CVPP’s team will work with the GRYD team to make sure that the model is adapted and complemented with other secondary prevention efforts that the Program promotes in the three selected pilot *poligonos* for this intervention.

- 3) **Apply the secondary prevention Family Model to the most vulnerable at-risk youth identified.** CVPP will work with the GRYD team to adapt the application of the Family Model to CVPP’s Integrated Municipal Management Approach. CVPP will promote the use of community centers as a venue to promote secondary prevention interventions and to integrate several service providers in the community together with the local organization that will implement the Family Model. The GRYD team will train local organizations on the application of the model and support during the implementation with guidance and technical assistance. CVPP will mobilize partners in the prevention zones to ensure that these interventions are coordinated and to engage beneficiaries of these interventions. Local organizations will provide the targeted services (treatment) to at-risk youth beneficiaries and their families, from May 2014–October 2014 following the adapted Family Model.
- 4) **Document the experience for replication.** CVPP together with the GRYD team will document the application of the Family Model and the YSET tool to identify lessons learned for replication of this model in the Mexico context. CVPP will disseminate lessons learned and its replication, to other municipalities in Mexico.

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

**Background:** CVPP seeks to improve the capacity of local governments to design and implement crime and violence prevention policies at the community level. During Year II, CVPP succeeded in establishing the Municipal Crime and Violence Prevention Committee in Tijuana and, in close coordination with the Undersecretary of Prevention of the Secretary of Security of Nuevo Leon, has made substantial progress in replicating this experience in Monterrey and other municipalities throughout the state. CVPP has also rolled out the Crime Prevention Through Environmental Design (CPTED) methodology in Felipe Angeles, Ciudad Juarez, promoting strong partnerships between relevant municipal departments, community organizations and NGOs. Through that effort, CVPP helped the governments of Ciudad Juarez to leverage 6.5 million pesos from SUBSEMUN through the Secretary of Security of Ciudad Juarez to improve social infrastructure conducive to the development of a Safe Passage project that will lead to improved security in *poligono* Felipe Angeles. Similarly in Tijuana, the CVPP helped the government of Tijuana to leverage 3.5 million pesos from SUBSEMUN to improve social infrastructure conducive to the development of a Safe Passage project that will lead to improved security in the *poligono* Granjas Familiares. CVPP prepared the groundwork for a similar intervention in Monterrey, to be carried out through grants with local organizations that will implement the methodology while leaving capacity for future replication. In the municipalities of Tijuana and Monterrey, CVPP also built capacity through tailored technical assistance to upgrade specific competencies needed to implement prevention programs.

During Year II, CVPP engaged with the new Administration of the Municipality of Guadalupe to promote integrated interventions that will impact the *poligono* of Nuevo Almaguer. During Year III, CVPP will work closely with the municipality to promote crime and violence policies and interventions. CVPP also responded to important challenges inherent from the political transition that took place in Ciudad Juarez and Tijuana. In Ciudad Juarez, CVPP encountered resistance to continue with planned activities due to the elections and the political transition period that began with the pre-campaign activities in April 2013, followed by the campaign

in June, elections in July, and ending in October 2013 with the swearing in of the new Mayor. In Tijuana, although key municipal officials remained committed to the program, CVPP has started to plan for the change in Administration that will take place in December 2013, thus bringing delays to some of the planned capacity building activities.

**Approach:** Building on the solid foundation established in Year II, CVPP will seek to promote an integrated municipal management approach for crime and violence prevention in the Municipalities of Ciudad Juarez, Monterrey, Guadalupe and Tijuana. CVPP will continue working with the state government of Nuevo Leon to replicate best practices in other municipalities of the metropolitan area of Monterrey, will engage with the new authorities of the state government of Baja California to promote coordinated interventions in the target *poligonos* in Tijuana and coordinate with the state of Chihuahua to promote inter-sectoral coordination bodies in Ciudad Juarez.

CVPP will promote the following elements of the approach during Year III: strengthen core institutional competencies to plan and implement crime and violence prevention interventions; develop a municipal crime and violence prevention plan/program to consolidate and improve effectiveness of municipal interventions; plan and coordinate interventions through the MCVPCs; promote evidence-based decision-making using solid data and analysis through viable violence Observatories; and, mitigate risk factors through CPTED to improve situational prevention interventions. CVPP will carefully set expectations about the level of progress possible in each city, based on existing institutional capacity and taking into account the inherent challenges of the political transitions in Ciudad Juarez and Tijuana. CVPP will measure results achieved in this activity through indicator 11 (percent increase in planning analysis and response capacity of target municipalities).

During Year III, CVPP plans to do the following.

- 1) **Establish MCVPCs and strengthen their capacity to become operational.** During Year III, CVPP will consolidate the operation of the MCVPC of Tijuana and promote the establishment of similar mechanisms in Monterrey, Guadalupe and Ciudad Juarez. CVPP will tailor its intervention in each city to the prevailing context:
  - In Tijuana, CVPP will assist the committee to accelerate the results before the December 2013 change in the Administration. CVPP has facilitated a strategic planning process with the current leadership of the MCVPC to identify specific interventions that will demonstrate how the committee can help promote integrated interventions in the *poligonos* and generate specific and measurable results. From October through November 2013, CVPP will help the committee to showcase results achieved in Granjas Familiares and Zona Centro. Once the new administration takes office, CVPP will work with non-municipal members of the MCVPC, such as the President of Chamber of Commerce (CANACO), *Fundación Internacional Comunitaria* (FIC) and the University of Baja California to promote the committee with the new Administration.
  - During conversations held with the leadership of the Municipality of Guadalupe, CVPP found strong support for the establishment of an MCVPC as part of the ongoing effort of the municipality to promote coordination among its different departments and social stakeholders through a program called *Programa Aquí Estamos Todos* (PAQTO). The municipality of Guadalupe is establishing inter-sectorial committees in eleven marginalized *poligonos* to work closely with the communities to solve sensitive problems, including security. CVPP will engage with the Mayor and his staff to articulate the principles of the MCVPC with their PAQTO program, focusing on Nuevo Almaguer. Based on preliminary conversations with the Mayor and his team, CVPP will be able to access additional resources of the municipality to promote integrated activities in Nuevo Almaguer, such as CPTED and community policing. This represents an important and unique window of opportunity for CVPP to establish an MCVPC in Guadalupe.
  - In Monterrey, CVPP's initial efforts to establish an MCVPC were delayed due to internal institutional challenges at the municipality. During Year III, CVPP will reassess the situation, showcase the

success in Tijuana and progress in Guadalupe, and provide technical assistance to complete the formalization of the MCVPC in Monterrey. As soon as the committee is established, CVPP will provide technical assistance to consolidate it and develop a viable action plan that will prioritize activities to show quick results and impacts.

- Taking advantage of the ongoing political transition in Ciudad Juarez, CVPP will reassess the political will of the new authorities to promote the violence prevention agenda and propose the MCVPC as a viable instrument to consolidate interventions. Simultaneously, CVPP will work with the *Mesa de Seguridad* to promote the MCVPC as part of the *Mesa*, and work with the state legislature of Chihuahua to pass specific regulations to promote establishment of this mechanism, in line with federal regulations. By February 2013, CVPP will carefully evaluate the situation and, based on the level of commitment found with the new authorities, decide on whether to continue promoting this mechanism.

- 2) **Improve the capacity of local governments to plan and implement evidence-based crime and violence prevention policies and programs.** CVPP will promote the use of data generated by crime Observatories in the three target cities, and in Guadalupe. In Ciudad Juarez, CVPP will work with relevant units of the municipal government to promote the use of the data generated by the existing *Observatorio de Seguridad y Convivencia Ciudadana*, and in Monterrey and in Guadalupe, CVPP will work with the municipal governments to establish a new Observatory in each city. CVPP will promote the use of the data to inform policy interventions in all four cities by raising awareness among relevant units of the municipal government about the importance of using solid data in making policy decisions. CVPP will work to establish sub-committees within the MCVPCs to create effective linkages between the Observatories and the municipal Administrations. It will communicate the importance of selecting pilot projects to show concrete results, and by documenting and disseminating the experiences to other relevant units of the municipal administrations.

CVPP will submit a proposal to USAID to establish the three new Observatories.

- 3) **Implement the CPTED model through community-focused projects to reduce situational risk and reduce insecurity.** Building on the successful experience in Felipe Angeles, CVPP will continue to promote the CPTED methodology in Ciudad Juarez, as well as in Monterrey/Guadalupe and Tijuana. In Tijuana and Monterrey, CVPP will work – through grants - with local organizations to develop local capacity while they implement specific projects in the target *poligonos*. In Tijuana, CVPP will work with FIC and three local partners that promote Safe Passages projects in Camino Verde, Mariano Matamoros and Granjas Familiares. In Monterrey, CVPP will provide a grant to the organization *Mundo Sustentable* to carry out similar interventions in La Alianza and Nuevo Almaguer. During the design phase, CVPP will engage those community committees which will later participate in the implementation, thus consolidating their capacity to mobilize and change their environment. Simultaneously, CVPP will train municipal officials on CPTED methodology and will build institutional capacity through the reform of regulations and the development of competencies and skills. CVPP intends to make CPTED an institutional approach to mitigate risk factors and improve the physical conditions of the target communities.

Based on the experience of Felipe Angeles and Granjas Familiares, CVPP will link CPTED projects, such as the Safe Passages and Safe Schools with community policing interventions (see Activity 2.4). In Felipe Angeles and Granjas Familiares, the Secretaries of Security of Ciudad Juarez and Tijuana allocated SUBSEMUN resources to improve specific sites based on CPTED principles. Through these investments, both municipalities are looking to integrate community police interventions with community actions through improvements in the physical conditions of the *poligonos*, identified together with the communities. CVPP will showcase the Tijuana and Ciudad Juarez projects to the new authorities and will encourage their participation to promote quick wins during the first days of their administrations. Also in Ciudad Juarez, CVPP will continue working with the *Instituto Municipal de Planeación* (IMIP)—a

decentralized agency of the municipal government whose technical leadership is likely to continue during the political transition—to promote this methodology.

CVPP has identified political will from the Mayor of Guadalupe and his staff to apply CPTED to design and implement new infrastructure projects in Nuevo Almaguer with SUBSEMUN funding during 2014. In preparation, CVPP will work with a local grantee to assist the municipal government in the implementation of the new infrastructure while at the same time engaging community committees that are being strengthened through another grantee VETSA.

- 4) Improve the capacity of municipalities to plan and operate crime and violence prevention programs.** Once the new municipal authorities take office in Tijuana and Ciudad Juarez, CVPP will provide training to the new staff on key aspects of the CVPP methodologies. CVPP will coordinate with USAID to engage key members of the new Administrations to deliver an introductory training on the following themes: principles of municipal management, including finance, budgeting (participatory budgeting), planning, citizen participation, and accountability; and, basic concepts of the social and situational crime and violence prevention model, including the legal framework, the scope of the National Program on Crime Prevention, best practices, and planning tools and indicators. Also, during the third quarter of Year III, in close coordination with the Undersecretary of Prevention, CVPP will deliver the curriculum mentioned under Activity 1.2. CVPP will complete the following Guides that will be used to support the training and technical assistance: a Guide on the Development and Operation of an MCVPC, a Guide on the Integrated Approach to Municipal Management for Crime and Violence Prevention, and the Guide on Participatory Budgeting (see Section 4.2.3 below). CVPP will also continue to provide specific technical assistance to all target municipalities to improve their capacity in the areas identified in the *Inventario de la Capacidad Institucional (ICAPI)*.

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

**Background:** Participatory budgeting is a mechanism which enables the CVPP to build the capacity of both municipal staff and citizens to identify problems, prioritize activities and propose alternatives and solutions to mitigate risks. In Mexico, at least 10 percent of SUBSEMUN funds, 5 percent of municipal own-sourced funds, and 10 percent of state funds for prevention (*Fondo estatal para la Prevención Social de la Violencia y la Delincuencia*) are to be allocated based on a participatory budgeting basis. These participatory budgeting exercises present an opportunity to showcase the integration of CVPP. They use as inputs the information gathered through the CPTED's participatory diagnostics, the proposals from the Master Plans and other community-based diagnostics. Ideally, they are guided by the Municipal Crime and Violence Prevention Plans developed by the MCVPCs, and engage youth that have participated in the CVPP-funded activities.

The participatory budgeting pilots that the CVPP will promote are, in essence, a governance model. They present an opportunity for the CVPP to provide training to community representatives, including youth, in how to engage with the municipality to identify appropriate crime prevention initiatives within the context of a municipal public policy on crime prevention. The involvement of at-risk youth is critical as it provides an opportunity for them to engage formally with local governments and with other members of the community, facilitating both vertical and horizontal cooperation. Likewise, the participatory budgeting process provides an opportunity for the CVPP to train municipal staff on how to involve citizens in decision-making and allows the Program to work with specific departments within each municipality to guide project implementation.

**Approach:** During Year III, the CVPP will implement one participatory budgeting exercise in a sub-sector of one *poligono* each in Ciudad Juarez, Guadalupe, Monterey and Tijuana, simultaneously building the capacity of local governments and community committees to engage in the budgeting process. CVPP will develop a Guide on Participatory Budgeting focused on social and situational crime prevention. The Guide will have

sections and exercises for government staff and citizens, and will include criteria for project selection, formats, and processes (such as how to conduct an assembly, resolve conflicts and deal with differences of opinion in the deliberation). CVPP will work with local governments and target communities to achieve these goals through the following processes:

- Work with the MCVPCs and/or the relevant municipal agencies to identify budget resources that can be allocated to fund prevention projects in accordance with the percentages stated above. (Based on the Prevention Law, 20 percent of the budget allocated to security programs should be devoted to prevention projects.)
- Work through the MCVPCs or create a specific technical committee in cases where the MCVPC is not yet established to organize a consultation process with the communities.
- Conduct training for local government staff and citizens on how to carry out the participatory budgeting exercise.
- Conduct community assemblies (*Asambleas Comunitarias Territoriales*) to identify, prioritize and develop prevention projects and proposals and review existing proposals from the Master Plans and CPTED projects.
- Work with the MCVPCs (or technical committee) to review and systematize proposals.
- Provide training to municipal governments to guide the implementation of the proposals (development of project design documents, procurement processes, inter-departmental coordination, etc.).
- With the participation of the MCVPCs, conduct public accountability sessions to report on the use of the approved resources to the relevant communities.
- Provide technical assistance and training to municipal departments based on the results of the ICAPI assessments to strengthen the budgeting process, in particular to generate the capacity to formulate and implement budgets that involve input from the communities.

CVPP will coordinate with other USAID-funded efforts implemented through the International Republican Institute (IRI) and the National Democratic Institute (NDI) in this area.

CVPP will measure progress related to the capacity of municipalities to plan and implement participatory budgeting exercises through indicator 11 (percent increase in planning analysis and response capacity of target municipalities) and specific interventions undertaken with the communities through indicator 10 (number of initiatives implemented as part of the Master Plans).

During Year III, CVPP plans to do the following.

- 1) Provide technical support to local governments and communities to plan and implement participatory crime prevention budgets.** CVPP will provide targeted technical assistance to key units of the target municipalities to improve processes and regulations to conduct participatory budgeting, including the development of policies and procedures to comply with the SUBSEMUM regulations. To take advantage of the citizen participation structures—such as community committees that receive assistance from the Program—and together with municipal officials, CVPP will identify opportunities to roll out pilot participatory budgeting applications targeting subsectors of pilot *poligonos*. CVPP will ensure that the participatory budgeting meetings take into account priority interventions identified in the Master Plans, and will leverage resources from other stakeholders participating in the MCVPCs.

Starting in January and continuing through March 2014, CVPP will train municipal officials and community committees on participatory methodologies and tools. In April and May 2014, CVPP will facilitate at least one pilot town hall meeting per city to validate the methodology. CVPP will train officials on skills to conduct public sessions with citizens and on how to manage effective meetings.

Similarly, CVPP will work with local organizations which are strengthening community committees (as explained under Section 4.2.1) to engage community committees and municipal officials during participatory budgeting events. CVPP will convoke Community Territorial Assemblies in the *poligonos* where programs and projects can be potential fund recipients. In each case, the CVPP will promote the participation of youth to gather their input to the budgeting process. CVPP will develop and use a Guide on Participatory Budgeting which will be validated during the participatory exercises, with the goal of finalizing it in May 2014. The Guide will be used as a tool to replicate pilot applications during the 2014 budget cycle. Municipal officials and community committees will gain ownership of this instrument through the implementation of the participatory budgeting process. CVPP will also disseminate the Guide through the Undersecretary of Prevention to other municipalities in Mexico.

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

**Background:** CVPP strives to improve relationships between police and citizens in the target communities by improving community policing efforts. To foster solid relationships between the two parties, the community policing model requires strong institutional commitment, capacity and structure from the police institution and robust structures at the community level. CVPP accomplishes this by identifying promising regionally and internationally recognized community policing interventions and models; exposing police and community members to concepts and new models; supporting the adaptation, implementation, M&E of promising practices in each target city based on the existing capacity and political will; and, developing instruments for implementing community policing initiatives based on proven experiences. At the community level, CVPP promotes capacity of community organizations and leaders to engage with the police, and engages youth and women as the primary audience during these efforts.

During the first two years, CVPP has made significant progress under this component through the development and dissemination of the Community Policing Guide, the completion of institutional assessments and Action Plans to guide institutional strengthening interventions in target cities; the initiation of community-based interventions through School Safe Passage and community centers programs in Ciudad Juarez; and, the replication of the Youth Police program in Tijuana. These interventions were encouraged by the application of CPTED, and fostered by the dialogue between the community and the police, the community committees, and the establishment of closed working relationships with the Secretary of Security of the Municipality of Monterrey and the Mayor of Guadalupe who has recently expressed interest to work in the area of community policing.

Moving towards Year III, CVPP will respond to important challenges related to the political transition in Ciudad Juarez and Tijuana, as these may delay some of the progress achieved during the previous months. In addition, CVPP will take into account the inherent institutional limitations of the Municipality of Monterrey, which currently does not have the operational capacity to intervene in the *poligonos* of Independencia and La Alianza, as the State Police (*Fuerza Civil*) has abrogated that authority.

**Approach:** Based on the progress achieved to-date and the challenges and lessons learned identified during Year II, the main emphasis during Year III will be to promote over 50 community policing initiatives involving changes within the police institutions and specific actions at the community level, contributing to indicator 13 (number of community policing initiatives implemented by CVPP) and indicator 11 (percent increase in planning analysis and response capacity of target municipalities). These interventions will be documented to promote bottom-up changes within the policy forces. CVPP will work simultaneously with community groups and police officers, taking advantage of other program activities, such as CPTED interventions (Section 4.2.2) and community committees strengthening efforts (4.2.1), to promote vertical and horizontal cooperation between both parties.

As CVPP promotes these interventions, it will also continue working with the new authorities in Ciudad Juarez and Tijuana as they take office in October and December 2013, respectively, and with the current Administrations of Monterrey and Guadalupe to provide technical assistance to improve specific areas within the Secretary of Security that will facilitate the implementation of community policing actions. CVPP will design its interventions based on assessments and Actions Plans, and will support areas where CVPP's investment would have the most significant impact within the following 12 months. Through USAID, CVPP will closely coordinate with other U.S. agencies, such as the Bureau for International Narcotics and Law Enforcement Affairs (INL) to identify synergies and areas of collaboration. Since the political will of municipal leadership and the police force are essential in advancing community policing programs, CVPP will increase the number of sensitization activities by working with a broader range of stakeholders within the municipalities, the police forces, the media, and civil society.

Overall, CVPP results in this activity will directly contribute to improve the perception of security in the *poligonos* measured through indicator 1 (percent of population in the nine target communities who consider their communities unsafe).

During Year III, CVPP plans to achieve these results through the following activities.

**1) Promote and sustain political will for community policing interventions.** In order to promote community policing and secure political will to continue the implementation of the community policing model in both police institutions and the communities, CVPP used the Community Polling Guide presentations in August and September 2013 to engage local actors in Tijuana and Ciudad Juarez, as well as state and municipal authorities in Monterrey and Guadalupe. Through that process, CVPP identified civil society stakeholders—such as private sector, universities, and NGOs—that advocate for security reform. These entities which will be key partners to advocate for institutional reforms within the police and help promote actions in the communities that incorporate the community policing philosophy. A lesson learned from Year II was that generating external support for the application of the community policing philosophy will be fundamental to promote and sustain political will from the municipality and the police in the target cities. Thus, during Year III CVPP will promote political will with the new authorities in Tijuana and Ciudad Juarez and sustain progress achieved in Monterrey through the following activities.

**1.1 Confirm political will through presentations of the Guide to the new authorities in Ciudad Juarez and Tijuana and confirmation of the Action Plans.** CVPP will build from the momentum generated by dissemination of the Guide in September 2013 to engage the new authorities of Ciudad Juarez and Tijuana during the transition period. CVPP will present details of the Guide, previous efforts of the Program with both municipalities, and a proposal for specific interventions. In Tijuana, CVPP will seek confirmation of the Action Plan developed during the previous Administration which identifies a list of priorities for institutional strengthening activities (see below). In Ciudad Juarez, CVPP proposes to engage in the development of the Action Plan and seek confirmation of the Mayor and *Cabildo* of such plan. Similarly in Guadalupe, the Program will develop an institutional assessment and the Action Plan seeking to obtain formal confirmation from the Mayor and the *Cabildo* to proceed with institutional strengthening activities (see below). Finally in Monterrey, CVPP will seek confirmation from the Mayor and *Cabildo* of the Action Plan developed during Year II.

The presentation of the Guide enabled CVPP to reach state authorities that expressed their interest in the model as well as in the document. The Undersecretary for Public Security of Baja California communicated the willingness of the institution to use this document to expand the community policing model to all the municipalities of the state. Also, the head of the Police Academy of Nuevo Leon, reached out to the program to find ways to collaborate with the training process of 300 members of the proximity group from Fuerza Civil (State Police) on the philosophy using the model. As CVPP will focus assistance in this area at the municipal police level, the Program will continue coordinating, through USAID, with other agencies of the US Government such as INL which is already working at the state level in most states.

### **1.2 Disseminate success stories on community-based policing interventions with local partners.**

Based on the success of the dissemination of the Guide, CVPP will organize together with local partners—universities, private sector organizations and NGOs—at least two events per city. These events will showcase success stories of community based interventions. Joining efforts with Activity 1.3, CVPP will work with journalists in the three cities to document and publish news articles on community police success stories, and will include these stories in the CVPP Communication Campaigns. This will keep the public informed of community policing interventions which will in turn secure wider public support and keep this policy on the public agenda. CVPP will partner with civil society organization networks, such as Citizen Coalition for Security, supported by NDI in Tijuana, the *Mesa de Seguridad* in Ciudad Juarez and *Consejo de Instituciones Publicas de Nuevo Leon* in Monterrey, to introduce community policing to their advocacy agenda.

### **1.3 Exchange international best practices through peer-to-peer relationships.** Once the political transitions in Ciudad Juarez and Tijuana are completed, CVPP will confirm the interests of the new Secretaries of Security of both municipalities to engage in a CityLink program with cities in the U.S. During Year II, CVPP identified the cities of Charlotte, North Carolina, and Austin, Texas, as possibilities to partner with Ciudad Juarez and Tijuana, respectively. However, implementation was delayed due to the political transition. In Monterrey, the U.S. Consulate General is already promoting a similar exchange between Monterrey and Houston, Texas. Through these partnerships, CVPP will build strong and sustainable North-South relationships between practitioners.

CVPP will promote two exchanges. During the first exchange, either the Chief Police or his/her delegate and a second police officer will travel from Austin to Tijuana and from Charlotte to Juarez, to meet with key stakeholders and identify the issues that would need to be addressed during the first exchange from Tijuana and Ciudad Juarez to their respective partner cities. The exchanges will reinforce the activities and objectives of Section 4.2.4 (Community Policing activities). During the second exchange, a group from the police departments of both Ciudad Juarez and Tijuana will travel to their partner cities in the US.

The exchanges will be tailored to the specific situations in Tijuana and Ciudad Juarez and will focus on promoting the philosophy and practice of community policing as it has been implemented in the two US cities. The participants in the exchanges will learn how the model was institutionalized in each city; what norms and regulations have been put in place to successfully implement the model and how success is measured. In addition, participants will have the opportunity to learn about specific programs where the community policing philosophy has been put into practice, in particular with youth. Police in Austin and Charlotte will explain to the participants the mechanisms they have in place to engage youth and the way that they are instructed to treat youth, including concepts of restorative justice, as appropriate. Since the CPTED component of the CVPP has focused its projects on establishing “safe passages” in the target polígonos, the CityLinks component will also examine how to sustain this type of initiative and how to involve communities and municipalities in its implementation.

The exchanges will emphasize the importance of collaboration among the different stakeholders, be they police (at all levels), municipal staff/officials, community groups/residents, youth, etc. Members of the MCVPC will be invited to participate in the exchanges so that they can better understand the concept of community policing and thus support community policing efforts and improved youth/community engagement through their action plans. Through its partner Youth Build International (YBI), CVPP will also organize a study tour to the City of Los Angeles, CA (where YBI has existing networks) to showcase best practices on how to build violence prevention collaborative response teams comprised of municipal officials (including police officers) and local organizations. Participants from the three cities will be representatives of CVPP’s local grantees, relevant municipal officials who operate community programs such as the Youth Police in Tijuana, Safe Path to School

in Ciudad Juarez, *Vecino Vigilante* in Guadalupe, and the Family Violence Unit in Monterrey. The study tour will take place in February 2014.

**2) Implement and document community-based/police interventions.** CVPP will continue building the capacity of community committees to generate communities of prevention through joint actions with the police and the government, while at the same time improving the institutional capacity of the police to engage with the communities. CVPP will work through its local partners *Gente a Favor de Gente* in Ciudad Juarez, VETSA in Monterrey and FIC in Tijuana to create security sub-committees in the existing community committees. Simultaneously, CVPP will work with community leaders and police officers assigned to the relevant police districts to promote continued police-community dialogues, such as the ones CVPP has carried out with the *Instituto para la Seguridad y la Democracia* (INSYDE). CVPP will use the Community Policing Guide to provide training to police officers, community committees and other relevant stakeholders on community policing principles and operational actions. Based on progress from Year II, CVPP will continue supporting the following specific interventions, working through the security sub-committees and police officers assigned to the specific police districts.

- In Tijuana, CVPP will continue organizing communities to replicate the Youth Police Program in Granjas Familiares and Mariano Matamoros, while consolidating its operation in Camino Verde. Simultaneously, CVPP will provide technical assistance to the municipal police to institutionalize this successful program. CVPP will also facilitate the implementation of three Safe Passage to School/Community Center interventions, applying the CPTED methodology through local organizations (see Section 4.2.2).
- In Ciudad Juarez, CVPP will build from progress made in Felipe Angeles to complete the implementation of a Safe Passage to School intervention using the CPTED methodology. CVPP will work with the new authorities to facilitate dialogue with the community as the SUBSEMUN-approved project is implemented (see CPTED in Section 4.2.2). The Program will continue facilitating police-community dialogues through *Gente a Favor de Gente* to establish communication protocols of police-community engagements, identify a schedule for police coverage, and identify additional public services to ensure the sustainability of the improvements (such as lighting maintenance). CVPP will promote the replication of this intervention contingent on the interest and will of the new authorities. CVPP will also engage the *Mesa de Seguridad* to leverage private sector and broader civil society support for the Felipe Angeles experience to expand it in that *poligono* or to replicate it to other *poligonos*.
- In Monterrey and Guadalupe, CVPP will promote similar Safe Passage interventions in La Alianza and Nuevo Almaguer, applying the CPTED methodology through its local partner *Mundo Sustentable*. CVPP has already initiated conversations with the mayor of Guadalupe to support its *Ruta de Transporte* (public transportation route) initiative in Nuevo Almaguer, which will be funded through SUBSEMUN. CVPP will seek to leverage additional funding from CEMEX and work with the municipal police and community committees to ensure permanent security coverage in specific prevention zones.
- Through its partner Youth Build International (YBI), CVPP will organize two study tours to cities in the U.S. to showcase best practices on how to build violence prevention collaborative response teams composed of local youth, local police and municipal officials. During the study tours, participants will learn about examples of effective and innovative tri-party cooperation efforts involving local government, law enforcement and the youth serving sector – schools and community-based organizations – to address the root causes of violence and generate rapid and relevant responses within communities to violence following the community policing model. CVPP will select two groups of up to 15 people comprised of community and youth leaders, police officers and relevant municipal officials from each city and organize study tours to Los Angeles and Chicago or New Orleans, where YBI has existing networks. The first group will go to Los Angeles in February 2014, while the second will go to either Chicago or New Orleans in April 2014. CVPP will continue

working with these groups once they are back in their communities to put in practice specific interventions identified during the study tours within the context of the activities that the Program is implementing.

**3) Improve the institutional capacity of the municipal police to implement community policing interventions.** Based on lessons learned from Year II, CVPP will connect successful stories generated at the community level to promote institutional reforms that are needed to sustain good practices. Without the institutionalization of processes and programs, the success achieved at the community level will not be sustainable. CVPP will focus on possible and viable interventions that will render measurable results within 12 months and build relationships with other organizations to facilitate the flow of technical assistance beyond the life of the program. CVPP will build from the assessments and action plans developed during Years I and II to generate actions plans where they are still pending, in order to ensure that the project's investment is focused and targeted. The following specific interventions were identified for each city:

- In Tijuana, CVPP will engage with the new authorities to seek approval to focus on the consolidation of the community policing philosophy in the *reglamento interior* (police ordinance) by including the decentralization of operations (sectors and quadrants), monitoring and evaluation, and police intervention programs such as the Youth Police, Safe Passage and the Family Violence Unit. CVPP will also provide technical assistance and training to help the police establish needed processes to implement these actions.
- In Ciudad Juarez, CVPP will complete the Action Plan with the new police authorities and identify specific areas of interventions. Based on the assessment performed by INSYDE in Year II, CVPP has identified specific areas of opportunities such as the existing sectorization plan in Zona Centro (Francisco I. Madero and Felipe Angeles). CVPP proposes to focus on the consolidation of the progress achieved during the previous Administration in this area, as well as the institutionalization of programs such as Safe Passage, *Grupo 16* and *Valorate*. CVPP will seek to gain the support of the new authorities to continue with the construction work in Felipe Angeles approved with the SUBSEMUN funds by the Secretary of Security Leyzaola before the political transition occurred.
- In Monterrey, based on the institutional diagnosed performed by INSYDE, CVPP will provide technical assistance to modify the municipal police ordinance to include decentralization of operational procedures, as well as the institutionalization of police intervention programs like the Family Violence Unit.
- In Guadalupe, given the Mayor's interest to collaborate with CVPP to build up on local efforts to strengthen the municipal police, the program, CVPP will apply an institutional assessment to identify entry points to strengthen community policing within the municipal police. Through that assessment, CVPP will prioritize specific interventions.

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

**Background:** Supporting successful community healing/victim's intervention models in the nine target *poligonos* involves the identification of existing promising community healing interventions. It also involves promoting the issue in the public agenda so there is more awareness about the need for assistance of victims of violence, and more services to respond to them. During Years I and II, CVPP rolled out a socio-psychological victim's attention model focused on NGOs. The model was validated through three grantees, *Vida con Calidad* (VICALLI) in Monterrey, *Salud y Bienestar Comunitario* (SABIC), and *Crecimiento Humano y Educación para la Paz* (CHEPAZ) in Ciudad Juárez. CVPP also initiated the grant making process for three additional grants - two in Tijuana and one for Monterrey. During Year III, CVPP will be implementing five grants in the three cities. Through these grants, CVPP will strengthen the local capacity of grantees, government organizations and community organizations in the area of community healing, and provide

victim assistance to targeted vulnerable population—youth and women—in six of the nine target *poligonos*. CVPP has also mapped out relevant public organizations and NGOs to promote the Community Healing Model on the public agenda. During Year II, CVPP initiated specific interventions to respond to domestic violence and violence against women, promoting a network of violence against women in Riberas del Bravo, Ciudad Juarez, and identifying potential partnerships between the municipal police of Monterrey and grantees working in the area of community healing in Independencia and Alianza. All three of the new grants, to be awarded before December 2013, will focus on violence against women.

**Approach:** For Year III, CVPP will continue refining its proposed model for community healing through its application in five pilot projects to implement specific initiatives, in response to priorities identified in the Master Plans contributing to indicator 10 (number of initiatives implemented as part of the Master Plans). At the same time, CVPP will continue to work to improve public awareness on this issue and service coverage in target *poligonos*. As part of the community healing assistance, CVPP will work with partner NGOs to address issues of domestic-interfamily violence. CVPP will develop a network of government and NGO organizations to ensure sustainability. As grants are implemented, monitored and their successes documented, CVPP will promote their replication to other *poligonos* and complete the development of the Community Healing Model. This Model will document CVPP's experience in the target cities contributing to indicator 5 (number of best practices identified for replication). To accomplish these results during Year III, CVPP plans to do the following.

- 1) Complete and document the CVPP's Community Healing Model in the pilot *poligonos*.** In Monterrey, CVPP will implement a Secondary Attention to Victims of Family and School Violence project through VICALLI (estimated to close in November 2013) and a new grant to work with women who are victims of violence in Ciudad Juarez, CVPP's grantee SABIC will support victims through alternative medicine, training of community health promoters and health fairs in Francisco I, Madero and Felipe Angeles. CHEPAZ, another CVPP grantee, will provide group support to women who are victims of violence, including legal orientation, group therapies and the creation of a network of community promoters in Riberas del Bravo. In Tijuana, a new grantee *Gente Diversa* (pending negotiation) will work with women groups and promote prevention of violence in their communities.

The CVPP Community Healing Model, which includes a psychosocial orientation, will be documented throughout Year III based on the six pilot grants, and will be completed for publication by October 2014. Each grant will document its experience and publish it for replication.

To address domestic violence in the target communities, CVPP will support specific interventions through four of the five grants and will promote relationships between public institutions such as the municipal police, *Desarrollo Integral para Familias* (DIF), Municipal Women Institutes, and NGOs. These interventions will focus on assessments to identify causes and consequences of domestic violence and activities to change cultural paradigms and stereotypes about masculinity and violence, as well as specific interventions focused on women to identify gender equality and independence.

- 2) Strengthen the capacity of partner CSOs to address the needs of victims.** CVPP will continue working with partner organizations to improve their technical, administrative and fund-raising capacities to ensure the sustainability of the Community Healing Model. CVPP will conduct an assessment for each partner organization to identify gaps, and will assist them to develop operation manuals, protocols, and new areas of assistance. For specific administrative and management capacity issues, CVPP will work with the NGO capacity building partner (Section 4.2.1) to improve the capacity of local organizations. The capacity building NGO will conduct an institutional assessment, discuss areas of support with the local partner and provide technical assistance to improve skills in relevant areas. CVPP will emphasize areas such as fund raising in order to promote additional sources of funding to the services that the Program promotes with its partners in the *poligonos*.
- 3) Promote a network of professionals and organizations to set the community healing issue in the public agenda.** Following initial contacts with government entities and NGOs during Years I and II,

CVPP will promote a network of organizations to exchange lessons learned and consolidate different components of community healing assistance in the *poligonos*. CVPP will organize workshops in each city in October and November 2013 to launch the networks and will promote its operation through the MCVPCs. During these workshops, CVPP will promote the issue of community healing in the public agenda as well as train relevant public officials and NGOs on specific approaches to implement community healing programs. CVPP will also promote the model through the communication campaign (Section 2.1.3) and work with journalists under the grant with *La Casa de los Derechos de Periodistas* to promote the issue on the public agenda by publishing success stories in the media.

- 4) **Promote interventions to respond to domestic violence – gender based violence at the community level.** CVPP will continue promoting primary prevention interventions at the community level, and secondary interventions focused on both women and men to address issues of domestic violence in partnership with local organizations and the police. Also through the communication campaign described under Section 4.1.3, CVPP will promote positive messages that will help to create social awareness about this important risk factor.

In Monterrey, CVPP will continue working with its grantee CreeSer in Alianza mostly working with women from the human rights perspective creating general awareness about women rights, a life free of violence and ways to protect women from sexual harassment and abuse. Similarly, Vida con Calidad (Vicalli), will complete its work in Independencia with adolescents in secondary school and their families to address specific issues of domestic violence and provide targeted therapy to their beneficiaries to address these issues. Starting in January 2014, the *Centro de Investigación Familiar AC (CIFAC)*, will work with victims of domestic violence in Nuevo Almaguer, through a model developed by the University of Michigan adapted to the Mexican context. Through this model, CIFAC will identify and work with women who are victims of violence to develop self-identification and self-protection abilities as well as restructure their support networks and emotional linkages with their communities. CVPP will also promote linkages between these local NGOs, and others doing similar work in the communities, and the Family Violence Unit of the Municipal Police of Monterrey so that these NGOs can provide direct psychological attention to victims of violence that have reported domestic violence to the municipal police.

In Riberas del Bravo, Ciudad Juarez, Chepaz provides direct attention to victims of violence, including domestic violence, focusing on psycho-emotional health and developing capacity of women to do community promotion to identify victims of violence in the community. Chepaz also provides legal assistance and psycho-therapy to victims. Chepaz is also promoting a community network against gender based and domestic violence that is connecting victims with services and the police. Similarly, SABIC identifies specific cases of violence through community promoters and provides psychological attention to women who are victims of violence.

In Tijuana, CVPP will sign a grant agreement during December 2013 with the local organization Gente Diversa to empower groups of women in the *poligonos* to identify cases of domestic and gender based violence to prevent domestic violence.

CVPP will also address the issue of domestic and gender based violence working with young men. CVPP designed a model that will transfer to a local organization in Ciudad Juarez. The model operates in areas where men would normally gather to promote reflections to address cultural prejudices that affect men's violent behaviors.

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

**Background:** By end of Year II, six CVPP-supported youth development practices were under implementation and CVPP will have completed the design of at least two additional models. Implementation

of the additional models will be initiated before December 2013. The table below summarizes the practices, their relationships to the Master Plans, and pipeline of projects that will start during Year III.

Also during Year II, CVPP provided direct technical assistance to *Jóvenes Constructores de la Comunidad* (JCC) to increase its capacity to sustain and replicate its models nationwide. Working through its partner YBI, CVPP provided technical assistance to JCC to improve skills of their staff on management and community participation, develop an operational manual and a sustainability plan.

**Approach:** The key goal for this activity in Year III is to complete the implementation of eight practices in the target *polígonos* to create opportunities to more than 2,900 at-risk-youth. At the end of the Program, CVPP would have engaged more than 4,500 young beneficiaries through several components of the Program. These activities will contribute to indicators 14 (number of at-risk youth beneficiaries) and 16 (number of participants engage in CVPP- supported activities). CVPP will also document at least five of the most successful practices and generate an integrated youth development model to disrupt the path of youth to criminality through a useful publication for policy makers and practitioners aligned with the National Prevention Program priorities which will contribute to indicators 5 (number of best practices identified for replication) and 6 (number of initiatives to strengthen the National Prevention Program).

All CVPP youth development projects are implemented at the community level and will be integrated with other interventions of the program that seek to mitigate risk factors through primary and secondary prevention interventions (as described in Section 4.2.1), contributing to indicators 10 (number of initiatives implemented as part of the Master Plans) and 13 (number of community policing initiatives implemented). These interventions will be tailored to specific needs based on diagnostics performed for high risk youth and children in the communities. Working with YBI, CVPP will continue to support JCC in finalizing its institutional strengthening efforts to improve their capacity to replicate the Model, contributing to indicator 19 (number of supported civil society organizations who have improved their institutional capacity), and to promote the replication of its model in at least one *polígono*, leveraging funding from the private sector and the government, thus contributing to indicators 5 and 15 (number of best practices identified for replication and number of sustainable public-private alliances).

During Year III, CVPP plans to achieve these results through the following activities.

- 1) **Complete the implementation of up to eight at-risk youth practices in the target *polígonos*.** The table below summarizes the scope of the models and projects that CVPP will be implementing during Year III. By the end of October 2014, all projects will be completed. All of these practices have been carefully selected and designed based on the priorities identified in the Master Plans and other relevant diagnostics. Six of the eight practices are being implemented through local organizations grantees who will continue providing services in the *polígonos* and will replicate their models beyond the Program’s geographic locations in the future.

**TABLE 4.1: CVPP AT-RISK YOUTH MODELS**

MODEL	ORGANIZATION/CITY	MASTER PLAN STRATEGIC INTERVENTION	SCOPE	STATUS YEAR III
I. School and jobs reinsertion through public space recovery	JCC (Phase II) – Tijuana (Granjas Familiares), Monterrey (Independencia), and Ciudad Juarez (Felipe Angeles)	Youth training programs; Technical and educational offers; Programs to offer opportunities for employment (MP Independencia, and Granjas Familiares) Increase development opportunities for youth (MP Felipe Angeles)	Learning construction skills through the recovery of public spaces; life skills training.	Implementation

MODEL	ORGANIZATION/CITY	MASTER PLAN STRATEGIC INTERVENTION	SCOPE	STATUS YEAR III
2.School desertion prevention and reinsertion to the school system	Centro de Asesoría y Promoción Juvenil (CASA) - Ciudad Juárez (Francisco I. Madero)	Promote opportunities for youth to stay at school (PM Francisco I. Madero)	Prevention of school desertion and gang prevention	Implementation
3.Peaceful culture through joyful activities	CreeSer – La Alianza, Monterrey	Promote citizen actions to prevent crime, recover community centers, promote and disseminate working women rights (PM Alianza)	Education on human rights, peaceful culture and no violence	Implementation
4. Prevention through culture, arts and new technology activities	Do, Re, Mi - Orquesta Sinfónica- Granjas Familiares, Tijuana	Promote sports and culture opportunities for the entertainment of youth (PM Camino Verde), sensitize the community on the appropriate use of public spaces for culture, sports and entertainment activities ( PM Granjas Familiares)	Artist talent development (music and theater) and culture activities promotion	Implementation
	Tijuana Innovadora - Camino Verde, Tijuana			Implementation
	Telón de Arena - Riberas del Bravo, Cd. Juárez			Implementation
5. Youth and Police relationship building	Work with the Secretary of Security of the Municipality of Tijuana - Camino Verde, Granjas Familiares and Mariano Matamoros, Tijuana	Promote collaboration and community policing actions to reduce alcohol and drugs consumption risks (PM Granjas Familiares) Promote linkages between the police and community groups (PM Granjas Familiares)	Promotion of citizenry values, prevention through sport and playful activities, building community based policing models	Implementation
6. Mediation and conflict resolution	TBD	Promote citizen participation to improve peaceful coexistence among different groups in the community (PM Camino Verde)  Increase nonviolent conflict resolution skills of community members (PM Francisco I. Madero)	Promote culture of mediation and pacific resolution of conflicts among youth	RFA issued/ Implementation
7. New Masculinity	TBD	Promote shared responsibilities between youth on gender issues (PM Independencia and Alianza)	Violence prevention through the development of new set of cultural values towards masculinity-focused on Youth	Design (RFA) and Implementation
8. Social reintegration and youth demobilization	TBD	Promote social reintegration of youth that have committed crime (PM Camino Verde)	Assistance to youth that have committed crime or are part of organized crime	Design (no grant-with partnership with organizations) and Implementation

**Document up to five successful practices and develop an Integrated Youth Development Model to Disrupt the Path of Youth to Criminality.** By November 2013, CVPP will identify the five most promising practices and will work with the technical team and experts in systematization to document the experiences following CVPP's good practices methodology. These will be ready for publication and dissemination during the third quarter of Year III. CVPP will disseminate individual practices and the model through the Undersecretary of Prevention, its Inter-Secretarial Coordination body and through events and presentations to promote its replication beyond the three target cities.

In addition, CVPP will document its Integrated Youth Development model, a general approach that will combine concepts, practices and recommendations for policy makers and practitioners. The model will promote youth prevention policies and interventions based on trends, best practices from CVPP and other programs and scientific findings in this area. The document will provide both a conceptual and practical overview of youth development programs and interventions focusing on the following areas: job reinsertion, school desertion prevention, public spaces improvement and enhancement interventions, culture promotion, nonviolent conflict resolution mechanisms, among others.

**2) Promote the replication of the JCC with alternative sources of funding.** CVPP supported the replication of the JCC model through grants during Year I and II covering six of the nine target *polígonos* of the Project. During Year III, JCC will continue implementing the second grant covering the *polígonos* of Independencia, Felipe Angeles, and Granjas Familiares. Also during Year III, CVPP will work with JCC to promote the replication of its model in at least one additional *polígono* with funding from the private sector or the government. CVPP has initiated conversations with the municipal government of Guadalupe and CEMEX to replicate JCC's model in Nuevo Almaguer using the CPTED methodology described in Section 4.2.2, and expects to finalize plans before the end of December 2013.

CVPP will also finalize technical assistance efforts to improve the capacity of JCC to replicate its models through grants and alternative funding. CVPP will work with its institutional partner YBI to complete the following activities initiated during Year II: technical assistance and training to JCC staff to improve marketing strategies to promote and replicate their model, complete the operational manual of JCC to improve internal operational processes of the organization, and complete the sustainability plan.

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

**Background:** During Years I and II, CVPP identified, in each city and nationwide, potential private funding organizations that have the interest, commitment, basic capacities, credibility and resources to channel and manage technical and financial resources to support crime and violence-prevention. Through these private-public partnerships (PPPs), local private sector organizations become engaged in co-designing and funding social initiatives for youth and community development projects in line with the Master Plans.

During Year II, CVPP consolidated its relationship with CEMEX through the implementation of the successful *Yo Construyo* Program in Monterrey and Tijuana. This program is benefiting more than 90 youth. CVPP identified other potential partnerships with *Fundación Terra* to promote partnerships related to at-risk youth development initiatives and the *Fideicomiso de Competitividad y Seguridad* in Ciudad Juarez, a public private intermediate mechanism that is set to fund projects in the area of prevention and security. In Monterrey, CVPP has already engaged with a group of private sector leaders and private sector foundations and networks such as Carmen Garza (Fundación FRISA), Erika Laveaga (Fundación ComuniDAR) and Agustín Landa, Emanuel Garza, Carmen Garza, Armando Estrada, Celina Canales and Eduardo Garza- members of the Board of the network SumARSE- who will work with the Program to invite other private sector organizations to participate in CVPP's activities.

**Approach:** CVPP's key goal for Year III is to establish or strengthen at least one public-private secondary level mechanism to fund and manage crime and violence prevention activities in Monterrey, Tijuana and Ciudad Juarez) and specific partnerships with the private sector in each target city to implement youth

development initiatives in the target *poligonos* in response to the priorities of identified in the Master Plans. These activities will contribute to indicators 10 (number of initiatives implemented as part of the Master Plans), 14 (number of at-risk youth beneficiaries), and 15 (number of sustainable public-private alliances). CVPP will also improve the institutional capacity of its local grantees to encourage them to leverage funding from private sector organizations contributing to Indicator 19 (number of supported civil society organizations who have improved their institutional capacity). CVPP will engage private sector organizations during the implementation of the communication campaigns in each target *poligono* (see Section 4.1.3) to promote the prevention agenda and invite them to form partnerships with local organizations already working in these intervention areas.

To achieve these results during Year III, CVPP plans the following activities.

- 1) Design and establish public-private alliances to implement secondary level mechanisms to fund and manage crime and violence prevention activities.** Once the assessments of private sector organizations' social responsibility agendas in Monterrey, Ciudad Juarez and Tijuana are completed, CVPP will work with a private sector expert consultant to develop an outreach strategy to engage and identify potential partners. CVPP has reached to representatives of private sector organizations in each city through recognized private sector leaders who will invite their peers to engage the Program's activities in this area. Starting in November 2013, CVPP will sensitize small groups of private sector leaders on prevention and the objectives of CVPP in order to identify together ways to involve them and other peers in prevention activities. During these meetings, CVPP will present international and national best practices that document how the private sector can make a change in this area contributing to improve security and community resilience in their communities. CVPP will work with USAID in collaboration with the U.S. Consulate General offices in Tijuana and Monterrey to gain access to private sector organizations.

CVPP has identified and evaluated existing networks, partnerships or mechanisms in the three cities where the private sector is already expending resources to implement social development programs. As CVPP makes progress during the first sensitization meetings described above, identifying interest from specific organizations and networks, it will introduce existing intermediary mechanisms that will be ready to manage potential contributions safely and effectively. For example, in Monterrey, CVPP has identified ComuniDAR, an established private sector foundation with the capability of managing private sector contributions for prevention projects at the community level. Similarly, in Ciudad Juarez, CVPP has established relationships with the *Mesa de Seguridad* and the *Fideicomiso de Competitividad y Seguridad*, a trust fund established by law with a security tax paid by the private sector in Ciudad Juarez to promote security and prevention projects at the community level. CVPP will work with the Fideicomiso to strengthen its operation and to leverage funding to support specific initiatives in the target *poligonos* in the area of mediation, reinsertion among others. In Tijuana, CVPP will build from established relationships with private sector organizations and networks such as Tijuana Innovadora, CANACO among others.

As a cross cutting element of the approach, CVPP will engage with GOM's agencies at the three levels to promote their participation, as well. To design or strengthen mechanisms, the Program will create a task force with potential partners to develop specific proposals and define the scope of the partnership based on common interests. This phase will conclude with an agreement to be executed no later than September 2014. The sustainability of this mechanism will rely on the effective participation and commitment of private sector organizations and the GOM.

- 2) Identify and implement PPPs to support specific interventions in target *poligonos*.** CVPP will continue working directly with private sector organizations and through NGOs to develop specific partnerships to implement programs in the *poligonos*. Through its capacity-building partner mentioned in Section 4.2.1, CVPP will support grantees to leverage resources from private sector organizations and will encourage 1:1 match through new grant programs. CVPP will achieve this goal following three parallel tracks. First, CVPP will issue requests for grant applications and will encourage local organizations to partner with private sector organizations. Second, as mentioned in Section 4.2.1,

CVPP will work with local grantees to strengthen their fund raising capacity to leverage resources from the private sector. CVPP will promote the work of its local grantees through the MCVPCs to promote the role of the private sector in crime and violence prevention activities. Third, CVPP will engage private sector organizations during the implementation of the communication campaign in the target *poligonos* and connect them with specific initiatives. CVPP has already started this effort through its local communication implementation agencies who are inviting private corporations to participate. CVPP will also promote presentations of projects currently implemented in the *poligonos* to private sector organizations and foundations during the communication campaigns festivals. During these events, CVPP will work with its local grantees and others to present their projects and specific ideas that can be funded through private sector mechanisms to continue beyond the life of CVPP.

# 5.0 CVPP YEAR III IMPLEMENTATION TIMELINE

CVPP Year III Implementation Timeline is presented as Annex A.

## 6.0 CVPP YEAR III BUDGET

	<b>Total Year III</b>
Direct Labor	\$ 1,141,267
Other Direct Costs	\$ 2,632,576
Indirect Costs	\$ 795,042
Grants Fund	\$ 2,316,118
Fixed Fee	\$ 282,285
<b>Total Cost Plus Fixed Fee</b>	<b>\$ 7,167,288</b>

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