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# ALIANZA JOVEN REGIONAL USAID-SICA

ANNUAL REPORT (Includes Quarter IV) OCTOBER 1, 2009 – SEPTEMBER 30, 2010



Cooperative Agreement No. 598-A-00-08-00011-00

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## Executive Summary/Annual Performance Review

This report is a year two annual report and covers activities carried out by the Regional Youth Alliance USAID-SICA from October 1, 2009 to September 30, 2010. It also serves to report activities during quarter four; July 1, 2010- September 30, 2010.

A key transition during the year was the extension of the Regional Youth Alliance USAID-SICA on May 27, 2010 through an amendment to cooperative agreement (CA) No. 598-A-00-08-00011-00. Project activities were extended through September 30, 2011 and funding was increased from \$2.8 million to \$9.9 million. Concurrently, the program's scope was modified and the three original activities expanded to become six total activities. Indicators and results agreed to at the time of the signing of the cooperative agreement were replaced by those in a new Monitoring and Evaluation Plan submitted to USAID in the third quarter of the year.

Before the expansion AJR was working with a team of three technical and three administrative staff, whom implemented program activities in three countries: El Salvador, Honduras and Guatemala. The three activities were:

- 1) Jump-starting public-private initiatives for gang prevention,
- 2) Assessing regional legal/justice frameworks and promoting juvenile justice policy reform, and
- 3) Assisting SICA to promote dialogue and coherence in citizen security.

The May 2010 amendment incorporated three new activities:

- 4) El Salvador Merida/CARSI Initiative on Prevention,
- 5) Honduras Merida/CARSI Initiative on Prevention,
- 6) Measure Program Impact on Gang-Related Crime and Develop a Framework for Program Replication.

For the purposes of this Annual Report, two sets of indicators are used to present results. Between October 1, 2009 and March 30, 2010 (Quarters 1-2) the program's original set of indicators were applied. Between May 27, 2010 and September 30, 2010 (Quarters 3-4) indicators and results from the new revised MEP are applied.

The narrative of this Executive Summary/Annual Review is chronological and draws on both sets of indicators. It is presented in two sections: A. First Half of the Year, and B. Second Half of the Year.

### **A. FIRST HALF OF THE YEAR (Activities and Expected results prior to Extension)**

The Results Chart below is that which was in place prior to the amendment, valid for the first two quarters of the program year. AJR's targets under the amendment, as submitted in its Monitoring and Evaluation Plan (MEP), can be found in this report under the section, *Indicators and Results*.

USAID-SICA AJR Monitoring and Evaluation Plan				
AJR ORIGINAL EOPS TARGETS				
Key: Note that in the column " EOPS Targets", the letter "A" coincides with "activity" as noted in the USAID-SICA AJR cooperative agreement (Activities 1-6).				
Data Collection Plan				
Indicator	Baseline 2008	EOPS Targets (Sept 2010)	Achieved Targets as of March 2010	
<b>Activity 1: Jump-starting public-private initiatives for gang prevention</b>				
1.1	Communities assisted in crime prevention	0	30	40
1.2	New Outreach Centers Established	0	15	9
1.3	Sub-Grants Implemented (other than Outreach Centers)	0	7 mid-size grants , 27 small grants	2 mid-size grants, 17 small grants
1.4	Youth benefited by Outreach Centers	0	3750	4,303
1.5	Desafio 100 youths provided with jobs	0	450	40
1.6	Leverage contributions raised	0	1:1	1:3
<b>Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform</b>				
2.1	Evaluation of National/Legal Frameworks/Policies and Best Practices validated by Working Groups and Regional Comparative Analysis Developed	0	3 Evaluations Validated 1 Comparative Analysis Developed	3 Evaluations Validated 1 Comparative Analysis Developed
2.2	Advocacy Strategies to influence National/Regional Legal Frameworks/Policies designed and implemented	0	3	In process
<b>Activity 3: Assisting SICA to promote dialogue and coherence in citizen security</b>				
3.1	Number of reforms and initiatives promoted by SICA to improve the juvenile justice system and juvenile violence prevention through assistance by AJR	0	5	3

**Activity 1: Jump-starting public-private initiatives for gang prevention**

**Quarter One (October-December 2009)**

The first quarter of the year was challenging for AJR because activities in Honduras were suspended as a result of United States Government USG policy after the June 2009 coup. Site visits were no longer possible and a halt was placed on all work being implemented in the country. In El Salvador, AJR activities were on-going and AJR began preparing for a Project Extension and response to a USAID RFA issued in late December 2009.

In the first quarter, AJR inaugurated two Outreach Centers, 13 de Enero (Mejicanos, El Salvador) and "Meléndez" (Soyapango, El Salvador). The *13 de enero* OC was situated at the heart of a neighborhood that the following quarter would see the massacre of youth when gunfire opened in the neighborhood. Today, the OC hosts a small business that produces and prints T-shirts and other materials. It is taking orders from businesses and paying three volunteers for their services. The other OC that was inaugurated in the quarter, Melendez, is one of the most didactically stimulating OCs of those Centers in El Salvador thanks to its Coordinator.

In Honduras, despite AJR being unable to be on the ground to work with its partners, existing Outreach Centers were able to continue to function. During the quarter, Outreach Centers saw high attendance by youth and volunteers alike.

To prepare for the program extension, USAID established coordination with Guillermo Galvan, El Salvador's Deputy Secretary for Strategic Affairs, to identify a number of municipalities to be supported by USAID with the new Merida/CARSI funds. Creative coordinated with USAID and the contractor, RTI, to invite several municipalities to express interest in a municipal crime prevention initiative. A meeting was held to present the work of Creative Associates and RTI. Those municipalities who attended the meeting and expressed written interest were selected as implementation municipalities.

During the quarter, Armando Jimenez, the former executive director of the National Public Security Council in El Salvador was hired as a consultant to conduct a violence assessment of the country. The purpose of the assessment was to inform various sectors in El Salvador about the causes of youth violence, to mobilize citizens with regards to preventing crime and to influence public policies in crime prevention.

In Guatemala, AJR awarded six crime prevention grants to established OC's. The idea behind the grants was to position the Outreach Centers as actors committed to crime prevention initiatives and to directly stimulate community mobilization and capture the experiences and potential for OCs as a launch point for prevention work, from the OC into the community. The six grants designed interventions such as: the recuperation of a park as a sport facility, a concert against crime, street theatre initiatives, and drug awareness campaigns at schools.

### **Quarter Two (January-March 2010)**

This quarter Regional Director Harold Sibaja began working full time under AJR in El Salvador, relocating permanently in the following quarter.

In El Salvador three municipalities were selected for implementation under the program extension: Santa Ana, Chalchuapa and El Congo. USAID engaged Vanderbilt University in a process to pre-select a number of communities from the above municipalities and to conduct a baseline assessment.

To prepare for the future work, AJR rehired a Municipal Expert and former Creative employee to conduct three crime prevention assessments of the three municipalities. In developing a framework to conduct the three assessments, Creative used thirteen crime

and vulnerability risk factors which come from its experience in this field and which have been found to cause youth to become involved in crime and violence. The 13 Risk Factors listed below provided the framework for developing crime prevention assessments and later, work at the municipal level to determine each of the activities carried out by AJR to prevent crime and violence.

**THE 13 RISK FACTORS ARE:**

**Risk factors associated with values and identity:**

- 1) Dysfunctional families, lack of supervision in the home and high rates of domestic violence;
- 2) Loss of family and social values;
- 3) The need for identity and belonging, low self-esteem, negative peer contact and a lack of dreams and life plans;

**Risk factors associated with skills training and employment opportunities:**

- 4) Irresponsible sexual activity at an early age;
- 5) Limited access to formal and informal education;
- 6) Low quality of education / teachers, high school dropout rates;
- 7) High unemployment among youth and a lack of skills for employment;

**Risk factors associated with public policy and the external environment:**

- 8) Neighborhood gang presence, acceptance of a culture of violence;
- 9) Overcrowded neighborhoods with limited access to basic services and spaces for recreation;
- 10) Consumption of drugs, drug trafficking, easy access to weapons and access to the illicit economy;
- 11) Police abuse, weakness and corruption of institutions;
- 12) Lack of Violence Prevention Policies at the national and municipal levels and;
- 13) Effects of immigration and deportation.

In January 2010, AJR opened a small program office in Guatemala, to support a limited set of programming objectives. Namely these included 1) Continued support to the prospering Youth Movement against Crime (an initiative supported by Creative under another USAID program); 2) Support to the demobilization and rehabilitation of 130 gang members in Peronia, Villa Nueva; 3) Support to the juvenile justice component and 4) Support to OCs in the implementation of the six crime prevention grants awarded during the previous quarter.

In February AJR submitted a proposal to USAID responding to the aforementioned amendment and expansion of scope.

Also during quarter two, the Lopez Arellano (Choloma, Honduras) OC became operational.

OCs in Chamelecón (San Pedro Sula, Honduras) and Chintuc II (Apopa, El Salvador) advanced during the period. The total number of Outreach Centers offering prevention services was at nine in El Salvador and Honduras. In March, the first group to complete IT training provided through a grant signed with Francisco Gavidia University (UFG) to assign volunteers and to train OC Coordinators and volunteers in El Salvador on IT, graduated. They received Certificates of "Grado Digital" at UFG in March.

In Guatemala, a grant was signed with *Cooperativa de Ahorro Integral R.L. Unidos por la Paz* in Ciudad Peronia, Guatemala to strengthen the newly formed Cooperative, to support the development of job skills for former gang members, the strengthening of the food distribution business; the establishment of the ceramics workshop: a club to address the

needs of former gang members; and the systematization of the Peronia gang demobilization experience.

### **General Overview of Activity 1 through March 2010**

In the first half of the program year, AJR exceeded the number of communities in which it planned to work, 40 communities in El Salvador, Honduras and Guatemala saw implementation of AJR prevention initiatives by March 2010. The figure reflects ten more communities than the established target, some five months prior to the original closing date.

With regards to new Outreach Centers established, by March 2010, five new OCs were established in El Salvador and four new OCs were established in Honduras. Had the original end date of the agreement been maintained, this number would likely have reached the target of fifteen.

By March 2010, seventeen small grants supporting community crime prevention initiatives were implemented; eight in El Salvador, six in Guatemala and three in Honduras. These included for the development of sports initiatives for prevention in Honduras and a grant to Francisco Gavidia University to develop an IT training and volunteer support program in El Salvador. Two mid-size grants were implemented. The target for this result is seven mid-size grants and 27 small grants. It bears noting that six months of implementation remained in March. AJR was impeded in its ability to cut grants in Honduras for a period of nine months as a result of political instability. (Several grants were in process at the time of the coup.)

As reported, 4,303 youth had benefitted from services at Outreach Centers by March 2010. This figure is 13% higher than the target for this result.

By March 2010, 40 Desafio100 youth were provided with jobs. This number falls below the expected target. Two main reasons, both of which were beyond AJR's control, brought this about. First, this result was impacted by an economic downturn and lack of commitment on the part of the private sector in El Salvador to provide jobs, despite an agreement for the provision of jobs to former gang members. Second, despite the Honduran private sector having shown a strong commitment to hire former gang members, the global economic crisis slowed hiring. (The situation was further exacerbated by a 57% increase in the minimum wage whilst most enterprises were laying-off employees.) Subsequent political instability brought a stop to the hiring process altogether. In spite of the above, Creative developed of new strategy to rehabilitate and insert former gang members in El Salvador; initiating conversations with FUNDASALVA, a drug rehabilitation center managed by a well-regarded member of the private sector who has shown interest in gaining an understanding of Creative's methodology for inserting gang members and a willingness to continue with this task. During the quarter, Creative organized a trip to Guatemala for Jaime Zablah, FUNDASALVA's Executive Director, to gain first-hand knowledge of Creative's Desafio Program with the possibility of awarding FUNDASALVA a grant once new funding became available.

With five months of implementation remaining, leverage contributions were 1:3 of the 1:1 match requirement by March, 30, 2010. The ratio was affected by a lacking partnership between AJR and the National Association for the Private Sector (ANEP) in El Salvador despite best efforts; an inability to realize the Desafio 10 Reality Program in Honduras and in El Salvador. In El Salvador, the latter was also affected by the high-profile assassination of the La Vida Loca film producer by gangs, which paralyzed the project. A key partnership with the Rotary Club in Honduras also did not come to fruition, in part as a result of the political crisis.

## **Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform**

### **Quarter One (October-December 2009)**

Under this activity, AJR facilitated the Second Regional Forum on Juvenile Justice, carried out in coordination with the General Secretariat of the Central American Integration System (SG-SICA), the Central American Court of Justice (CCJ), the Government of El Salvador through the National Council for Public Security (CNSP), Italian Development Cooperation, the organization Terre des Hommes-Lausanne, and with financial support from the United Nations Development Program (UNDP) through their Regional Security Project SICA-UNDP. More than 240 experts and regional juvenile justice sector actors came together to develop restorative justice mechanisms that respond to the needs juvenile justice systems in El Salvador, Honduras and Guatemala, expanding focus on punitive crime to one including the victim and community where crime takes place. Recommendations were presented to the Central American integration institutions with the expectation that policy reform be advocated for at the regional and national levels. The Intersectoral technical Commission became a platform for the discussion and coordination of key juvenile justice reform efforts between the juvenile justice sector institutions and civil society working in this area. Coordination and assistance provided by the AJR, was key to the consolidation of this effort.

### **Quarter Two (January- March 2010)**

In quarter two, AJR worked with the Advocacy Committees formed by the Program in Guatemala and in El Salvador, and produced two grant proposals for USAID's consideration and approval. The grants intended to strengthen juvenile justice weak points in the two countries. One grant presented a project to pilot a Model "Centro de Resguardo" or temporary juvenile detention Center. The proposals were submitted for USAID's review, but were not approved due to USG limitations in working with or in the prison systems.

### **General Overview of Activity 2 through March 2010**

Under Activity 2, AJR carried out and validated three country evaluations through workshops with key justice system operators. The evaluations and a regional comparative analysis were presented in the First Regional Juvenile Justice Forum in November 2008. The program met this target successfully.

Important recommendations from the First Forum became key inputs for advocacy strategies to influence National/Regional Legal Frameworks/Policies.

Advocacy coalitions formed in the three countries to foster improvements to the juvenile justice system were unprecedented and provided important direction to AJR's expanded juvenile justice activities. Three acute issues were identified by the coalitions; the need to move towards a restorative juvenile justice model; to increase the application of alternative measures and to improve access to specialized coursework by juvenile justice operators across the region.

### **Activity 3: Assisting SICA to promote dialogue and coherence in citizen security**

#### **General Overview of Activity 3 through March 2010**

Under Activity three, three initiatives were promoted by SICA to improve the juvenile justice system and juvenile violence prevention through assistance by AJR. AJR conceptualized the first and second Juvenile Justice Forums and supported the design of the First Central American Conference on the Culture of Lawfulness (COL). Lastly, AJR provided key technical assistance in acting upon the need for further coordination in the area of prevention and in designing and mounting two regional violence prevention donor coordination meetings.

## **B. SECOND HALF OF THE YEAR (Activities April 2010-September 2010)**

AJR's targets under the amendment, as submitted in its Monitoring and Evaluation Plan (MEP) can be found in the Section, *Indicators and Results*.

As quarter three opened in April 2010, AJR finalized its program scope under a new extension and prepared to launch a new municipal prevention focus. In Honduras, the Presidential election and subsequent inauguration in January 2010, made reentry into Honduras, a possibility by March 2010. AJR project Director Salvador Stadthagen, began devoting increased attention to AJR activities in Honduras.

In May 2010, an amendment to The Regional Youth Alliance USAID-SICA, cooperative agreement (CA) No. No. 598-A-00-08-00011-00, was signed. Project activities were extended through September 30, 2011 and three additional activity areas were added to AJR's scope.

Within days of signing the amendment to the cooperative agreement, strong advance planning by AJR allowed a team of fourteen staff members in Honduras and fifteen staff members in El Salvador, to be in place. A team of 32 total staff members (including three staff in Guatemala) was the result of the program's new, expanded scope and need to achieve impact in a limited timeframe. The team grew four-fold from the six member team prior to the amendment. A young team with strong skills including for example in new technologies, also includes prior Creative team members with knowledge of Creative systems and technical approach.

In early June, teams from El Salvador, Honduras and Guatemala came together for a Regional Kick-Off Session to share the program's objectives, activities and high-pace implementation cycle. The meeting brought the new team up to speed on Creative's previous experience and methodologies. The Kick-Off Session was attended by the program AJR's USAID AOTR and Deputy Director of the El Salvador Democracy and Governance Office, Mauricio Herrera.

Also this quarter, AJR established two offices in Honduras and placed an officer in the Community Development Office of a third (La Ceiba). An office in Tegucigalpa was funded through AJR while the space for a new office in San Pedro Sula, was provided by the Municipality of San Pedro Sula as counterpart contribution to the Program.

### **Activity 1: Jump-starting public-private initiatives for gang prevention**

#### **Quarter Three (April-June 2010)**

This quarter, AJR opened two new Outreach Centers. These were Chintuc II (Apopa, El Salvador) and Chamelecón (San Pedro Sula, Honduras), as well as starting to reinforce existing OCs in El Salvador with a view to its Strengthened OC Model.

AJR defined the parameters for a Strengthened OC Model under the new program to include, life skills training, vocational training, IT and English training, volunteerism development and a micro-enterprise component to support sustainability of Centers.

This quarter, AJR was invited by TCS, a Salvadoran broadcaster, to participate in ESPACIO 2010 in El Salvador. The annual youth conference was attended by 2000 youth from Central America. They who participated in a session to create awareness with regard the rehabilitation of ex-gang members. Carlos Zuniga, a businessman from Guatemala and supporter of the Desafio Program attended the session, as well as two Guatemalan former gang members: Giovanni Arrecis and Agustin Coroy. Jaime Zabblah, the Executive Director of FUNDASALVA was also in attendance. The session was moderated by AJR Regional Director, Harold Sibaja, it was televised and provided a space for dialogue with ex-gang members. Mr. Zuniga called on the private sector to become involved in prevention work.

A main point of focus for AJR in quarter three, was its life skills training, "Desafío de Soñar Mi Vida" (The Challenge of Dreaming My Life). AJR held two workshops to train AJR staff and OC coordinators in El Salvador and Honduras in its new training methodology. Using workbooks, interactive methodologies and set exercises the group training, workshops aim to ensure that youth can 1) identify strengths, opportunities, weaknesses and threats to developing a life plan; 2) can establish personal goals and dreams and a plan for monitoring and measuring progress; 3) gain strengthened leadership and creative abilities and finally, 4) are better able to identify and resolve conflict in their lives and communities. AJR has found that youth involved in violence lack life plans, derailing them in their potential to dream and achieve and increasing substantially, their vulnerability to gangs.

This quarter, AJR began to support Ciudad Peronia, Guatemala where history was made in a Church symbolically named, "Desirable Land" (or *Tierra Deseable*). Members of rival gangs reconciled, promising a halt to more than two decades of brutal violence between

the gangs. Little more than a year later, the truce holds. AJR supported the development of a proposal to strengthen the newly formed Cooperative, *Cooperativa de Ahorro Integral R.L. Unidos por la Paz* by supporting the development of job skills, the strengthening of a food distribution business; the establishment of a ceramics workshop: a club to address the needs of former gang members and the systematization of the Peronia gang demobilization experience. Seventy-three youth affiliated with the Peronia Project have received training sessions in *Desafío Soñar Mi Vida* life skills training. Fifty four youth have been trained in a Ceramics workshop and nine have been trained in a professional kitchen on culinary skills. Twenty-three have received computer training and 26 have received school equivalency classes. Nineteen gang members have been rehabilitated and employed over the last year, 108 have received vocational training and/or life skills training.<sup>1</sup> The local economy has received a significant boost in Peronia as a result of stores being able to keep their doors open several hours longer per day, as a direct result of security improvements. According to community members, the four vending points selling drugs previously in Peronia, have been reduced to just one vending point. The number of homicides in Peronia, once measured at about five per month, is now estimated at just one per month. Community members report a dramatic drop in cases of extortion in Peronia.

#### **Quarter Four (July-September 2010)**

In El Salvador this quarter AJR significantly expanded a new scope for grantee, Francisco Gavidia University. Previously, AJR funded the University assigning 31 students to five OCs to serve as teachers and volunteers in IT training and computer maintenance. Training was provided through social service by students of Computer Systems Engineering and Computer Science, using the University's Virtual U-Platform to host the material to be taught. As a result of the thriving partnership, fourteen student volunteers have committed their 300 hour-long social service commitment; working at OC's. Five students have stayed on at OCs to teach additional courses where their required social service hours were already met. Another 13 students have been requested by OCs. The experience with UFG was an important input for what is now AJR's Strengthened OC Model, which formally includes IT training among other support areas.

A new scope was finalized which will have the university providing level one and two English to 150 beneficiaries at Outreach Centers. Four hundred and fifty beneficiaries at OCs will be trained in IT skills through an expected 40 volunteers.

In Guatemala, a grant was awarded to the Youth Movement against Crime to implement crime prevention initiatives based on recommendations proposed by the Movement in December 2009 as policy recommendations. The initiative intends to put into practice public policy proposals for turning back crime and violence in two high-risk neighborhoods, demonstrating feasible mechanisms to prevent crime and influencing the adoption of the policies.

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<sup>1</sup> The results framework at the close of this document reflects a lesser number as a result of indicators not going into use until the quarterly report, April-June 2010.

As the development of municipal assessments and municipal action plans develops, four Mayors, representative municipal officer, and two central government officials from AJR target municipalities in El Salvador and Honduras engaged in a seven-day study tour of two Latin American countries that have seen global acclaim as a result of the innovative advances they have made, achieving significant reductions in crime and violence, in environments marked by soaring homicide rates, urban growth and lacking municipal and local resources. Between September 26 - October 2, 2010, the group traveled to Guayaquil Ecuador and Bogota Colombia. Harold Sibaja, AJR Regional Director; Salvador Stadthagen, Country Director for Honduras; and Mauricio Herrera USAID AOTR accompanied the mayors and officials in the study tour. The objective of the study tour, to prepare municipal leaders for the road ahead over the coming year, was achieved. Mayors and municipal representatives gained an understanding of what measures-with innovation (even given limited resources), can connect crime prevention policymaking to the municipal sphere, improving the effectiveness and reach of municipal government to civil society and community based organizations and beginning to turn back rates of crime and violence. Visits to implementation municipalities and communication with Mayors since the trip, demonstrate a new found motivation by the Mayors to embrace crime prevention initiatives in their municipalities.

AJR completed its El Salvador Violence Assessment which was presented to USAID for review and was authorization. It will be publically presented through workshops with sectors that are key to analyzing and discussing solutions to violence. These include youth groups, private sector organizations, churches, the media, universities, international donors, civil society groups, local government entities, political parties, the justice sector and Prosecutor's Office and the central government. The objective of the workshops is that the sessions build momentum and succeed in identifying key stakeholders with whom AJR can work on the design of youth violence prevention strategies in the country. Youth groups are key among those stakeholders exposed to the Diagnostic. A base for a Youth Movement in El Salvador will be created and will use inputs from the diagnostic to provide public policy recommendations. AJR has prepared a video to accompany the presentation of the diagnostic, underscoring some of the most telling results in the diagnostic and is finalizing the participatory method to be employed during the workshops.

### **General Overview of Activity 1 through September 2010**

A key accomplishment of the quarter, was the launch of the "Challenge of Dreaming my Life" methodology. The methodology provides a response to violence risk factors associated with value and identity: the need for identity and belonging; low self-esteem; negative peer contact and lack of dreams and life plans. The methodology will be replicated through Outreach Centers in El Salvador and Honduras. Its replication will impact the lives of many youth who come from broken homes, or haven't had parents or teachers to encourage them to study or believe in themselves and their abilities. Creative's hypothesis is that youth who go through the training will have access to a tool that will make them less vulnerable to drugs, violence and gangs as they will have a dream and a life plan, equipping them to believe in themselves.

In August, AJR's Regional Director Harold Sibaja traveled to Peronia with AJR's USAID AOTR and Deputy Director of the El Salvador Democracy and Governance Office,

Mauricio Herrera. Seventy-three youth affiliated with the Peronia Project have received training sessions in *Desafío Soñar Mi Vida* life skills training. Fifty four youth have been trained and have received a stipend in a Ceramics workshop and nine have been trained in a professional kitchen on culinary skills. AJR supported coordination efforts between Unidos por La Paz and the Office of the First Lady of the Republic. The First Lady provided a fully equipped kitchen. The youths' first challenge will be to produce 2,000 school lunches per month for a new school being opened by the government. Twenty-three ex-gang members have received computer training. Twenty-six ex-gang members are attending education equivalency training, five of these are learning to read and write. Nineteen gang members have been rehabilitated over the last year and have been employed through the project, 109 total youth have received vocational training and/or life skills training.

A Club has been developed to continue to support the Cooperative, *Cooperativa de Ahorro Integral R.L. Unidos por la Paz* and the youth's needs. AJR hopes to support Peronia through a new targeted grant, including supporting a small business that will be created from the Ceramics workshop with the National Vocational Training Institute (INTECAP) providing technical support for this formation.

## **Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform**

### **Quarter Three (April-June 2010)**

This quarter, preparation ensued for the start-up of an expanded juvenile justice team to tackle a challenging new scope under the amended cooperative agreement. AJR Juvenile Justice Forums saw strong demand by juvenile justice system operators in the region. The AJR will produce a juvenile justice assessment and situational analysis in the extended period, seeking to provide a basis for deepened juvenile justice advocacy and juvenile justice reform. Orietta Zumbado, AJR Juvenile Justice Expert and a juvenile judge in Costa Rica, joined the team this quarter. She moved to El Salvador permanently in July. Ms. Zumbado joined Patricia Galdamez, Liaison Officer; and Rigoberto Portillo, Juvenile Justice and Public Policy Coordinator for Honduras on the juvenile justice team. Victor Herrero, an expert on alternative measures and restorative justice will provide key technical inputs including to the development of training for juvenile justice operators and the development of a structured alternative measures program that enjoys regional support.

In June, AJR Honduras reinitiated Juvenile Justice Activities, which were seriously hampered by the political situation and AJR's absence from the country. AJR returned to Honduras for the first time in nine months in March 2010. Juvenile justice expert Rigoberto Portillo, retook meeting with the Juvenile Justice Coalition and other actors. AJR updated the data of persons who have participated in meetings of the Coalition for Juvenile Justice in Honduras and reengaged in critical relationships.

### **Quarter Four (July-September 2010)**

Work on the situational analysis and qualitative assessments in the three countries are well underway.

In Honduras this quarter, substantial advances were made in gathering inputs for the assessment of the juvenile justice system meeting with juvenile justice operators. Structured interviews with juvenile judges, prosecutors, public defenders, and IHNFA served to recapture the interest and personal and institutional commitment by operators to support quantitative and qualitative data collection, evaluation and the construction of case studies.

In El Salvador and Guatemala too, the objective of numerous meetings was to conduct a systemic mapping of operators to collect key inputs for the evaluations.

AJR noted positivity and hopefulness by actors with regards the upcoming juvenile justice assessment and potential to support alternative measures and restorative justice within the sectors. Quick evaluations regarding the rehabilitation/ execution of alternative measures were conducted in all three countries. The openness of all three institutions has been key to the construction of draft procedures. Working groups composed of staff directly involved in the monitoring and control of alternative measures, were formed in each institution during the months of August and September.

### **General Overview of Activity 2 through September 2010**

Prior efforts by AJR to strengthen the juvenile sector in the region, including the country assessments and two regional forums have brought to light the needs to strengthen the juvenile justice system sector across the region and have brought about the involvement of additional donors. This impact, supported by the project extension, additional funding for this work in the second quarter and a consolidated juvenile justice expert team, have elevated this component to a new level. The team has been tasked with the assessment of the juvenile justice system in the region to promote the harmonization of regional juvenile justice policies, the strengthening of the formation of juvenile justice operators and the development of norms and procedures to strengthen alternative sentencing institutions in the region. The main impact may well be the awareness and interest created among ISNA in El Salvador, INFHA in Honduras and the Office of Bienestar Social in Guatemala with regards to the adoption and strengthening of alternative sentencing norms and mechanisms.

### **Activity 3: Assisting SICA to promote dialogue and coherence on citizen security**

#### **Quarter Three (April-June 2010)**

Several meetings were held with SICA this quarter to discuss AJRs support. Among the expected technical assistance is the recruitment of a consultant to support the development of a Culture of Lawfulness Strategy to be implemented by SICA in the Central American countries and technical assistance to strengthen a regional crime prevention observatory: OBSICA. In the discussions about the OBSICA, AJR realized that SICA had a mandate to develop a Central American Security Index. AJR considered the

development of this index to be a first and fundamental step to developing OBSICA thereafter.

#### **Quarter Four (July-September 2010)**

This quarter AJR advanced significantly in the development of a methodology to develop a Security Index. Since then, several meetings have been held with the Democratic Security Unit, including the Director of the Unit, Erich Vilchez, to develop the indicators that will be the framework for the Central American Security Index (ICAS), a revolutionary and much needed new instrument to monitor security in the region.

#### **General Overview of Activity 3 through September 2010**

AJR reached an agreement with SICA's Director of the Democratic Security Unit to collaborate on the design of a novel, Central America Security Index (ICAS), as a part of its support to SICA. The concept is central to OBSICA and is a prerequisite for the development of the observatory and of any monitoring and evaluation instrument for use in measuring the security situation in the Central America region. SICA's role will be through the Democratic Security Unit (USD). SICA will propose the ICAS to the CA Security Commission as a new instrument while AJR will provide technical assistance to develop the new instrument.

OBSICA is expected to be designed as a virtual resource center for decision makers and operators of public policies that define prevention and implement programs focused on violence in the region. AJR will strengthen OBSICA so that it allows SICA to manage, analyze and produce information on crime that can inform regional or country specific prevention initiatives. Though the observatories have been established locally, many are not functional, do not adequately produce data on crime and are not recognized as tools in preventing crime, nor are they yet able to fulfill this role.

#### **Activity 4: El Salvador Merida/CARSI Initiative on Prevention**

##### **Quarter Three (April-June 2010)**

By quarter three, AJR El Salvador was headlong into preparations for its expanded municipal focus scope. The program met with Vanderbilt University. In two of its three municipalities, AJR moved quickly to establish direct contacts with the Municipal Violence Prevention Committees. In El Congo, our third target municipality, three communities were pre-selected through a rigorous pre-diagnostic, diagnostic and supplementary focus group methodology. AJR constructed a picture of the social and economic reality of communities and determined which vulnerability risk factors were most acute in communities. While establishing relationships with the existing Municipal Violence Prevention Committee, Mayor and communities of El Congo as a part of its pre-diagnostic process, the Committee's willingness to engage with AJR became clear. AJR used the pre-established criteria per a selection methodology carried out by Vanderbilt University: size of the community (between 75-500 homes; socio-economic vulnerability, more than 50% community at least one basic need unmet in accordance with Basic Needs Index (BNI) developed by CEPAL; communities with a significant presence of at-risk youth; prioritization of areas not necessarily reported as 'red zones' or 'hotspots' by local actors;

identification of at risk zones. AJR supported Vanderbilt University coordination with the Municipal Crime Prevention Committees (MCPVs) for the selection of communities. The municipal crime prevention process that is now the beating heart of the regional program began in earnest.

In El Salvador AJR redoubled its focus on relationships with Mayors and their offices and on collaboration with municipal and community partners to map pertinent actors and resources for future crime prevention planning with Committees. This focus reflected clearly in AJRs pre-diagnostic and diagnostic methodology as carried out in El Salvador and as is being carried out in Honduras.

AJR initiated a crime and vulnerability diagnostic to understand the lived reality of intervention communities through the perspective of community leaders and key actors in the municipality; through interviews with community leaders and local actors with whom Committees establish partnerships for prevention interventions and finally, to assess the degree of potential success for interventions according to communities themselves. Local sources consulted include; the national police, the municipality, the local public health system, the regional office of the Ministry of Education, the regional office of National Public Security Council and community organizations, among others.

#### **Quarter Four (July-September 2010)**

This quarter AJR held three workshops to present the results of the diagnostics to the Mayor and the three Municipal Crime Prevention Councils and other community members. The three one-day workshops had three objectives in mind 1) Create awareness about the risk factors affecting youth involvement in crime and violence activities, 2) Present and validate the findings of the diagnostics, 3) Assess the MCPVs needs for strengthening and 4) Allow the participants to develop crime prevention plans per risk factor. Workshops were heavily attended. Two of the three Mayors attended all day. The validation of the diagnostics and the input from community members allowed AJR to develop action plans for the three municipalities.

In El Congo, the Mayor and other stakeholders expressed their satisfaction with the "revelations" that the diagnostic provided, including that of the city's 4.975 population, ninety percent of youth are unemployed, that the dropout rate is an average of 382 youth annually. Few youth are involved in gangs, but the public has been found to addresses the problem of violence with the attitude, "see, hear and be silent."

In Chalchuapa, the workshop was attended by the Mayor and CMPV members, representatives of churches, community and youth leaders, media, promoters of the National Committee for Public Security (CNSP) and the Security Ministry representative , house of culture, education and other sectors. Twenty-seven people made clear an urgent need to re-connect communities to vulnerable young people in those communities so as to encourage them based on an element of understanding. The diagnostic conducted here uncovered that more than 30% of women between the ages of 10- 19 became pregnant in the past two years. The municipalities' murder rate is above the national average and domestic violence is widely practiced.

Finally, in Santa Ana, in responding to the diagnostic, some community members felt they

had "never before" seen a presentation as clear and forceful about the reality of their city. Particularly worrisome is Santa Ana's, drop-out rate from the formal education system for young people (69%) and the weak response of informal education. Also surprising is that Santa Ana was at one time ranked number eleven in terms of human development. Today of its 130 poorest neighborhoods, 60 are categorized as having "extreme poverty."

This quarter, AJR El Salvador worked closely with members of the CMPVs to initiate the development of municipal local crime prevention observatories, assisting them with work planning, the design of indicators and observatory management.

Also this quarter, AJR advanced considerably in identifying partners for the implementation of ten new OCs in El Salvador.

AJR made critical advances in understanding the reality of its three municipalities as a result of its diagnostic process and meetings to gather data, conduct focus groups and understand the lived reality of communities. Though crime prevention activities have yet to be selected through Plans and to be launched in these new municipalities—the entrance into these communities and relationship building with the Committees is the basis from which Committee planning strengthening and support activities will flow forth. Moreover, Creative has been very careful in developing a standard methodology to address municipal prevention in order to systematize and measure the impact of initiatives.

During this quarter the development of Municipal Violence Prevention Plans in collaboration and consensus with existing Municipal Crime Prevention Committees, was achieved. Prevention Action Plans were readied for signing by Mayors in the new program year.

The development of key alliances such as with the Ministry of Tourism in El Salvador, and the development of an identity for the municipalities, involving the different sectors and citizens in crime prevention efforts, were considered a major impact. The three identities designed and validated by the Municipal Crime Prevention Committees are: "OrguYo Santaneco" for Santa Ana, "Mi Chalchuapa Historica y Sorprendente" for Chalchuapa and "Yo Soy El Congo" for El Congo reflect the strategic Out-of-the-Box thinking to prevent crime and involve citizen participation.

## **Activity 5: Honduras Merida/CARSI Initiative on Prevention**

### **Quarter Three (April-June 2010)**

AJR project Director Salvador Stadthagen, began devoting increased attention to AJR activities in Honduras during quarter three. The program invited the Mayors of San Pedro Sula, La Ceiba and Choloma to establish Municipal Violence Prevention Committees and begin the pre-diagnostic process to identify intervention communities. Unlike El Salvador, Crime Prevention Councils had not been developed in Honduras. AJR demonstrated leadership in promoting the creation of the Committees, with numerous work meetings dedicated to this objective. Like in El Salvador, the pre-diagnostic and diagnostic processes were used to identify a final group of communities where activities will take

place in coordination with the new Municipal Crime Prevention Committees. Because Vanderbilt University (VU) was not involved in the selection of communities in Honduras, none the less AJR felt that the methodology applied by VU to select communities should be replicated in order to maintain a consistent crime prevention methodology at the municipal level.

In San Pedro Sula, Honduras, The Municipal Crime Prevention Committee concept was presented and the Mayor, who welcomed the formation of a Municipal Violence Prevention Sub-Committee, (under the Municipal Security Commission), pledged to provide all possible support to AJR's efforts. In La Ceiba, the Mayor expressed that a Prevention Committee in which churches, businesses and civil society could participate, was a good idea, offering his full support. AJR had an existing strong working relationship with the Mayor of Choloma, with whom it had partnered on the implementation of an OC in the high risk López Arellano sector of the municipality. The Mayor of Choloma accepted AJR's proposal to form a Municipal Crime Prevention Committee.

#### **Quarter Four (July-September 2010)**

Just six months after re-entering Honduras post-political crisis, AJR established the groundwork for a municipal crime prevention program, supported the inception of three Municipal Crime Prevention Committees and initiated Prevention Diagnostics in its three disparate and very distinct municipalities. It also made a potentially important mark on the future reinsertion of ex-gang members in Honduras by fostering the Public-Private Coalition for Insertion/Reinsertion.

In Honduras, where Municipal Violence Prevention Committees had not existed previously, AJR succeeded in identifying multi-sectoral actors, energizing them with regards to municipal crime prevention and its potential, and forming Committees in three municipalities. In San Pedro Sula, La Ceiba and Choloma, AJR made a formal presentation of the municipal process to potential Committee members.

In July, "Sanpedranos" accepted an invitation by Mayor Juan Carlos Zuniga to join the CMPV. Fifty persons were invited by the Mayor to partake in the Committee. The AJR was present for a meeting in the City Hall, which was also attended by the wife of the Mayor who is highly active in the municipality and invited those present who wanted to be part of CMPV to sign an acceptance letter. The Committee met four times during the quarter and elected a Board. Through technical assistance, AJR identified 27 communities for the pre-diagnostic selection methodology<sup>2</sup> modeled from that used by AJR and by Vanderbilt University. Notably, the CMPV directly participated in the final selection of seven intervention communities, visiting communities with AJR.

In Choloma, Mayor Leopoldo Crivelli, had twenty-two of forty-five leading community members accept his invitation to become part of the new Municipal Crime Prevention Committee of the city, signing an acceptance letter. During the quarter, four meetings of the new committee took place. One meeting was focused on the CMPV electing a Board, and an additional three meetings were high-level coordination meetings, without the participation of AJR. In consultation with the CMPV, fifteen communities were pre-

identified by AJR. The CMPV actively participated in the pre-diagnostic and final selection of three intervention communities. The Choloma CMPV is by far the strongest of the three Committees. Strong representation by municipal government includes unconditional support pledged by the Mayor who is present at most meetings. The Committee is strong as result of involvement by a large number of sectors of society represented, and finally, the communities involved, which have proven at an early stage to be real actors in the process.

In La Ceiba, seventeen neighborhoods (barrios and colonias) were pre-selected based on a municipal pre-diagnostic conducted by AJR and were submitted to the CMPV for consideration. As a result of deliberations with AJR, five communities were selected based on selection criteria that included focus groups mapping of actors and resources and a formal assessment of leading risk factors. In CMPV meetings, information was collected and deliberated for pre-selection and selection of the five intervention communities. The CMPV held six working meetings this quarter, with active participation by 25 members of the new Committee for monthly meetings of the La Ceiba CMPV. The CMPV also elected its Board of Directors. The finding of potential partners and the potential for implementing OCs in the communities was discussed at CMPV meetings. AJR organized focus groups to gather valuable information from participants. La Ceiba's CMPV played an active role in the events of International Youth Day, participating in a parade to promote the issue of violence prevention publically.

In all three cities, AJR conducted a community diagnostic process modeled from that in El Salvador, in 58 total communities, establishing the basis for selection of communities in which to work. In the course of this process, fifteen new communities were selected by Municipal Committees for the Prevention of Violence: seven in San Pedro Sula; three in Choloma and five in La Ceiba.

In September, the Board of Directors of a new Public-Private Coalition for Insertion/Reinsertion was elected by an assembly in Honduras. The new coalition will take on its own responsibilities related to providing job opportunities for former gang members and was fostered by AJR.

In addition to attending the inauguration of the Outreach Center in Chololma, the US Ambassador for Honduras, USAID DG Director David Thompson, Carlos Echeverria from SICA, Harold Sibaja AJR Regional Director and Salvador Stadthagen, Honduras country director attended the swearing of the San Pedro Sula Crime Prevention Committee at the municipality headquarters. In the presence of community members and press, members of the Crime Prevention Committee took an oath to prevent crime in San Pedro Sula.

Twenty-one organizations were invited to the Information Meeting to Present Concept Papers (see attached chart) for either implementation and/or prevention services for Outreach Centers in the capital city. Nineteen organizations attended the meeting. Subsequent meetings with groups to implement Outreach Centers or Prevention services, were held. The organizations approached had previous or current experience in prevention work in high-risk areas of the capital city, and in some cases countrywide. The activity consumed a great deal of time and effort. Prevention services being considered by AJR include: 1) employment, 2) insertion/reinsertion, 3) prevention scholarships for

vocational courses (formal and formal) and complementary expenses; 4) psychological assistance, 5) legal assistance, 6) incorporation of moral values in soccer leagues, 7) prevention camps, 8) Children and Youth Clubs, 9) work with youths who have taken the decision to abandon gangs, and 10) other work or methodologies to reduce the risk factors that lead to youth joining gangs or becoming involved in juvenile violence. Puerto Lempira's geographic isolation, cultural complexity and drug-related activity all require careful consideration during the program planning phase. A proposal for a new OC in Puerto Lempira was drafted with Father Nacher of the San Jose Parish during his visit to Tegucigalpa in late September. Once implemented, this new Outreach Center grant will have several interesting components. The Center will include a soccer league incorporating eight public schools and the Brotes Nuevos Children's Center. A media campaign against the use of drugs is contemplated and three vocational courses will be provided through the National Vocational Training Institute (INFOP).

AJR Honduras visited the National Violence Observatory in Honduras. The possibility of a grant to the Observatorio Nacional de la Violencia to implement a Violence Observatory in La Ceiba and possibly one in Choloma, has emerged. The Observatorio expressed their interest in an alliance with AJR and in submitting a formal proposal for support to AJR at the beginning of October. This assistance would dovetail well with support to OBSICA in El Salvador and to work with local observatories in the three municipalities in El Salvador.

The Board of Directors of a Public-Private Coalition for Insertion/Reinsertion was elected through AJR's efforts to shape this coalition. AJR wants to reinforce the coalition, incorporate and select a person to channel insertion candidates in the office space to be provided within the CCIT building, carry out specific visits to businesses to promote insertion and plan an Assembly with coalition members.

AJR this quarter re-contacted youth in the Desafio 100 of Challenge 100 program, both those employed and those unemployed. It aimed to update the personal information of youth, explore training needs and reconnect in preparation for reintroducing this component and involving the newly formed Public-Private Coalition for Insertion/Reinsertion in its implementation.

### **Activity 6: Measure Program Impact on Gang-Related Crime and Develop a Framework for Program Replication**

#### **Quarter Three (April-June 2010)**

AJR began implementation of this new monitoring and evaluation component with the twin objective of developing, 1) Lessons learned identified about what kind of gang prevention interventions are the most effective, and under which circumstances and 2) Developing a framework tool, outlining the components most critical for designing an effective gang prevention program, as well as what conditions and resources must be in place. This quarter AJR's Monitoring and Evaluation Specialist deployed to country to lead the program's regional efforts based in El Salvador. The Specialist's scope included the determination of program intermediate results, impact and lower level indicators and Monitoring and Evaluation Plan; design of all instruments used for data collection and consistent training of staff in, and oversight of, use of monitoring and evaluation instruments in the three countries.

A first task was the development of the program's Monitoring and Evaluation Plan, namely the program's indicators based on its overall results as specified by USAID and the activities as designed by the technical team. Once a set of indicators was determined these were integrated into the plan.

A candidate was identified for the Monitoring and Evaluation Coordinator position in Honduras. Negotiations with the candidate ensued into the new quarter. In June, the Monitoring and Evaluation Plan was submitted to USAID.

#### **Quarter Four (July-September 2010)**

As work continued on the Monitoring and Evaluation Plan, the Monitoring and Evaluation Coordinator for the Region was joined by her counterpart in Honduras, Francisco Armenta in Honduras who would coordinate monitoring and evaluation efforts in that country. Monitoring and Evaluation efforts in Guatemala would be supported from El Salvador.

AJR developed terms of reference for a baseline perception and end of year impact survey to be conducted in El Salvador. The survey instrument would gauge violence and vulnerability risk factors and is designed to provide key data against the program's seven impact indicators. After a competitive process in both El Salvador and Honduras, two independent proposals provided by the firm Vox Latina, provided best value for cost and based on their technical and financial proposals were selected. AJR contracted this firm for its baseline perception survey to be implemented next quarter in El Salvador and Honduras. In September AJR El Salvador and Honduras prepared the survey instrument in close collaboration with country teams and worked with Vox Latina to schedule the realization of the survey in both countries.

A working meeting was held with the USAID program AOTR to discuss the program Monitoring and Evaluation Plan and a meeting was scheduled for USAID Honduras to provide feedback to the plan.

The M&E team in both countries, redoubled efforts to establish instruments so teams could begin successfully capturing data. A quarterly reporting format was shared with teams in the three countries and was accompanied by training. Support in the carrying out of focus groups was provided in both El Salvador and Honduras. In Honduras, a market labor survey was designed and carried out in La Ceiba, in El Salvador a survey instrument was designed to gauge the skills of the Municipal Crime Prevention Councils and assistance was provided to the public policy team who was establishing indicators for a local crime observatory.

The most significant accomplishment of the two quarters was the development of an Excel-based Monitoring and Evaluation System for use by the Outreach Centers. A training on this new system which allows Coordinators of Centers to collect and manage data on beneficiaries, volunteers and services, was held in September with five Coordinators. Designed including a control panel for the user, it allows analysis of information through graphs. AJR scheduled on site visits to the OCs, assessing the means of verification and data sources for the system. Periodic visits to OC's will remain a key

focus for the M&E Team both in El Salvador and in Honduras, throughout the life of the project.

### Theme of Activities this Year/Quarter

In keeping with this report's new format, this first section of this report is dedicated to a theme that will be woven throughout the sections that follow.

In the case of this particular report, a fitting theme for both the year and the fourth quarter is that of alliance building. Alliances form the core of the USAID-AJR and are a cross-cutting focus. From Activity One, "Jump-starting public-private initiatives for gang prevention" through the program's newer components in El Salvador and Honduras, alliances have been determinant for the program's evolution in the past year and in the first six months of the program's extended scope—they continue to form the crux of AJR's activities.

The alliances of October 2009 by USAID-SICA AJR, and those of August 2010, are however, distinct. In 2009, many of the program's alliances were with Outreach Center partners and for example with the private sector to identify jobs for ex-gang members in Guatemala. With the award of the program extension in May of 2010, the USAID-SICA AJR was mandated with developing a broad base of multi-sectoral alliances, beneath almost all of its six activity areas. Whether with the Honduran Social Investment Fund (FHIS) or new, Public-Private Coalition for Insertion/Reinsertion in Honduras; with ADESCO community organizations or the NGO Fundasalva in El Salvador; or with the Institute for the Integrated Protection of Children and Adolescents (ISNA), the Secretariat for Social Well-being or the National Institute for Families and Children (IHNFA) under its juvenile justice component—a broad gamut of partnerships offer the foundation for the AJR's work at the year three mark.

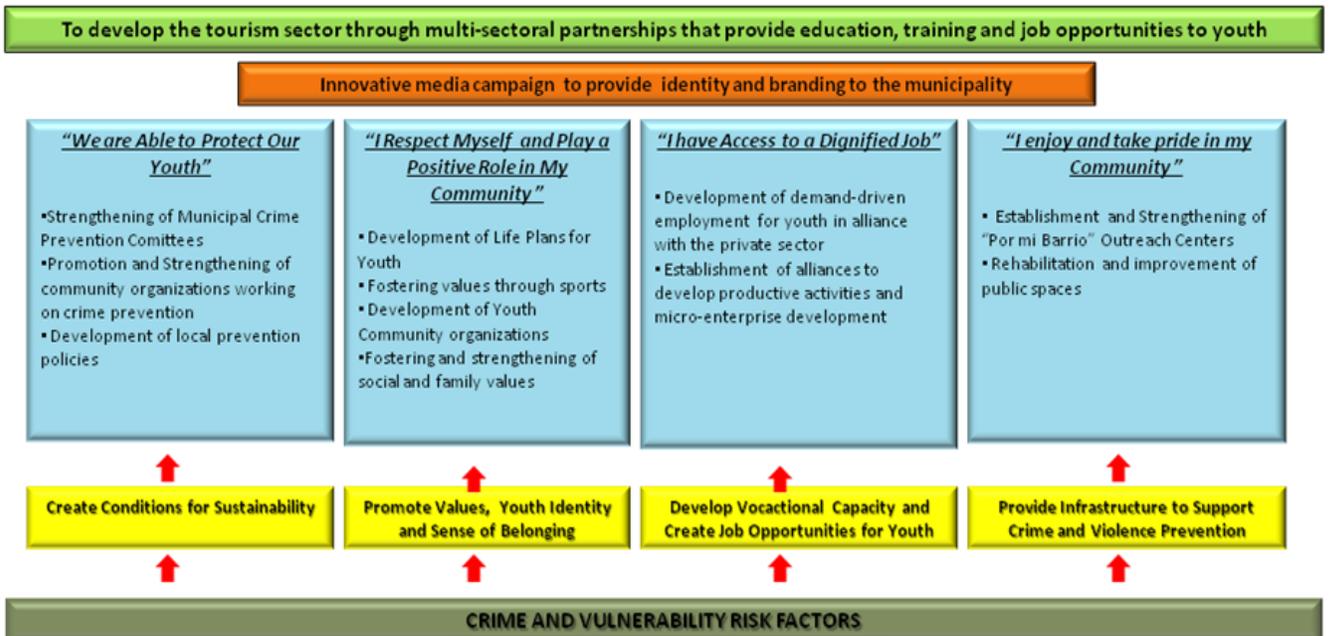
This past quarter, AJR El Salvador established a valued relationship with the Salvadoran Ministry of Tourism (MITUR) to begin discussions with regards support for AJR activities aligned with the sector. The Minister of Tourism of El Salvador was presented with AJR's strategy and imaging and branding of the Crime Prevention Plans of Chalchuapa, Santa Ana and El Congo. The Ministry of Tourism has created an Ad-Hoc Committee to support AJR's strategy in the municipalities. MITUR will convene interested organizations to support the Violence Prevention Plans in the three municipalities.

AJR Honduras held meetings with USAID-Honduras and FHIS an infrastructure prevention project being funded through Merida/CARSI funds. Additionally, AJR has been in discussion with the World Bank and IDB funded *Barrio-Ciudad* program, for possible joint intervention in some communities (like Villafranca in Tegucigalpa.) Finally, a meeting was held by Country Director with the Executive Director of the Honduras National Vocational Education Institution (INFOP), which resulted in the offer to sign a cooperative agreement, which was in draft form at the time of this writing.

## Key Developments

A number of developments this quarter are indisputable as having been key to the development of activities in the three countries during this quarter.

In El Salvador, the municipal development process which initiated last quarter, matured to the drafting of the first Municipal Crime Prevention Committee Action Plans in El Congo, Santa Ana and Chalchuapa this quarter. In many ways, the heavy lifting can now begin. With the support of the three Mayors of the municipalities and the CMPV’s squarely behind the Action Plans, the activity areas described in the plans must now be matched to local supply for these services. Though relationships with small businesses, vocational training institutions, FBOs and other organizations have been cultivated since the Spring of 2010 when the pre-diagnostic process initiated in the municipalities, a crucial phase will begin. During the coming quarter multi-sectoral partners will become dynamic partners of the AJR, implementing various facets of Crime Prevention Plans. The four pillars of the municipal strategy in El Salvador are reflected below and will dictate the focus of activities. Playing a key role in this process is Francisco Flores, AJR’s new municipal officer on the ground.



In Honduras, the municipal development process which initiated last quarter, has likewise matured. Charged not with strengthening existing Committees, but with forming CMPV’s from scratch, AJR Honduras this quarter finalized the selection of intervention communities started three and completed one of the community diagnostics. In all three cities, AJR conducted a community diagnostic process modeled on that in El Salvador, in 58 total communities. In the course of this process, fifteen new communities were selected by Municipal Committees for the Prevention of Violence: seven in San Pedro Sula; three in Choloma and five in La Ceiba.

A second major accomplishment of the quarter has been the consolidation by AJR Honduras of the Public-Private Coalition for Insertion/Reinsertion. The historic Coalition

will create awareness of the need to confront the employment and insertion issue in Honduras in a structured and collective manner, leveraging resources and to promote the election of a Board and composition of a Committee with a diversified mix of representatives from key organizations of the public sector representing it. One of the main challenges faced by the Public-Private Coalition is the insertion of ex-gang members into the labor market. This is further complicated by the high unemployment rate and limited offer of jobs already prevailing in the country. The Coalition will have to work on a very specific strategy to reach the right type of businessmen with social conscience and interest in helping in this endeavor.

AJRs Tegucigalpa office received a visit from the Secretary General of SICA this quarter. The Secretary General received a complete presentation about the AJR program, focusing on activities and developments in Honduras. He was accompanied by Political-Legal Director Dr. Erich Vilchez and Advisor Fidel Chávez Mena, along with SICA staff. The meeting at AJR was reported in the local press. (See also Annex: Press)

In Guatemala this quarter, the Youth Movement Against Violence celebrated its One Year Anniversary, celebrating advances in making Public Policy Recommendations for the Prevention of Youth Violence known in Guatemala, all the while re-strategizing to maximize the impact of youth crime prevention pilot activities, which will be maturing significantly over the next quarter. The series of strategies to raise awareness and reach out to youth, teachers and parents in the community, providing necessary tools for violence prevention, will be closely watched by multi-sectoral actors.

Ex-gang member reintegration efforts in Guatemala have reached a critical point. Support for activities drew to a close under a grant to Peronia, to support the development of job skills, the strengthening of a groceries distribution business; the establishment of a ceramics workshop, a club to address the needs of the former gang members and the systematization of the Peronia gang demobilization experience. While this activity will end, follow-on activities will be funded under a new grant.

## Grants

### Overview of Cleared Grants

In keeping with the reporting period of this report (October 1, 2009-September 30, 2010) the following reflects the status of AJR grants through September 30, 2010:

- a. Of the thirty-three grants which have been awarded by the USAID-SICA AJR, 23 of activities have completed all funding activities.

Country	Grants Cancelled	Grants In Process	Grants Completed	Grants Closed	Total Grants
El Salvador		3	6	6	15
Honduras		4	4	0	8
Guatemala	1	2		7	10
Total	1	9	10	13	33

Completed activities continue to receive technical and administrative support from AJR staff. It is expected that this level of technical assistance will continue as required in order to ensure grant funds are effectively administered and closed in a timely fashion.

In Honduras, a second disbursement equivalent to US\$4,000.00 was made to the Lopez Arellano – Choloma Outreach Center during the period. This center also received a donation consisting of computer equipment and furniture, soccer tables, and chairs by INL.

## Grants Cleared this Quarter

### El Salvador



During this period an important institutional grant was cleared. FUNDASALVA, a private non-profit organization dedicated to investigation, prevention, treatment and rehabilitation of those addicted to drugs and alcohol, was asked to present a proposal to AJR El Salvador for “Rehabilitation and Reinsertion of Ex-Youth Gang Members”.

The proposal was reviewed by AJR staff in El Salvador and discussed with FUNDASALVA. USAID approved the project and a grant agreement was signed in September of this quarter by Mr. Jaime Roberto Zablah-Siri of FUNDASALVA and Harold Sibaja, AJR, Regional Director. The duration of the project will be 12 months as of the date of grant signing.

This grant aims to rehabilitate and reinsert 100 youth who are ex-gang members in the city of San Salvador and surrounding areas. FUNDASALVA aims to provide 150 youth with access to life skills and vocational training, preparing them for the work force through an orientation process. One hundred youth aim to be rehabilitated and provided with employment. Education equivalency training will be provided to fifty youth and twenty-five youth can be admitted to substance abuse care (including clinical care). This process implies various phases of treatment which will provide the necessary tools to be free of addictive substances. These phases include individual, family and group therapy. This component will also include removal of tattoos where needed.

A workforce reinsertion process will require alliances with local institutions such as the Salvadoran Institute for Professional Development (INSAFORP) and the Technological University (UTEC), as well as public and private school networks that will provide the opportunity to learn and to receive academic equivalency training and vocational leveling. Alliances will also be made with private firms which would allow youth who have completed training, to carry out internships in related businesses. Scholarships will be granted to those youth who show interest in obtaining this type of assistance. These scholarships will help to facilitate the reinsertion process. The proposed grant bases its activities on experience gained by the Regional Youth Alliance Project, USAID-SICA in the development of “Desafio 100”, which has been successful in reinserting former gang members into the work in Honduras and previously in Guatemala.

## Grants Amended this Quarter

During this quarter the following no-cost extensions were approved. The extensions are related mainly to activities having not been completed within the time period of the original grant; in most cases due to delays in programmed activities. The approval of extensions for these projects was deemed necessary in order to ensure meeting grant objectives.

AJR USAID-SICA No-cost Amendments to Grants This Quarter							
No.	COUNTRY	Project Name	Grantee	Project Number	Start Date	End Date	New End Date per Amended Grant
1	ES	Chintuc II OC	Adesco Chintuc II/Alcaldía Municipal de Apopa	OC-009-SV-006	3/22/10	09/30/10	8/31/11
2	ES	Support to the development of teaching of IT through volunteers at OCs	Francisco Gavidia University	SG-016-SV-007	01/11/09	09/30/10	11/30/10
3	HN	Villa Franca OC	Save the Children Honduras	OC-004-HD-002	3/19/09	09/30/10	12/31/10
4	HN	López Arellano OC	Parroquia Nuestra Señora de Suyapa, Oficina de Paz y Convivencia, y Municipalidad de Choloma.	OC-008-HD-004	02/02/10	09/30/10	12/31/10
5	HN	Development ,promotion and practice of football with vulnerable youth	Red Viva Honduras	SG-015-HD-002	03/03/10	09/30/10	10/30/10
6	GT	Establishment of model pilot Project for social development (Peronia)	Cooperativa de ahorro integral, ahorro y crédito "Unidos por la paz"	No Number assigned	01/01/10	09/30/10	11/30/10

## Grants Activities in the Pipeline

The following are pending grant activities that are expected to mature over the next quarter. A number will be implemented through cost extensions and others will be cut as new grants.

### El Salvador

Amended grant agreement in the works with Universidad Francisco Gavidia: “Information Technology training for outreach centers through volunteer students”

A new grant is being prepared for presentation to USAID for approval. The grant will expand training activities provided in OC’s by Francisco Gavidia University. To date, volunteer work carried out by approximately 31 students from Francisco Gavidia University, provided instruction on computer use and maintenance, as well as teaching IT to students in five outreach centers. Beginning in January 2010, training in the English language is provided at five established Outreach Centers and 12 new Centers to be established this year.

AJR prepares for Grants supporting Prevention Action Plans in El Congo, Chalchuapa, and Santa Ana Municipalities

During this period, action plans were prepared by technical staff for three municipalities (Santa Ana, El Congo, and Chalchuapa). (See also Activity Four) Program activities under these Action Plans will initiate imminently. Over the next quarter, activities under Action Plans will be funded under grants which are currently being prepared by AJR. Grants will support a wide range of activities that support the Tourism Sector through multi-sectoral partnerships that provide education, training and job opportunities to youth. The new grants will include support to 10 Outreach Centers, two in El Congo, three in Chalchuapa, and five in Santa Ana.

Grant for New Outreach Center in Nahuizalco, Sonsonate

A proposal for an Outreach Center in Nahuizalco, Sonsonate is currently being reviewed. The grant will be nine months and will be sent to USAID for approval next quarter.

## **Guatemala**

New Grant will Support Peronia Ex-gang members as Club expands in Guatemala

Preparation of a proposal to extend and increase funding for the grant activity, “Support of a pilot program for social development” in Peronia which is being carried out by *Cooperativa Integral de Ahorro y Credito “Unidos por la Paz”*, is underway. Peronia is intended to contain lessons as a social development model aimed at assisting former gang members in their insertion process, by providing them with income generation opportunities, while also supporting Peronia’s social and economic development overall. The current grant was cleared in July 2010 and ends this quarter. The idea is to continue the Peronia project for an additional 9 months with additional activities which will be monitored by COUNIPAZ, R.L and will include support to income generation, a club and other activities.

Youth Movement for the Prevention of Violence to Receive Additional Assistance

A proposal for an amendment is being prepared for a time extension of eight months and an increase of funds for the activities being carried out by “Movimiento de Jóvenes contra la Violencia” to support and develop violence prevention programs during the election

year, contemplating publication of information through a web page and to continue in the presentation of the Public Policy document.

## **Honduras**

This quarter, AJR Honduras devoted considerable time to the preparation of its first major support grants. As can be expected, the capacity for drafting proposals by grantees is limited and has and will continue to require considerable time and effort by technical staff.

The following grant proposals have been prepared by AJR Honduras this quarter:

### Grant for Outreach Center “Brotos Nuevos” in Puerto Lempira Undergoing Final Preparations

Puerto Lempira is geographically isolated, culturally complex and drug-related activity all require careful consideration. A draft of the proposal for this OC was discussed with Father Nacher of the San Jose Parish in Puerto Lempira during his visit to Tegucigalpa in late September. Once implemented, this new Outreach Center grant will have several interesting components. The Center will include a soccer league incorporating eight public schools and the Brotos Nuevos Children’s Center. A media campaign against the use of drugs is contemplated and three vocational courses will be provided through the National Vocational Training Institute (INFOP). Preparation of this grant was made possible through numerous visits by technical staff to work with the Padre and his team. AJR conducted focus groups and the M&E Coordinator carried out a tailored labor and services market demand survey to gauge issues that were important to deciding this Center. The draft of the narrative plus the template for the proposed budget will be sent to Father Nacher in early October, for final comments and formal submission to USAID this quarter.

### Invitation to Submit Concept Papers- Implementation of New Outreach Centers in Comayaguela and Tegucigalpa and the Provision of Prevention Services for Six Outreach Centers

AJR Honduras invited a short list of 21 organizations to present concept papers for implementation of five new Outreach Centers and innovative prevention services (part of a “wrap around” concept) in September of this quarter, providing prevention services for a total of six centers (One center is already being implemented in Villafranca, Comayaguela by Save the Children Honduras and will be strengthened). The deadline which was established to present the concept papers for evaluation by the Committee, is early October. Thereafter, Requests for Proposal will be accepted through October 13th. AJR technical staff will provide assistance during the preparation of proposals, in order to have these as complete as possible once proposals are presented. By late October AJR will start the selection and processing of grants considered to meet all requirements.

### AJR grant to National Prevention Program (PNPRRS) to support ex-gang member tattoo removal service PNPRRS

Honduras’ National Prevention Program has a government mandate to provide rehabilitation services to registered rehabilitation organizations that refer ex-gang members to the service through an established protocol. The only publically operated

tattoo removal machine in the country provides services for this purpose in Tegucigalpa, San Pedro Sula and La Ceiba. The machine currently used by the PNPRRS is operating beyond its normal life, is out-dated and is operating far beyond its capacity to respond to demand for its services. An updated draft of the proposal for a grant, including the procurement of the new machine and related rehabilitation support services to former gang members, was received in late September. It will be reviewed by the corresponding Committee by late October.

#### Grant to provide vocational training support services to deportees in development

The Migration Center for the Deported in Tegucigalpa (Centro de Asistencia al Emigrante Retornado) is an organization run by Scalabriniani nuns that has been given authorization by the Honduran Government to receive deportees who arrive by air in Tegucigalpa and San Pedro Sula. The center attends to three flights of deportees, three times a week. The proposal currently being drafted with the nuns is intended to provide vocational training for 100 young at risk deportees, a media campaign promoting the center and its activities, and to carry out the "Soñar mi Vida" program for the 100 deportees and a group of additional beneficiaries. It is expected that a draft of this proposal be received for review by mid-October.

#### Proposal to be received for grant to support National Violence Observatory

This quarter, AJR Honduras Director Salvador Stadhagen and staff visited the National Violence Observatory in Honduras. The possibility of a grant to the Observatorio Nacional de la Violencia to implement a Violence Observatory in La Ceiba and possibly one in Choloma, has emerged. The Observatorio expressed their interest in an alliance with AJR and in submitting a formal proposal for support to AJR at the beginning of October. This assistance would dovetail well with support to OBSICA in El Salvador and to work with local observatories in the three municipalities in El Salvador.

### Program Activity Highlights

The sections which follow, divide Program Activity Highlights for the quarter as reflected in the AJR's cooperative agreement. Given the emphasis of this report as both an annual and a quarterly report, the opening sections of Activities 1-6 include discussion of activities in previous quarters.

## **Activity 1: Jump-starting public-private initiatives for gang prevention**

### **Activity One at a Glance (2009-2010)**

In the first half of the program year, AJR exceeded the number of communities in which it planned to work, 40 communities in El Salvador, Honduras and Guatemala saw implementation of AJR prevention initiatives by March 2010. The figure reflects ten more communities than the established target, some five months prior to the original closing date. With regards to new Outreach Centers established, by March 2010, five new OCs were established in El Salvador and four new OCs were established in Honduras.

By March 2010, seventeen small grants supporting community crime prevention initiatives were implemented; eight in El Salvador, six in Guatemala and three in Honduras. Salvador. Two mid-size grants were implemented. The target for this result is seven mid-size grants and 27 small grants. It bears noting that six months of implementation remained in March. AJR was impeded in its ability to cut grants in Honduras for a period of nine months as a result of political instability. (Several grants were in process at the time of the coup.) As reported, 4,303 youth had benefitted from services at Outreach Centers by March 2010. This figure is 13% higher than the target for this result.

By March 2010, 40 Desafio100 youth were provided with jobs. This number falls below the expected target. Two main reasons, both of which were beyond AJR's control, brought this about. First, this result was impacted by an economic downturn and lack of commitment on the part of the private sector in El Salvador to provide jobs, despite an agreement for the provision of jobs to former gang members. Second, despite the Honduran private sector having shown a strong commitment to hire former gang members, the global economic crisis slowed hiring.

Conversations were initiated with FUNDASALVA, a drug rehabilitation center managed by a well-regarded member of the private sector who has shown interest in gaining an understanding of Creative's methodology for inserting gang members and a willingness to continue with this task. During the quarter, Creative organized a trip to Guatemala for Jaime Zablah, FUNDASALVA's Executive Director, to gain first-hand knowledge of Creative's Desafio Program with the possibility of awarding FUNDASALVA a grant once new funding became available.

With five months of implementation remaining, leverage contributions were 1:3 of the 1:1 match requirement by March, 30, 2010. The ratio was affected by a lacking partnership between AJR and the National Association for the Private Sector (ANEP) in El Salvador despite best efforts; an inability to realize the Desafio 10 Reality Program in Honduras and in El Salvador. In El Salvador, the latter was also affected by the high-profile assassination of the La Vida Loca film producer by gangs, which paralyzed the project. A key partnership with the Rotary Club in Honduras also did not come to fruition, in part as a result of the political crisis.

## El Salvador

This activity area saw growth and considerable evolution over the course of the year in El Salvador, beginning with the evolution of OCs and growth of the OC network.

By October 2009, the 13 de enero, Zacamil as well as Mejicanos in Meléndez, Soyapango Outreach Centers were inaugurated. Both of these centers were opened in partnership with local partner Fe y Alegría. The Mejicanos OC inauguration was attended by Deputy Assistant Secretary for Bureau of Western Hemisphere Affairs, Julissa Reynoso and by Juan Daniel Alemán, the General Secretary of the Central American Integration System (SICA) as well as the USAID Director and the Mayors of each municipality. The municipalities pledged support to the sustainability of the OCs. AJR over the course of this year, has parted ways with the Mejicanos OC which deviated from the AJR's partnering model and no longer appeared interested in implementing the OC per AJR's Model. The OCs Chintuc II of the Municipality of Apopa were underway in October of 2009 and slated to open in the first quarter of 2010. The municipality agreed to support these OCs by providing resources for operational costs. The Apopa OCs saw significant delay related to a hurricane and damaged equipment among other factors. Nevertheless in July 2010, AJR El Salvador's sixth Outreach Center, Apopa, opened its doors to a community more than ready for its services. Courses offered at the OC include, computer training, drawing and school tutoring services.

### **A Flourishing Alliance: Francisco Gavidia University and El Salvador Outreach Centers**



One of the most notable alliances of the year has been that with Francisco Gavidia University in El Salvador. AJR signed an agreement with Francisco Gavidia University in the fourth quarter of 2009 to develop two virtual education modules, adapted for use by young users of Outreach Centers and managed and taught by volunteers and coordinators of these outreach centers. It also sought to train coordinators and volunteers from OCs in preventive and corrective maintenance of computers, so that these are more compatible for teaching pedagogical tools and techniques to manage and replicate these trainings directly through the online modules to be developed by the UFG. Two courses were committed to at each of five OCs, with the possibility to expand to seven OCs. The University sought to assign six students to each OC totaling 42 students and / or volunteers to participate in the project. Training was provided through social service by students of Computer Systems Engineering and Computer Science, using the University's Virtual U-Platform to host the material to be taught. The content was designed by the Information Technology and Communications of the UFG. The partnership sought that beneficiaries, volunteers and the coordinators of the OCs become certified in computer repairs. Over the course of the year, the partnership has thrived. Fourteen student volunteers have committed their 300 hour-long social service commitment, working at five OC's. Five students have stayed on at OCs to teach additional courses where their required social service hours were already met. Another 13 students have been requested by OCs. In September 2010, a new agreement was finalized with Francisco Gavidia University which will have the university providing level one and two English to 150 beneficiaries at Outreach Centers and 450 beneficiaries at OCs in Santa Ana El Salvador will be trained in IT skills through an expected 40 volunteers.

The chart below has been extracted from a new Excel-based M&E System which the AJR has put into place in OCs with two objectives; 1) to provide Coordinators with a tool to track beneficiary service use and volunteer commitments as well as course targets, and 2) to closely track service usage, and demographics at OCs. Analysis is found beneath the chart. The chart will feature in this report each quarter in order to provide greater insight into AJR OCs and their use and services:

**IND 1.3 Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities**

**Honduras**

Beneficiaries								
OC	Signed up	Male	Female	Total	Hours	Hrs/Ben		
Rivera Hernández	100	7	27%	19	73%	26	878	34
López Arellano	416	49	42%	67	58%	116	2,908	25
Buenas Nuevas	85	32	38%	53	62%	85	2,269	27
Villafranca	193	118	67%	58	33%	176	6,970	40
<b>TOTALS</b>	<b>794</b>	<b>206</b>	<b>51%</b>	<b>197</b>	<b>49%</b>	<b>403</b>	<b>13,025</b>	<b>32</b>

Volunteers								
OC	Signed up	Male	Female	Total	Hours	Hrs/Vol		
Rivera Hernández	15	5	50%	5	50%	10	660	66
López Arellano	60	8	44%	10	56%	18	968	54
Buenas Nuevas	15	6	40%	9	60%	15	2,475	165
Villafranca	31	8	31%	18	69%	26	5,834	224
<b>TOTALS</b>	<b>121</b>	<b>27</b>	<b>39%</b>	<b>42</b>	<b>61%</b>	<b>69</b>	<b>9,937</b>	<b>144</b>

**El Salvador**

Beneficiaries								
OC	Signed up	Male	Female	Total	Hours	Hrs/Ben		
Barrio Lourdes	53	29	62%	18	38%	47	794	17
Melendez	92	50	75%	17	25%	67	5,249	78
Chintuc II	30	18	60%	12	40%	30	335	11
Lourdes Colón	255	86	43%	116	57%	202	5,106	25
<b>TOTALS</b>	<b>430</b>	<b>183</b>	<b>53%</b>	<b>163</b>	<b>47%</b>	<b>346</b>	<b>11,484</b>	<b>33</b>

Volunteers								
OC	Signed up	Male	Female	Total	Hours	Hrs/Vol		
Barrio Lourdes	22	7	70%	3	30%	10	84	8
Melendez	6	2	67%	1	33%	3	200	67
Chintuc II	20	18	90%	2	10%	20	371	19
Lourdes Colón	29	10	36%	18	64%	28	1,532	55
<b>TOTALS</b>	<b>77</b>	<b>37</b>	<b>61%</b>	<b>24</b>	<b>39%</b>	<b>61</b>	<b>2,187</b>	<b>36</b>

In El Salvador, during the quarter July to September 430 youth signed up to receive services at OCs, of which 346 young people were beneficiaries of the various services offered in the OC. Disaggregated by gender, 53% are male and 47% are female. Recipients of prevention services attended the OCs for 11,484 hours, representing an average of 33 hours participating in the activities of OC per Beneficiary. It is important to note the participation of volunteers at the OCs, 77 youth registered, of which 61 are active volunteers. Disaggregated by gender, 61% are male and 39% are female. Volunteers spent 9,937 hours at the OC, representing an average of 144 hours per volunteer per week.

At OCs in Honduras, 794 youth registered for services, of which 403 young people were beneficiaries of the various services offered in the OC. Disaggregated by gender, 51% are male and 49% are women. Recipients of services attended the OCs for 13,025 hours, representing an average of 32 hours participating in the activities of OCs per recipient of prevention services. It is important to note the participation of

volunteers at the OCs, 121 youth registered, and 69 are active volunteers. Disaggregated by gender, 39% are male and 61% are female. Volunteers spent 2,187 hours at the OC, representing an average of 36 hours per volunteer per week. OCs in El Salvador have less than a fourth the volunteer hours of Honduras recorded in the M&E tracking system and the percentage of male/female volunteers is exactly inverted between Centers in El Salvador and those in Honduras. In the coming months this system will allow the AJR to analyze the use of services at Centers and attendance by beneficiaries and volunteers alike. --Note: The OC, 13 de enero in El Salvador is not included in the data collected as a result of data complications; we will seek to include it next time. In Honduras, the Buenas Nuevas OC will not be reported upon in the coming quarter pending resolution of a key operational issue.

## **Outreach Centers Underway**

### **El Salvador**

The OC *Apopa Chintuc II*, opened its doors in quarter four. Apopa is a municipality that was recently cleared of a number of gang members. The military remains visibly present in this zone. The OC has been a long time coming and was delayed last year as a result of a natural disaster and other complications. This OC is in partnership with the mayor of the municipality and the community ADESCO. It has not yet been officially opened but has already become operational. The OC has recruited for courses that include; IT, drawing and painting, music, and tutoring. The Centre is located next to a school and has offered to provide four instructors paid by the Mayor's Office. Three volunteers have started teaching at the Center. The ADESCO has provided the Outreach Center with sewing machines, musical instruments and five computers.

Five new Outreach Centers will be established under Activity One by September 2011. (An additional seven OCs will be established under Activity Four El Salvador Merida/CARSI.) The AJR is drawing on several years experience in the identification of new partners for these OCs and is working with partners to develop OC proposals, budgets, and commitments and to determine counterpart contributions. This quarter was devoted to the identification of a number of new partners.

Technical assistance, support and monitoring were provided to Pastor Roberto Rivera. Nahuizalco is the next OC to open in El Salvador. About half of Nahuizalco's population of 49,000 are children and young people. Ten of Nahuizalco's fifteen districts are considered dangerous by the population and hot beds of crime and youth violence. High illiteracy rates, teenage pregnancy, and lack of education, are common. Lacking resources, opportunities and guidance for children and youth is palpable. USAID has selected Nahuizalco as an implementation municipality. AJR, this quarter helped to prepare the OC proposal for Nahuizalco, helping establish the Center's service objectives, determination of the Center's budget, identification of material and equipment, and location of the Outreach Center.

Potential AJR partners include PROESA Foundation and the Local Economic Development Association (ADEL). Links by AJR to these groups are significant. Both organizations work in the municipality of Nahuizalco and have shown interest in joining the OC. The Local Economic Development Association (ADEL), is an association with training experience that has been part of several initiatives in the municipality of Nahuizalco, it only works through municipalities or organizations, and has established cooperation ties, except with the Mayor of the municipality. ADEL is interested in a range of areas of interest to the OC including providing training for work in indigo, carpentry, recycling, baking and painting. ADEL will initially provide facilitators or trainers, the possibility of providing materials or connecting the Outreach Center with another training institution connected to ADEL, are feasible.

### **New OCs in the three Municipalities**

Efforts are underway to identify partners and implementation communities in AJR's three municipalities. In Santa Ana the communities of García I, El Carmen Kirin and Santa Claudia have been identified, in El Congo the community of Las Brisas has been identified and

iChalchuapa Tazumal and San Antonio I and II have been identified.

Several faith-based organizations have expressed interest in the implementation and operation of OCs. While definitive partners and new Centers have yet to be defined, the AJR has determined that in the eighteen selected communities, it will implement five OCs in Santa Ana, three OCs in Chalchuapa and two OCs in El Congo. AJR organized community actors and members of faith-based organizations, visiting OCs this quarter to get a strong sense for the OCs atmosphere, how it is run, what courses are offered and what kind of youth attend the Centers. This is also an important opportunity to talk to Center Coordinators. Representatives of the municipality of El Congo, the local parish (youth ministry) and community leaders in the selected intervention communities, visited the Lourdes Colón OC. Mr. Alfredo Arévalo (Municipality of El Congo), the pastor of El Congo and two young people from the communities belonging to the youth ministry also visited. The Chalchuapa Catholic Church has an interest in the Tazumal I OC and an evangelical church has expressed an interest in operating an OC in Santa Claudia. AJR met with the Savior of the World Foundation in Santa Ana, as a possible partner in the opening of an OC in one of the intervention communities. The foundation is scheduled to visit a CdA to better understand the existing methodology.

AJR is continuing to identify faith-based organizations in communities and will deliver terms of reference to potential partners for new OCs in early November. Interested partners will be assisted in developing proposals for the entire month of November, with all proposals being received and analyzed in early December.

## **Honduras**

Five new Outreach Centers will be established under Activity One by September 2011 in Honduras. (An additional fifteen OCs will be established under Activity Five, Honduras Merida/CARSI.)

The OC at López Arellano in Choloma is already operational and has been an immediate success. More than three hundred children and youth have registered and 23 volunteers are also have signed up to benefit from prevention service. AJR Honduras has scheduled the official inauguration of the OC in early October, as the US Ambassador to Honduras has expressed interest in participating in the dedication ceremony.

Visits were made to the Gildan factory, Universidad Tecnológica Centroamericana UNITEC, Pedagogical University Francisco Morazan UPNFM, Chamber of Commerce and Industry of Cortes CCIC, Chamber of Commerce and Industry of Choloma CCICH, to strengthen relationships and lay the groundwork for new opportunities for the youth of communities and to secure future support to the OC.

## **IND 1.4 Number of Established Outreach Centers that will be strengthened in prevention services in accordance with benchmarks of Strengthened OC Model**

### **El Salvador**

This quarter, a Diagnostic was applied in all existing OCs El Salvador (Lourdes Colón, Barrio Lourdes, January 13, Melendez, Chintuc II) The survey instrument of more than sixty questions, was used to interview coordinators, members, volunteers and beneficiaries. The diagnostic was applied in the month of August by interviewing each partner, coordinator, three volunteers and three beneficiaries. Findings include that teams that have the oldest OCs, need repairs to facilities. Also noted is the lack of reinforcement of the skills of volunteers and coordinators and the diversity of the working budgets of OCs. The survey found that OCs implement between six and eleven workshops or courses for beneficiaries. The survey provided important inputs to AJR's strengthening strategies and is being carefully studied to inform programming.

A total of five established OC's are being implemented in El Salvador by the AJR. Under this activity, five additional Centers will be funded and strengthened in accordance with benchmarks of a strengthened OC Model. This Model includes the following services: Soñar Mi Vida Life Skills Training, IT and English language skills strengthening, Developing youth-focused microenterprise models, Volunteerism development, OC Sustainability and OC Network Development. This quarter, AJR in El Salvador has worked to advance the strengthening of the Model in several ways:

Soñar Mi Vida Life Skills Training: With a view to providing this training in existing and through new OCs seven local actors received the life skills training with a view to becoming multipliers in Santa Ana, Chalchuapa, El Congo and Nahuizalco. (Honduras Coordinators have also been trained.) They were trained as multipliers in the second workshop called "Making Decisions and Resolving Conflicts." While the main workshop has as a theme, "Challenge of Dreaming My Life", the workshop number two is important in view of AJR's Training of Trainers strategy.

While AJR has already trained a number of volunteers in its life skills methodology, it has not yet developed the workshops for OC beneficiaries in the two countries. This is expected to begin next quarter. The workshop's three workbooks have been revised and will be reprinted. AJR has already trained volunteer coordinators and two beneficiaries of each existing Outreach Center, plus seven persons from the new municipalities. In order to make the presentation of the workbook and the PowerPoint presentation more attractive, dynamic and understandable, Creative has reworked the workbook.



Strengthening IT and English: Numerous meetings were held this quarter with Francisco Gavidia University- AJR's partner in OCs over the past year. This has resulted in an amendment to the existing grant agreement expanding services at existing OCs and new Centers in the municipalities of Santa Ana, Chalchuapa and El Congo. Once new Centers have been opened, under the amended agreement, 450 youth will be trained in IT services and 200 youth will be training in the English language. Fifteen coordinators and fifteen volunteers will also be trained. Forty students from the university will serve as volunteers at the OCs under the agreement.

Micro-entrepreneurship: The AJR is gauging which Centers have initiated small businesses. The AJR budgeted for a Coordinator for employment and income generating activities. Interviewing for this position has occurred and the individual will be hired next quarter. A significant part of this individual's work will be to support AJR's employment component, they will also provide technical assistance to new micro-enterprises to be created under AJR and to OC's. The recycling company INVEMA is interested in providing training to young people for the creation of microenterprises based on recycling, this concept will be advanced over the coming quarter. AJR asked OC Coordinators to consider some type of microenterprise at their Center and also to develop a business plan and budget for such an endeavor. Over the next quarter these will be analyzed by AJR for further work or funding.

Volunteer Development: In new communities, Las Brisas (El Congo), El Carmen (El Congo), San Antonio II (Chalchuapa), Loma Linda (Chalchuapa), the municipality of Santa Ana and the City of Nahuizalco, the first volunteers at new Outreach Centers have been identified. (Seven individuals have been trained with the goal of providing the workshop-retreat The Challenge of Dreaming my Life to other volunteers and / or beneficiaries. AJR has also identified members of faith-based institutions and members of each community so that these persons work as volunteers in OCs or in the communities themselves. The AJR is developing a strategy to strengthen volunteerism at existing OCs.

Sustainability OCs and OC Network: The OC Diagnostic is anticipated to feed the approach for this component, indicating key means by which OC sustainability can be improved. It is anticipated that results from the diagnostic will help define sustainability measures for each OC.

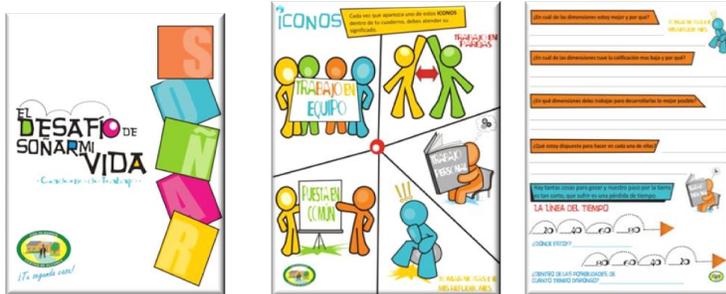
### **El Salvador Violence Diagnostic ready for unveiling before key sectoral actors**

In the third quarter, AJR completed the El Salvador Violence Assessment. The assessment was presented to USAID for review and was authorized in late September. In early November 2010, AJR will conduct workshops with sectors that are key to analyzing and discussing solutions to violence. These include youth groups, private sector organizations, churches, the media, universities, international donors, civil society groups, local government entities, political parties, the justice sector and Prosecutor's Office and the central government. The latest draft contains new data on violence in 2009 and reflects the AJR's emphasis on violence prevention through focus on thirteen key risk factors. The objective of the workshops with multi-sectoral actors is that these sessions build momentum and succeed in identifying key stakeholders with whom AJR can work on the design of youth violence prevention strategies in the country. Youth groups are key among those stakeholders exposed to the Diagnostic. A base for a Youth Movement in El Salvador will be created and will use inputs from the diagnostic to provide public policy recommendations. AJR has prepared a video to accompany the presentation of the diagnostic, underscoring some of the most telling results in the diagnostic and is finalizing the participatory method to be employed during the workshops. Stay tuned!

**Honduras**

A total of four established OC’s are being implemented by AJR in Honduras. Under this activity, five additional Centers will be funded and strengthened in accordance with benchmarks of a strengthened OC Model. This Model includes the following services: Soñar Mi Vida Life Skills Training, IT and English language skills strengthening, Developing youth-focused microenterprise models, Volunteerism development, OC Sustainability and OC Network Development. This quarter, AJR in Honduras worked to advance the strengthening of the Model in several ways:

Soñar Mi Vida Life Skills Training: An initial strategy has been developed for each community or Outreach Center with regards to training in the DSMV methodology in Honduras. The planned carrying out would imply that each OC must have three people trained, they can become facilitators creating eight groups of 25 persons through OCs. Each of these groups would appoint a coordinator to contact and monitor persons in these groups. The objective is that at least 200 people be trained by each OC. AJR Honduras is currently planning coordinating groups: the lists, dates, location of groups, etc. Each participant group of three trainers must also receive comprehensive training.



The internally re-designed “Desafío Soñar Mi Vida” workbooks will be reprinted to serve beneficiaries of the life skills training in the three countries.

Sustainability OCs and OC Network: The Buenas Nuevas OC is noted for promotion of its services, meeting with youth organizations and community leaders this quarter. Job training services were promoted through coordination meetings and visits to organizations. Activities focused on the development of training activities in the area of computer training.

The OC will support youth in the development of choreography and different games. With continued support by volunteers, youth are guided through use of free time and are provided training for work. The Center held meetings with institutional staff, community, private institutions in the area, churches and other groups to analyze the current problems of the center and develop strategies to overcome these without putting staff at risk. This quarter the Center’s academic tutoring program remained open despite coordination challenges the OC is currently facing. The program “Trato, Valores y Convivencia or Behavior, Values and Living in Community,, seeks to support community organizing and seeks to modify youth’s behavior including through individualized attention to youth who are in particular need. In the process of assessing sustainability of the Centre, the OC conducted interviews and meetings with community leaders to rethink the strategy of sustainability and the community to assume responsibility for coordination with the center.

As an institutional counterpart of the AJR, Save the Children Honduras has provided logistic supply of vehicles, fuel, engine and institutional infrastructure and equipment, materials and

business services, utilities and equipment for the operation of some of the workshops at the Buenas Nuevas Outreach Center.

### Challenges

Save the Children Honduras informed AJR that in the OC in Buenas Nuevas, the local Patronato (community group) was forced by a local gang to appoint one of their own as coordinator of this OC. The Community Board was pressured by the local gang to appoint a Coordinator they wanted and the Board had no way of getting out of this. AJR's partner, Save the Children has expressed that they will try to recuperate control of the OC. The issue poses danger for Save the Children Honduras and for the local Patronato and must be dealt with with extreme caution. While this assessment occurs, this OC will not be providing reports to AJR. AJR is meeting with Save the Children to provide support on this issue and assess future steps. The volunteer coordinator put forth for the OC, (in transitioning to a period where the Center is no longer receiving support) was rejected by gangs who dispute territory in this area. This caused fear among OC beneficiaries and significantly reduced participation at the OC. Temporary suspension of training for jobs at the Outreach Center, has been put in place as a result of the external threats.

Despite efforts to recruit new volunteers for academic tutoring at the Center, no volunteers have emerged. The problem is linked to the insecurity at the Centre.

### Challenges

The influence that gang leaders can have, affecting the normal operations of an Outreach Center, points to a need for monitoring by community organizations to avoid the suspension of activities, and discourage young participants. In a process of transferring the responsibility to an outreach center, support is needed, avoiding any interference of local actors whose interests are linked to development youth. Regular communication with the various community organizations and community leaders is central to the sustainability of the Centre.

The suspension of work at the center has helped the community to analyze and evaluate the importance of the Outreach Center, constraints and the need to revive its operations with caution and control.

## **Guatemala**

In Guatemala, AJR began supporting several small community crime prevention grants, using as a basis OC's in Guatemala. The idea behind these grants, which were cleared in the Spring of 2010, was that they directly stimulate community organizing and gauge experiences by OCs as the starting point for work into the community.

### **Bolstering Community Infrastructure in SAN RAFAEL II, ZONE 18**

The San Rafael II sports court was opened with great success in Guatemala on October 9, 2010.

A Board that was formed for this project and Pastor Raul Laguna have helped guide efforts to restore this crumbling public space with the neighborhood’s children and youth. Guatemala Municipal leaders and the residents of the community were all in attendance for the launch of the new space, which has been visibly improved as seen in these before and after pictures.

Two piñatas burst and children were presented with a certificates of appreciation at the



launch. The project is a testament to how children and youth who organized themselves and were committed to sports activities in the community came together to refurbish the courts in order to avoid crime and violence. Despite major financial constraints,

communities raised some \$85 in cost-share for the project.

**“I CHOOSE TO STAY AWAY FROM VIOLENCE”: Impact of Awareness Films Significant in Palin**

The consumption of alcohol, drugs and domestic violence are among the main causes of violence. AJR aimed to create awareness in the community among youth and parents with regards to the decision to consume substances harmful to health. Films shown to youth by AJR were meant to show patterns of alcohol consumption, drugs, domestic violence and gangs.



Through this grant, AJR sought that a community organization be established to support this project working with committees in which parents participate, children (as) and youth. The idea was to conduct a monthly Cine forum to raise awareness in the community and reinforce positive values. Films were first shown in December 2009 for five nights, with more than seven hundred people viewing them from four schools. Subsequently, three additional films were shown in schools in Guatemala City. The NGO, World Vision provided materials as counterpart contribution.

Given that this grant is closing, it is important to note two formidable examples of the impact of these films on youths’ lives and the lives of their families and community members:

*One young eleven year old girl who saw the film, was frightened by it. The girl approached the Palencia OC Coordinator, Dorita, expressing her fear and domestic abuse by her parents whom were alcoholics. A psychologist was identified and eventually contact was made with the child’s mother. Dorita took the girl and her siblings to therapy and communication in the home improved. The girl’s mother sought rehabilitation for her alcohol problem. This is just one example of the situations that young people from the area live through.*

*Another example comes from the projection of another film with AJR support. When the internationally acclaimed film, “Sin Nombre” was screened, portraying gang life in raw detail, youth were similarly impacted. A 14 year-old relative of a gang member approached his teacher to tell her he was practically part of the gang and ran the risk of being killed for turning his back on it. With the help of the Pastor at the Outreach Center, the child’s father was spoken to. He knew nothing of what was wrong with the youth and said that he worked and had not paid attention, In this case, the mom stopped working to control the situation.*

### **IND 1.5 Youth Movement established in El Salvador and Honduras and working on advocacy with regards youth crime prevention policy**

An important building block for this result area lies in creating an advocacy base for this Movement in El Salvador and Honduras. The aforementioned workshops to present the violence diagnostic, will serve as a key input to this result area. AJR aims to identify key groups of youth and other stakeholders with whom it will engage. We will draw heavily on AJR’s successful experiences with the Youth Movement in Guatemala, including lessons learned from that effort, to maximize impact. AJR will need to capitalize on the GOES’ own heavy focus on youth, as reflected in the governments’ recently released Youth Policy and a soon to be released Policy for Justice, Security and Coexistence. Next quarter, drawing directly on the presentations of the diagnostics to multi-sectoral actors, AJR will initiate more focused work on the Youth Movement.

### **IND 1.6 Youth Movement carries out public policy recommendations aimed at the prevention of violence through pilot projects in high-risk communities**

#### **Guatemala**



In 2009, the AJR Guatemala fostered the birth of the *Youth Movement Against Violence* to promote initiatives providing opportunities for youth at risk and mitigating vulnerability to violence by Guatemalan youth. The Movement perseveres; consisting of several youth representing various national youth initiatives, it seeks to raise awareness among young people and citizens, proposing initiatives that have as their objective, a reduction of violence through prevention.

The Youth Movement made history mobilizing diverse sectors of society against violence and providing recommendations for a national crime prevention policy. It did this through innovative advocacy efforts that established bridges never before seen between multi-sectoral actors. At-risk communities, the private sector, the international community and development actors, local government and youth themselves—were called to action through awareness campaigns, dialogue and advocacy with the shared aim of reforming policy to bring an end to youth violence in Guatemala. Culminating in these efforts, the Movement presented Public Policy Recommendations for the Prevention of Youth Violence, as a product of the advocacy process. The call to action reflected three key areas: education, citizenship and work, which in turn contained 9 strategies for development.

In July of quarter four, the AJR Guatemala celebrated the One Year Anniversary of the National Youth Movement Against Violence. The Embassy of Mexico hosted the event which was attended by Mauricio Herrera Coello, Deputy Director for Democracy and Governance / USAID/EI Salvador and USAID-SICA AJR's AOTR; Harold Sibaja; Regional Director of the USAID-SICA AJR and Tony Puig who provided assistance to the Movement when it was inceptioned and who has supported it since. The *Para Muestra un Botón* pilot projects were presented as was a video to commemorate the Movement's Anniversary. Institutional and individual supporters of the Movement were recognized and the Movement's plans for the coming year were presented. An energy drink called, *Vivos Muchá*, "Alive, Buddies", was presented as a fitting end to the event.

More than a year on, the political and civil society landscape are increasingly trying in Guatemala. This has made the Movement's growth and strengthening and the piloting of two local violence prevention activities which the Movement committed to, more urgent than ever. Though the USAID Youth Challenge Program Guatemala came to a close in December 2009, support for the Youth Movement continued under USAID-SICA AJR's regional umbrella.

The 2010 project, "What we propose, we do." were a series of projects proposed by the Movement with the objective of disseminating public policy introduced last year. The Youth Movement's objective for 2010 has been to influence the implementation of public policy by showing that it is possible to reduce violence in response to vulnerable young people to practice what is proposed in the policy recommendations for the prevention of youth violence. Three specific objectives guide this work: 1) Implement Public Policy Recommendations to Prevent Youth Violence presented in December 2009 in at least two at-risk areas of Guatemala; 2) Inform Public Policy for the Prevention of Youth Violence in Guatemala; 3) Strengthen the Youth Movement Against Violence.

### **Objective I: Implement the Recommendations of public policies to prevent youth violence in at least two high-risk zones in Guatemala**

#### **"Para Muestra Un Boton" (To Show a Button)**

In July 2010, the Youth Movement determined their strategy with regards to implementing youth crime prevention pilot activities, should be divided into two parts: *Hardware* and *Software*. The Movement should balance support to existing spaces in communities, or "hardware" related to education and the use of leisure time by vulnerable youth. In parallel, "software" was defined as a series of strategies to raise awareness and reach out to youth, teachers and parents in the community to provide necessary tools with which violence prevention could be supported. Youth needed to learn to talk, to establish a life plan, to take social responsibility and to be aware of the importance of studying and of gaining the tools to be a more effective citizen. These became the basis of the pilot projects and in July 2010, AJR Guatemala selected Brigada, in Zone 7 of Mixco and Ciudad Quetzal in San Juan Sacatepéquez as high risk areas with potential to implement activities.

## **“Para Muestra Un Boton” Wins \$5,000 Grant from Government Fund towards Awareness Activities**

The AJR Youth Movement’s strategies to raise awareness and reach out to youth, teachers and parents in the community to prevent violence captured the attention of a government fund this quarter. The IBIS Guatemalan government fund pledged \$5,000 to support the Plan for Life, Plan for Family, Plan for Community, training series developed by the Youth Movement. IBIS launched a contest that supports young people who are looking for institutions to work to transform violence in Guatemala.. The goal is that 1,100 community members in all be sensitized through the awareness talks explained below. These are, “Plan de Vida: Se Vale Soñar”; “ Plan familiar: Primero mi familia” and “Plan Comunidad: Soy un Ciudadano”. The final objective is that community members take the information from talks and use this to help provide a response to the violence in their communities through personal action plans.

Below are five programs developed by the Youth Movement to implement at the local level the public policy recommendations presented by them in December 2009:

### **1. Life Plan: “It’s worth dreaming” (*Plan de Vida: Se Vale Soñar*)**

As a starting point for the pilot projects, AJR sought to stimulate life planning in high risk neighborhoods. It adapted the methodology "Plan de Vida: Se Vale Soñar" a life planning methodology used by AJR and originally developed by *GuateAmala*, a movement that seeks to support a positive culture for Guatemalans. The course lasts 16 hours and ends with a street festival where the community participates in coordination with the municipality.

Taking into account the needs of the pilot project, *PararMuestra Un Boton*, AJR worked to reduce the methodology’s time span. A three hour seminar that was amenable to a community training context was developed. Participants of the training envision and write out their life story, followed by the life structuring project in which they envision their path, the steps it takes to achieve personal goals, which will benefit on this path and how long will it take to achieve goals. The methodology seeks to demonstrate to participants that irrespective of social and economic circumstances, an element of control of future is accessible and empowers community members who have never had the luxury to dream of their future.

Five community training sessions by youth who are being trained in the methodology, are planned in October and one in November in Guatemala. In total 1,100 youth in Brigada and Ciudad Mixco aim to be reached through the training.

### **2. Family Plan: “My Family First”**

A second prevention area the Movement sought to fortify was the family as the basis for prevention. As part of the awareness creating activities of the Youth Movement, and working with the *GuateAmala* Movement last year, the Youth Movement held dialogues with families during a period of nine days. It took the most relevant issues and designed the content of a short course, teaching dialogue and reconciliation agreements and fostering conflict

resolution within the family. At the end of the course each group proposes improvements to family interaction. Groups consist of three to five members, youth, parent and / or mother, brother (s), uncle (a), Grandfather (a), cousin, (a) other family members. The new methodology has a duration of 90 minutes which gives families the tools to learn to dialogue and problem solve as a family. Training will be offered by neighborhood groups who will first receive the training in October and November in order to later duplicate it at the community level.

Much enthusiasm has been expressed in carrying out the adaptation of the courses. Youth have formed groups and have been visiting people in the neighborhood to spread the word on what the training entails.

### **3. Community Plan: "I am a Citizen"**

Civic values are a fundamental basis of any community and include both the rights and responsibilities of individuals. In violent communities where trust is often eroded, so too are these values, effecting citizen productivity. AJR adapted the course "Community Plan: I'm A Citizen" where participants demonstrate their perception of the country where they live, how they would wish to see that country and what proposal for immediate action for their community they would identify, such as a clean-up project, volunteer project, etc. Each training group is composed of five to ten members and the duration of workshop is 2 hours. Visits were made to both communities by the Movement, with the goal of identifying youth service projects. The first training workshop will be held in November, 2010.

### **4. Anti-Drug Awareness Training**

As a part of AJR's efforts, four anti-drug talks were provided to youth in the high-risk neighborhoods of La Brigada y Ciudad Quetzal, Guatemala this quarter with more than 230 youth attending the talks.



### **5. Prevention in Action**

*Prevention in Action* talks will be offered in private educational institutions to promote the prevention of youth violence through awareness and sensitization talks to at least 1,000 youth. These are taught by Augustine Coroy / former gang member and a Youth Movement member. The

target groups are: schools, private universities, and businesses. Talks aim to inform the audience about the realities of youth violence, sensitizing them to risk factors and publicizing the proposed public policy recommendations for the prevention of violence. Talks have been held three times since May.

Last quarter, a prevention talk took place at Francisco Marroquín University 150 young people, with attendance by the employer, Carlos Zuniga / PROMOAGRO. The same month,

a talk at the College of Villa Lobos, counted 52 young participants and support from the University of San Carlos of Guatemala, who gave a workshop on values. The methodology was focused on everyone contributing to the society in which want to live and considering themselves agents of change. Participation by youth was very active, numerous questions emerged on intra familiar violence, gangs and how youth could help. PROMOAGRO is providing funds to cover the salary of speaker Augustine Coroy.

## **Objective II: Disseminate the Public Policy for the Prevention of Youth Violence**



### **Youth Movement partners with Office of the Attorney General for Human Rights on the development of a mass media awareness campaign for the prevention of violence**

In February 2010, members of the "G4", a government security body in Guatemala, called the Youth Movement Against Violence to a meeting. The G4 group was incepted to oversee the implementation of 101 security and justice proposals in Guatemala. The Movement's efforts drew the attention of the G4 once it realized that several of the Movements' prevention strategies coincided with some of its own strategies. Three technical meetings ensued to explore joining forces. In August of 2010, as a result of government turmoil, the G4 fell apart and talks with the Youth Movement against Violence stranded.

The Office of the Attorney General for Human Rights (PDH), has pledged support to the Youth Movement against Violence on an awareness campaign offering air time in the mass media, including production and media air time. The Youth Movement against Violence started work on a media plan for the campaign. The PDH offered 80 spaces in its offices nationwide from which awareness efforts can be undertaken with victims of violence.

In June, a meeting was held between the Youth Movement and Ogilvy, an internationally acclaimed advertising agency. Ogilvy is working on the design, structure, image and production of materials needed for audio-visual and print media campaigns, as well as a video message to youth on Guatemala's current situation, calling for them to become an active part of change to reduce violence. The campaigns launch is scheduled for early 2011. The structure and design of the campaign being offered by Ogilvy and PDH is expected to raise more than \$ 100,000.00 in cost-share.

## **Objective III: Strengthening Youth Movement Against Violence**

An important objective of the Youth Movement is its strengthening. General Coordinator, Project Coordinators and Management Committees, about 13 persons, meet once a week. Separately, Project Coordinators meet weekly to follow up on projects. The Movement has met with the faculty and staff of Montessori Schools, Lehnsen the American College and University Word to schedule and organize students to give talks to youth on violence prevention and meets often with community leaders. In pilot project communities, the Movement meets in Ciudad Quetzal with Pablo Silva, who is the Director of a School where from which talks and workshops initiate. Faced with long distances, including the twenty-one kilometers to San Pedro Sacatepequez, youth leaders find ways to arrive on site. The

Movement has met with SECCATID to identify experts in the field of drug prevention, to give the talks on the subject; with United Way seeking funds for infrastructure in La Brigada; the Mariano Gálvez University, with students and teachers to finalize details on the plans and budget of La Brigada; with Ogilvy to view progress of the sensitization and awareness campaign on violence and RTI-USAID-Guatemala to explore interest in supporting activities of the Youth Movement.

### Strategic Planning

This quarter the Youth Movement engaged in strategic planning. It was decided to restructure the coordinating committees of the Movement and define activities and actions; to define an outreach strategy; and establish an oversight committee to monitor pilot project sites, talking with leaders and helping them to identify support for activities. Additional advocacy strategies were also discussed by the Movement.

### Challenges

A main challenge the Youth Movement for the Prevention of Violence has, is that it is in fact made up of several other organizations, more specifically, key actors also represent other initiatives working on youth issues in Guatemala. While these initiatives work on youth issues, they do not all work on prevention specifically. Currently three major messaging campaigns in the media are addressing the challenges of being young in Guatemala and seeking that youth become involved. This presents a challenge to the Movement with regards focus of its own message, but also with regards fundraising, constituency expansion and competition for message.

## Insertion/Rehabilitation

### **IND 3.1.1 Number of ex-gang members accessing life skills and vocational training**

#### **El Salvador**

This indicator will be taken into use in El Salvador once grant activities under the new AJR grant, "Rehabilitation and Reinsertion of Ex-Youth Gang Members", begins. This number will include youth not considered to have been rehabilitated. The latter will be considered under a separate indicator. (3.1.2)

#### **Guatemala**

In Guatemala, a grant was signed in April 2010 with *Cooperativa de Ahorro Integral R.L. Unidos por la Paz* in Ciudad Peronia, Guatemala to strengthen the newly formed Cooperative, to support several areas, the strengthening of the food distribution business; the development of job skills for former gang members; the establishment of the ceramics workshop; a Club to address the needs of former gang members; and the systematization of the Peronia gang demobilization experience.

This quarter, two Desafío Soñar Mi Vida Workshops were held, one in San Lucas with the participation of 56 young former gang members, and 20 leaders. The team counted with the presence of the PNC Peronia for safety. The second workshop was held in a church hall with

the participation of 15 young people, young people reflect and comment that the workshop shop is very good , but nevertheless remain concerned about the fact that many of those who received the workshop did not have work, education or skills to perform any work. It is a difficult task to introduce the topic given to all the needs that prevail in this population. Church leaders are providing follow-up to the sessions and workbooks with young people.



**Ex-gang members provide Community Service in Peronia**

Youth from the AJR-supported ceramic and kitchen workshops organized four groups that are being identified by the community and are cleaning up the city's main boulevard in Peronia. An ex-gang member and one time gang leader led the effort. Early on youth resisted, but at the end of two weeks they found they had something positive to tell through this work. The satisfaction of the new experience they were having was clear, the community

supported them by providing trash bags to collect the trash and clean water and refreshments. One neighborhood requested future cleaning in their particular area. The sessions were organized by Jose, a former leader of a local gang, “Los Caballos”. The idea is that sessions continue Sunday mornings with 15 to 20 youth in Peronia and be led by the Peronia Club for Peace.

**Ceramics Workshop**

In December 2009, business owner, Alice Zablah donated equipment, materials for the establishment of a small-business in ceramics by former gang members in Peronia. The objective was to train former gang members (in this case the “Rockeros” who demonstrated significant the creative skill) in developing a ceramics workshop, and in due course, establishing a ceramics business.

Since February 2010, forty-five youth have been trained in Ceramics including building clay, enameling techniques, use of scrap materials and use of the kiln. Youth have received a stipend for their time working at the workshop. In a recent focus group they expressed that their time in the ceramics workshop, engaging creatively and producing decorative items, mugs and other clay works, has helped them deal with their pasts and fosters camaraderie between what used to be rival gangs. Youth have to work together in the workshop. A teacher provided by the National Vocational Training Institute (INTECAP) teaches half-day courses three days of the week.



### Challenges

In working with ex-gang youth, very consistent monitoring and intense mentoring is required. Youth continue to feel mistrust, despite of assistance offered to them. There is a challenge in their needing to improve many aspects of their lives at once. Concentration and discipline are challenging concepts and therefore require very close mentoring and assistance. The AJR Prevention Officer has invested many hours in counseling and mentoring youth along with the Church. Education of ex-gang members must include, spiritual life, family, intellectual life and work life. The job requires passion, patience, and joy in working with this population.

AJR has developed a plan for a next phase of assistance to Peronia that would develop a microenterprise Ceramics for Peace , with ten of the 45 youth. Interested youth not involved in the micro-enterprise could be involved in sales of ceramic ware produced. Youth in the micro-enterprise, would receive a percentage of production and will be trained in business practices. Selection of youth will be based on a number of factors and will involve both INTECAP and Peronia. Seven bazaars have been attended by youth in order to sell ceramic ware produced and promote products. INTECAP would continue to provide the trainer to continue supporting the creation of microenterprises and other young people who are interested in learning this technique. Ceramics for Peace has a first client, the business, Modern Facilities has ordered 15x15 home tiles which will begin to be produced in October.

All activities are important but it is worth noting that soccer is an activity where we have all the young people together..

They relate no matter what gang they belonged to and then there is no rivalry as teams are formed not by affinity but by the number which are needed.

The objective is to play as a team and win.

--AJR Prevention Officer Priscila Mendez on the soccer tournaments this quarter between four teams of ex-gang members

### School equivalency training

Among the most challenging training areas being provided to ex-gang youth at Peronia, is school equivalency training. Twenty-six ex-gang members are attending education equivalency training, five of these are learning to read and write. By September, 26 of the 40 enrolled originally, 26 have managed to stay enrolled. Sixteen youth are in the first stage of primary school, five youth are taking fifth and sixth grade. Four youth volunteers to teach the classes each Sunday in three donated school classrooms provided by the NGO, Fe y Alegria.



### Challenges

The first phase of training ends in five months when youth will receive a certificate. If students in lower level equivalency wish to proceed through sixth grade, another eight months of classes must be attended.

## **Youth Prepare for First Big Test of New Culinary Skills**

Nine ex-gang youth have been trained in professional culinary skills. The Office of the First Lady of Guatemala obtained a space for the kitchen, professional oven and equipment, INTECAP provided professional grade training including in food preparation, hygiene and sales. Youth showed off their newly learned skills in the kitchen a few months ago. Their first job arrived early. As of September youth have started producing 2,000 school lunches a week for a nearby school, stay tuned for more on their progress!

In October, the President of the Republic and his wife will visit Peronia for the official unveiling of the kitchen and 36 scholarships for youth who continue studying. All 140 Peronia youth will be able to access scholarships as long as they are being trained. Scholarships will be managed by the Peronia Club, "United for Peace".

### Challenges

During the training period, the kitchen lacked resources for basic materials. Youth resolved this by making small pizzas and selling these in order to purchase new raw materials for cooking and practicing their skills.

## **IND 3.1.2 Number of ex-gang members rehabilitated and employed**

### **El Salvador**

During this period a key institutional grant was cleared. FUNDASALVA, a private non-profit organization with more than twenty years of experience with the prevention, treatment and rehabilitation of those addicted to drugs and alcohol will be implementing a new AJR grant, "Rehabilitation and Reinsertion of Ex-Youth Gang Members".<sup>3</sup>

This grant is significant in that it aims to bolster local institutional capacity, fostering an experience that is valuable to future implementation. FUNDASALVA will rehabilitate and reinsert 100 youth who are ex-gang members, providing 150 youth with access to life skills and vocational training, and preparing them for the work force through an orientation process. One hundred youth aim to be rehabilitated and provided with employment. Education equivalency training will be provided to fifty youth and twenty-five youth can be admitted to substance abuse care (including clinical care). This component may also include the possible removal of tattoos.

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<sup>3</sup> AJR defines "rehabilitation" as facilitating that a youth who has left the gang can be inserted into the labor force. A youth that is ready to be inserted into the labor force is one who has, 1) left the gang, 2) has a trusted witness whom can certify in writing that the youth has left the gang and, 3) demonstrates having adopted new values, is developing positive relationships and who attends orientation, life skills, psychosocial and/or other training organized by AJR, a church or organization whose methodologies are approved by AJR. The youth also demonstrates the will to accept assistance in dealing with addictions including alcohol and drugs where these exist. (AJR defines a trusted witness as a person that represents a church, institution, Mayor's Office or other entity that is deemed valid by AJR and/or its grantees.)

## Guatemala

In Guatemala, a grant was signed in April 2010 with *Cooperativa de Ahorro Integral R.L. Unidos por la Paz* in Ciudad Peronia, Guatemala to strengthen the newly formed Cooperative, to support, the strengthening of the food distribution business; the development of job skills for former gang members; the establishment of the ceramics workshop; a club to address the needs of former gang members; and the systematization of the Peronia gang demobilization experience.



### La Paz Egg Distributor

AJR USAID-SICA first visited Ciudad Peronia in February. Pastor Fuentes sent a clear message, he wanted to work on reconciliation—not prevention. To address the need for income, Pastor Mardoqueo started an egg distribution effort, delivering to stores in Peronia. Fifty boxes of eggs per week were sold generating \$75-\$80 a month to pay salaries to youth distributing products and to cover cost. In December 2009, AJR promoted a meeting with an entrepreneur and owner of MULTIMAYOREO, a food distribution company. As a result of the meeting, Mr. Herrera provided support (Q10,000 in cash and credit from Multimayoreo) for the establishment of the *Distribuidora La Paz*, a food product distribution business, managed by former gang members (Metales and Caballos) to sell and distribute food products to the various stores in Peronia. Assistance for the *Distribuidora* was also provided by a former employee of the USAID Youth Challenge Program, who donated a printer and a month's salary for a new accountant to help start the business.

### Challenges

The distributor had the opportunity to provide employment to 19 young people, some 315 weekly wages were paid. not all ended up working at the distributor for various reasons, such as having found a job that paid better than the distributor elsewhere. The distributor reached some 200 shops who provided testimony that demonstrates positive interactions with youth. Young people have been paid weekly since October 2009. A lack of seed capital with which to buy eggs, however has been an impediment. Because the distributor lacked this capital, if it could not buy the product, it could not sell at Peronia's 200 shops and would lose credibility with its buyers.

A plan has been developed to alter the structure of the distributor under a next phase grant. Seed capital would come from the Cooperative for a number of microenterprises, monitored directly by a Manager in the Cooperative who would revise inventories and provide oversight of accounting. A recent focus group with the Distributor by AJR, pointed to extraordinary satisfaction by ex-gang youth involved in this business, interacting positively with community members and in charge of making a business work.

**IND 4.1 Number of crime prevention public policy initiatives/campaigns which seek to draft; advocate for; and mobilize citizens towards reforming, approving and/or implementing crime prevention policies**

## El Salvador

A number of important meetings were held this quarter with government actors to advance public policy initiatives/campaigns which seek to draft; advocate for; and mobilize citizens towards reforming, approving and/or implementing crime prevention policies.

AJR held two meetings with the Youth Department of the Ministry of Social Inclusion, specifically with the Director of Youth Ministry of Social Inclusion, Miguel Pereira, and members of his team to coordinate joint actions on prevention of youth violence in the coming months. AJR moreover, took part in two validation workshops for youth policy, to contribute and learn about the contributions of other projects, institutions and civil society organizations to this new policy. AJR has influenced the development of Youth Policy, specifically the section relating to measures to prevent violence.

Public Policy Coordinator Armando Jimenez held a meeting with an adviser to the Ministry of Justice and Public Safety to coordinate future actions related to the prevention of youth violence and possible initiatives for rehabilitation and reintegration of former gang members.

Next quarter, AJR will seek coordination with the Executive Technical Unit of the Justice Sector in order that actions proposed by the Youth Movement in justice, rehabilitation and reintegration can be considered by justice sector institutions. It will also meet with the Public Safety Branch of the National Civilian Police, which as the operational seat of policing plans, is key to addressing youth violence.

### Challenges

As a part of its strategy process, AJR is considering the existence of the Policy and Youth Plan introduced by the GOES as well as youth organizations that were mobilized through political consultations and seek the support of cooperation to channel their efforts and proposals. The GoES` Policy and Justice Plan, Security and Coexistence which the Deputy Minister will publish in the coming months, is also key. It is essential to consider the development of GoES policies in place and emerging, identifying where these can be joined. Youth consultations conducted by the Youth Department have paved the way for young people in the country whom have varied expectations and proposals, to influence the process. AJR has an opportunity to respond to youth who expect support for the issues they have voiced as being most important to them. A novel response by AJR has the potential to create a concrete role for youth, both advocating youth violence prevention and increasing access by young people as civil society catalysts in the governance process.

### **IND 2.1.6 Number of communities reached through crime prevention media campaigns which raise awareness with regards recuperation of values, reduction of intra-familial violence and gang prevention**

Local media campaigns are planned to reinforce local alternative communication in communities. The campaign would be intended to position a specific value and concrete actions in the mind of the town's population to support that value in communities, the name of

the first campaign is contemplated to be "Here we all can", reflecting the notion that each individual in the communities is responsible for generating values.

AJR contemplates campaigns for Santa Ana, El Congo and Chalchuapa between November 2010 to August 2011 to sensitize communities to the recovery of the security as a way to directly reduce violence. The campaign, "Here we all can", will seek to empower people to start the recovery of values from the home, taking them from there into the community and the municipality. Partnership will be established with local media on the Prevention Plan.

## **Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform**

Under Activity 2, AJR carried out and validated three country evaluations through workshops with key justice system operators. The evaluations and a regional comparative analysis were presented in the First Regional Juvenile Justice Forum in November 2008. The program met this target successfully.

Important recommendations from the First Forum became key inputs for advocacy strategies to influence National/Regional Legal Frameworks/Policies.

Advocacy coalitions formed in the three countries to foster improvements to the juvenile justice system were unprecedented and provided important direction to AJR's expanded juvenile justice activities. Three acute issues were identified by the coalitions; the need to move towards a restorative juvenile justice model; to increase the application of alternative measures and to improve access to specialized coursework by juvenile justice operators across the region.

Prior efforts by AJR to strengthen the juvenile sector in the region, have brought to light the needs to strengthen the juvenile justice system sector across the region and have brought about the involvement of additional donors. This impact, supported by the project extension, additional funding for this work in the second quarter and a consolidated juvenile justice expert team, have elevated this component to a new level.

The team has been tasked with the assessment of the juvenile justice system in the region to promote the harmonization of regional juvenile justice policies, the strengthening of the formation of juvenile justice operators and the development of norms and procedures to strengthen alternative sentencing institutions in the region. The main impact may well be the awareness and interest created among ISNA in El Salvador, INFHA in Honduras and the Office of Bienestar Social in Guatemala with regards to the adoption and strengthening of alternative sentencing norms and mechanisms.

### **IND 5.1.1 SICA with support from AJR and country-specific juvenile justice groups drafts recommendations for a regional juvenile justice policy**

The situational analysis and qualitative assessment in the three countries is well underway. AJR gathered data through key meetings and analysis of existing documentation in each country, especially in August and early September of this quarter. Juvenile Justice Coordinator Orietta Zumbado, has begun the process of drafting the situational analysis.

#### **El Salvador**

This quarter, meetings and interviews were carried out including with juvenile justice operators, among them: Doris Luz Rivas Galindo, appeals juvenile court magistrate; Berta Noemy Reyes Najarro, Juvenile Justice Measures Judge for the Department of Santa Ana; Oscar Alirio Campos, Director of the Juvenile Justice Unit of the Supreme Court; Luis Salazar, Director of the Salvadoran Institute for the Integral Protection of Children and Adolescents (ISNA), among others. The objective of meetings has been to conduct a systemic mapping of operators to collect key inputs for the evaluations.

#### **Honduras**

In Honduras this quarter, substantial advances were made in gathering inputs for the assessment of the juvenile justice system. Eight structured interviews were advanced this quarter by Juvenile Justice Coordinator Rigoberto Portillo in Honduras, including with juvenile judges in Tegucigalpa, the General Directorate of Public Prosecutions, a children's attorney, an attorney with the Public Defender's Office and with representatives from the National Child Institute or Instituto Hondureño de la Niñez y la Familia (IHNFA) through the Rehabilitation and Social Reinsertion Program.

#### **"No stone unturned" as AJR Honduras begins juvenile justice system interviews and data collection across sectors**

AJR began gathering information for the identification and construction of the case studies, which it will advance over the next quarter. Official statistical data on the juvenile justice system was requested from the children's court in Tegucigalpa, in order to identify the number of cases that entered as court proceedings against juvenile offenders and the resolution of these processes in through sentencing and by other means including through alternative measures. AJR requested the Supreme Court provide information on the location and identification of specialized courts for children throughout the country. The Office of the Child Prosecutor was asked to provide information on the number of cases including violations by teenagers and the location of prosecutors specializing in juvenile justice. The Public Defender's Office was asked to provide the location of defenders with expertise in the field throughout the country while the AJR has requested that IHNFA provide information on rehabilitation programs in the country (both detention centers and alternative measures programs) including the number of teens internal or alternative measures by court order. Honduras' Prevention Police was asked to share the location of police stations shelter for teens. The purpose of information gathering is to build a map of the services of the

institutions of the system, identify absences and deficiencies in the process and build the quantitative and qualitative evaluation of the system. AJR has tapped into institutional sources with operators of the system to the greatest degree possible, with some documentary sources used in parallel.

Structured interviews with juvenile judges, prosecutors, public defenders, and IHNFA have served to recapture the interest and personal and institutional commitment by operators to support quantitative and qualitative data collection, evaluation and the construction of case studies.

## **Guatemala**

In early September, AJR conducted meetings with juvenile justice sector actors in Guatemala, including prosecutor Graciela Cortez of the Attorney General's Office; Public Defender, Maria del Carmen Baldizon of the Institute for Public Defense; Miguel Angel Giordano, Rony Lopez, and Maria Consuelo Porras, all Magistrates of the Court of Appeals for Childhood and Adolescence; Carol Berganza, juvenile justice judge; and Carlos Perez, Execution of Juvenile Justice Measures Judge, among others. As in the other two countries, the intention in Guatemala has been to maximize these interviews as a platform for information gathering for the juvenile justice assessment.

## **Challenges**

### **El Salvador**

Although several meetings have taken place with key juvenile justice judges and magistrates, to discuss challenges to the juvenile justice system and possible actions as responses to these challenges as well as the construction of the case studies, follow-up meetings have been challenging to schedule given the multiple commitments of judges.

Furthermore, the level of openness of the juvenile justice sector in El Salvador has been more limited than in the other two countries (Honduras and Guatemala). A climate of mistrust had been generated within the commission of judges and magistrates of the juvenile justice jurisdiction. Donors like the Italian development cooperation have approached representatives over the past year in an effort to help strengthen the juvenile justice system, however the projects that were planned never materialized, generating mistrust in the sector. El Salvador was the country that first adopted the juvenile criminal law and has made the most progress. For example there is a committee of youth criminal judges which make various decisions on the matter. Rulings are brought into the Supreme Court. The commission expressed no interest in international aid because they believe it has not concretized. They agreed to meet with AJR's juvenile justice team and a field trip is being organized with the judges with a view to the implementation phase. One of the judges has expressed an interest in validating the information studies at an early stage. It has been extremely difficult for AJR to deliver official data, since there is a great void with regards to its availability.

AJR, in the month of September in particular, has sought to repair mistrust through meetings with key operators in an effort to generate trust once again. Through this effort, needed openness from the sector is being proactively generated.

## Honduras

In beginning to conduct the structured interviews to prepare the juvenile justice assessment in Honduras, the main challenge has been to restore confidence and enthusiasm of operators of the juvenile justice system. For more than a decade the system has remained almost completely abandoned and largely without support. This has generated an atmosphere of disbelief of any proposal to evaluate and propose improvements to the system.

### *Case Study Development Process-Honduras*

None of the institutions that make up the juvenile justice system (courts, prosecution, public defense, police and IHNFA) alone, have the human, material and technological capacity to maintain statistics that reflect the reality of the system and which allow constant and viable evaluation. This makes it necessary to design and structure a management system and monitoring of juvenile justice cases, based on the strengths of the sector and with inputs and processes that each institution owns and manages.

It is very likely that case studies will reflect most of the strengths and weaknesses of the institutions operating the juvenile justice system and criminal process itself.

It is notable that in the last decade, where the system has seen great neglect, system operators are the main weaknesses of the juvenile justice system.

In September 2010, small workshops were held with system operators and other institutions that are involved in the juvenile justice system, were held to contextualize the system and confront system operators with the data reflected in institutional reports, so the process has been enriched by qualitative information from the juvenile justice sector and has allowed an opportunity to validate quantitative data.

In compiling the official data of the institutions operating in the juvenile justice the most important challenge has been the lack of structured and reliable statistical systems or monitoring of cases to allow timely access to information. All institutions have mechanisms for collecting information based on written reports of activities that are tabulated but far from comprehensive when it come to reflecting the juvenile justice system.

To overcome these disadvantages, periodic reports by operators of the institutions were reviewed. To provide additional depth, AJR does not rule out possible review of records of proceedings in court.

### Next Steps: Case studies

Next quarter, identification and selection of cases to be included in the assessment will be done in conjunction with system operators in Honduras (Children Judges, prosecutors, public defenders, police and IHNFA). Review and validation of case studies with the operators of the juvenile justice system is preliminarily scheduled for October 2010. In both Guatemala and Honduras where justice system operators attended workshops in beginning to prepare

the case studies, operators were so enthused about the case study development process that they did not want to leave the sessions held with AJR.

### **IND 5.1.2 Regional Juvenile Justice Policy recommendations are taken up in the agendas of target SICA member countries**

The process of development of regional policy recommendations has not yet begun. (AJR expects to complete the preparation of cases in order to draw major recommendations to improve the system in each country and then work with the Committee on Regional Policy Recommendations.) AJR contemplates the formation of a national team comprised of leading operators in the juvenile justice system (juvenile judges, prosecutors, public defenders, police, IHNFA, and legal specialists), to serve on the Committee to prepare the Regional Policy Recommendations. The "Ad-hoc" Committee has not yet been established. AJR anticipates completing the evaluation process in each country and then initiating this process.

In Honduras, possible members of the "Ad-hoc" Committee have been identified. These include a juvenile judge, prosecutor, public defender and professor.

### **IND 5.2.1 Standardized procedures designed for the application of alternative measures are being offered to Juvenile Justice Operators in the three countries**

During the month of August, quick evaluations regarding the rehabilitation/ execution of alternative measures phase were conducted in all three countries by Mr. Victor Herrero, who has applied restorative juvenile justice in more than ten countries and is currently working with AJR. The openness of all three institutions has been key to the construction of draft procedures. Working groups composed of staff directly involved in the monitoring and control of alternative measures, were formed in each institution during the months of August and September.

Mr. Victor Herrero reviewed the procedures of the National Institute for the Integrated Protection of Children and Adolescents (ISNA) in El Salvador. In Guatemala, he reviewed those used by the Secretariat for Social Well-being (SBS). In Honduras, Mr. Herrero reviewed policies of the National Institute for Families and Children (IHNFA). All are institutions in charge of the execution and monitoring of alternative measures imposed on juvenile offenders.

### **Discussions Kick-off: Procedures for the implementation and monitoring of alternative measures**

#### **El Salvador**

In August, a workshop was held with personnel from the Department of Alternative Measures at ISNA to discuss the current procedures being applied regarding the execution and monitoring of alternative measures imposed on juvenile offenders, to define a methodology and next steps. Mr. Victor Herrero, facilitated the workshop, guiding a rich discussion and

presenting ISNA with a possible framework for a new set of procedures for the implementation and monitoring of alternative measures imposed on juvenile offenders. The objective of the new framework would be to improve the implementation and monitoring of existing measures and the treatment of juvenile offenders, providing them with an opportunity for rehabilitation and reinsertion. A working group was formed in ISNA in the second week of August, composed of key officials from the Department of Alternative Measures. An initial workshop was carried out in Mid-August at ISNA where a proposed framework for procedures for the proper execution, monitoring and control of alternative measures was presented by Mr. Herrero and discussed by the working group. Since then Mr. Herrero has continued to work on a draft set of procedures, receiving important feedback from ISNA.

## **Honduras**

Seven meetings were held in Honduras this quarter, to establish a foundation for alternative measures and advance efforts to work with main actors of the juvenile justice system to learn how to expand application of alternative measures. Meetings Included with juvenile judges in Tegucigalpa and San Pedro Sula, the Tegucigalpa Public Defenders Program, the Rehabilitation and Social Reintegration Sub Alternative Measures Program in Tegucigalpa and that in San Pedro Sula.

Juvenile Justice Coordinator Rigoberto Portillo hosted a workshop with technical staff of the IHNFA's Sub- Alternative Measures program to dialogue with regards control and monitoring mechanisms for the implementation of alternative measures in Honduras Mr. Victor Herrero worked with key personnel from IHNFA to discuss current mechanisms and procedures for the implementation, monitoring and control of the alternative measures imposed on juvenile offenders. With the information collected from IHNFA, analysis of documentation, prior assessments and inputs received from the workshop, Mr. Herrero started elaborating a draft set of procedures for the execution, monitoring and control of alternative measures for IHNFA. IHNFA officials provided Mr. Herrero with important information regarding the IHNFA's organizational structure, current processes and programs. With this information, Mr. Herrero began to draft, proposed procedures for IHNFA.

AJR also sought to collect data on the number of cases of juvenile offenders where an alternative measure has been applied to the youth as a sentence. Quantification of the cases in which alternative measures to institutionalization are used, allowed the identification of areas of the country where alternative measures services are offered by IHNFA. IHNFA only has staff and equipment for monitoring the implementation of alternative measures in two areas of the country (Tegucigalpa and San Pedro Sula). The rest of the country is unserved. This quarter, AJR Honduras also identified an important network of private and community organizations with which the IHNFA coordinates on the implementation of alternative measures.

AJR has not yet initiated the design of the Alternative Measures Program, which will begin in the coming quarter with the development of the procedural rules for the implementation of alternative measures.

## **Challenges**

IHNFA is the institution responsible for controlling and monitoring the implementation of alternative measures, yet it has no budget to provide equipment and logistics to the Sub-Alternative Measures program. This is an important aspect to consider with regards to the design of future programs. A network of community support services is needed for improved implementation of alternative measures and must be organized and put into operation around the IHNFA system.

## **Guatemala**

In August, Juvenile Justice consultant for Guatemala, Mr. Estuardo Sánchez, gathered information, statistics and studies concerning the application, monitoring and control of alternative measures imposed on juvenile offenders by the Social Welfare Secretariat (Secretaria de Bienestar Social –SBS). The information gathered was sent to Mr. Herrero for his respective review and analysis. Furthermore, Mrs. Orietta Zumbado, met during the months of August and September with SBS officials who provided her with important information regarding the institutions and its procedures, which was also provided to Mr. Herrero. Mr. Herrero will visit Guatemala to carry out a first meeting with SBS key officials during the first week of October.

### **IND 5.3.1 Regional post-graduate juvenile justice program and other professional- grade service training short courses/ programs developed in collaboration with the Central American Court of Justice and SICA**

The resignation of consultant Alvaro Burgos, during the final quarter, negatively impacted this component's development. The AJR overcame this situation through strong teamwork and division of responsibilities to make up for this loss. A replacement consultant will be hired in the next quarter so as to keep the component moving forward as required.

#### **Evaluation: post-graduate juvenile justice program and other professional- grade service training short courses/ programs**

Development of the training course in the judicial training schools and curricular design in the law schools, is expected to begin in the month of November. Major focus this quarter was on evaluating post-graduate juvenile justice programs in the region and other professional-grade service training short courses/ programs and identifying needs and practical points of departure for the development of curricula.

## **Guatemala**

Development of the training course in the judicial training schools and curricular design in the law schools is expected to begin in the month of October, starting with workshops during the first week of October.

Meetings were held by Juvenile Justice team members: Orietta Zumbado and Patricia Galdámez with: Dr. Albino Tinetti, Dean of the Law School at the Superior School for Economics and Business (ESEN); Father Salvador Fonseca, Academic Director of the Law School the Central American University Jose Simeon Cañas (UCA); Sandra Romero, Dean

of the Law School the Polytechnic University of El Salvador; and Dr. David Cabezas, President of the National Council for the Judiciary (CNJ) to request information regarding past and existing training programs on juvenile justice provided by the Judicial Training School (ECJ).

*The Judicial Academy "Francisco Jiménez Castro Solomon has selected a group of professionals among system operators, teachers and independent lawyers to form a team of trainers who will be trained on juvenile justice issues and who will replicate knowledge to the rest of system operators...the Universidad Tecnológica Centroamericana (UNITEC) have decided to incorporate in the proposed reform of the curriculum of the Law School , juvenile criminal matters and are ready to support them with proposed class content.*

--Juvenile Justice Coordinator, Rigoberto Portillo, AJR Honduras

## Honduras

As a part of the initial evaluation process, interviews were held with the Director and teaching staff from the Judiciary Training School in Tegucigalpa and with the Director of the Child Prosecutor's Office in Tegucigalpa.

AJR met with six university law schools, with whom it will now define methodologies or mechanisms to address the improvement of curricula. Over the quarter, AJR met with the deans and coordinators

of the following law schools and other public and private universities: the Universidad Nacional Autónoma de Honduras (UNAH); the Catholic University of Honduras (UNICAH); the Honduras University of Technology (UTH); the Universidad Tecnológica Centroamericana (UNITEC); José Cecilio del Valle University (UJCV) and the National Police University (UPN). Meetings served to gather information with regards to the structure and programming of law programs including the curriculum and contents of juvenile criminal courses and specializations.

In September, Juvenile Justice Coordinator Mrs. Orietta Zumbado, held a working meeting with Carlos Espinal, Dean of the Law School at the Universidad Tecnológica de Honduras (UNITEC) where a proposal for a juvenile justice subject under the new Law School curricula was discussed. As a result of this meeting an outline which includes areas of study under this new subject, objective of the course, teaching strategy, recommended bibliography and profile of professors was elaborated.

Though development of the juvenile justice training program/curriculum has not ensued, the following key actors and institutions have been identified as key in developing post-graduate juvenile justice program and other professional- grade service training short courses/ programs) in Honduras:

1. *Judge Edith Urtecho Lopez*, Director. Magda Sofia Perez BA, Technical Coordinator. Judicial Academy "Francisco Jiménez Castro Solomon"-- coordinates the integration and preparation of a juvenile justice training team.
2. *Erlinda Flores BA*, Academic Coordinator, and the attorney, Maria Antonia Navarro, Coordinator Master of Human Rights. Faculty of Law, National Autonomous University of Honduras (UNAH)
3. *Dr. Jorge Roberto Maradiaga*, Dean Faculty of Law.
4. *Aracely Zuniga*, attorney and Coordinator of the Faculty of Law, Catholic University of Honduras (UNICAH).
5. *Ana Graciela Elvir*, attorney and Coordinator of the Faculty of Law, Universidad Tecnológica de Honduras (UTH)

6. *Carlos Espinal*, attorney and Coordinator of the Faculty of Law, Universidad Tecnológica Centroamericana (UNITEC)-- the first private university to have already taken the decision to include in its revised curriculum a focus on juvenile law.

7. Graduate *Ermindia Lidia Rodríguez*, Coordinator Faculty of Social and Economic Sciences, Universidad Jose Cecilio del Valle (UJCV).

8. *Dr. Gustavo Sanchez*, Vice-Rector Academic, National Police University (NPU).

This quarter, the Judicial Training School of Honduras requested that AJR prepare a proposal so that the school develop a training module proposal for a group of trainers consisting of juvenile justice system operators with the objective of developing this as quickly as possible to begin replicating this knowledge to system operators. The Judicial School will be creating a trainer's profile on its website and wishes to create a formal training team.

## Guatemala

AJR team members, Orietta Zumbado and Patricia Galdamez, consultants Alvaro Burgos and Estuardo Sanchez met in Guatemala this quarter with, Bonerge Amilcar Mejia, Dean of the Law School of San Carlos University; Jose Alejandro Villamar, Alan Alfredo González de León Law School faculty Secretary, and Dean of the Law School, Rolando Escobar Menaldo all from the University Rafael Landivar in Guatemala. The AJR team also sat down with Mayra de Poggio, Dean, Law of the Law School of the del Istmo University ; Mayra Barrera Morales, Dean of the Law School at Mariano Galvez University; Jose Gustavo Giron Payes, Training Coordinator of the Institute for the Public Defense; Noe Erazo, Coordinator for the Juvenile Justice technical Unit of the Supreme Court in Guatemala; Ana Maria de Monroy, Training Coordinator for the Public Ministry (Attorney General's Office); and Ricardo Velasquez, Director of the Judicial Training School of Guatemala. Development of the training course in the judicial training schools and curricular design in the law schools is expected to begin in the month of October, starting with workshops during the first week of October.

## Challenges

### El Salvador

The election process of the President and council members of the National Council of the Judiciary (CNJ- Spanish acronym), under which the Judicial Training School is established, delayed the rapid analysis process and meetings, since AJR had to wait until de election of the new Council to initiate talks about the development of a training module for the Judicial Training School.

### Honduras

Faculties of Law at private universities in Honduras do not require juvenile criminal law as a part of the curriculum, as opposed to the faculties of public law universities which do. The approval of the curriculum is a significant challenge and difficult to achieve in the short period of a year given the complexity of the approval process for reform in the curriculum.

Most private universities in the country show interest in strengthening the curriculum with

juvenile criminal law but were unable to secure the formal incorporation of the topic into the academic curriculum, so it is essential to identify and agree on working methods over the short term in securing this.

### **Guatemala**

Guatemala has come a long way since the adoption and implementation of a law to protect the rights of children and adolescents. However challenges remain. A high staff turnover has an adverse impact on the sustainability of initiatives. Given this, the AJR will include annual work planning and other institutional strengthening assistance that aims to help the justice operators become institutionalized.

Official data in Central America and especially in Guatemala and El Salvador, has been a tremendous challenge. In Guatemala for example, data has not obtained from the Ministry of Social Welfare. As for the judicial system, little information exists regarding the courts, making verifying cases in the magistrate courts, highly challenging. (A format was developed to address this need and delivered to a magistrate to obtain a small set of data.)

## **Activity 3: Assisting SICA to promote dialogue and coherence in citizen security**

### **Activity Three at a glance (2009-2010)**

AJR reached an agreement with SICA's Director of the Democratic Security Unit to collaborate on the design of a novel, Central America Security Index (ICAS), as a part of its support to SICA. The concept is central to OBSICA and is a prerequisite for the development of the observatory and of any monitoring and evaluation instrument for use in measuring the security situation in the Central America region. SICA's role will be through the Democratic Security Unit (USD). SICA will propose the ICAS to the CA Security Commission as a new instrument while AJR will provide technical assistance to develop the new instrument.

OBSICA is expected to be designed as a virtual resource center for decision makers and operators of public policies that define prevention and implement programs focused on violence in the region. AJR will strengthen OBSICA so that it allows SICA to manage, analyze and produce information on crime that can inform regional or country specific prevention initiatives. Though the observatories have been established locally, many are not functional, do not adequately produce data on crime and are not recognized as tools in preventing crime, nor are they yet able to fulfill this role.

This first result area beneath Activity Three, provides support by AJR to three independent programmatic/policy initiatives, thereby assisting SICA to promote dialogue and coherence on citizen security. The second result area aims to make OBSICA operational by supporting it with the development of a Central American Security Index (ICAS).

### **IND 6.1 SICA strengthened to develop new independent programmatic/policy initiatives**

#### **Work ensues supporting SICA in the development of a Central American Security Index**

In July, the AJR collaborated closely with SICA and the Director of its Democratic Security Unit, Dr. Erich Vilchez to define parameters for a Central American Security Index (ICAS) as a much needed new instrument in monitoring security in the region. In 1995, The Treaty on Democratic Security in Central America was signed. The Treaty called for a Security Index which until USAID-SICA's AJR's work on this issue, had not been delivered. This quarter, the organization charged with establishing the Treaty accepted AJR's proposed methodology for establishing the index.

A workshop kicked off the process of designing the instrument. A table of indicators will be designed grounded in SICA's security activities, as noted in the Treaty for Democratic Security and Security Strategy for Central America and Mexico. A working session analyzed which methodology would be used to design the index. It was decided to draw upon the methodology used by the United National Development Program (UNDP) to design its well-known, Human Development Index (HDI). An initial Index was proposed with technical assistance from AJR and is being reviewed in order to come to a final format for the Index and as a next step, design a Monitoring and Evaluation System for the Index. This quarter, the organization charged with establishing the Treaty accepted AJR's proposed methodology for establishing the index.

The other two independent programmatic/policy initiatives to be supported by AJR are slated to begin in January 2011. AJR will support this process as needed over the next quarter by developing terms of reference for the studies and identifying the specialists who will work on the studies.

### **IND 6.2 OBSICA (previously OCAVI) becomes a tool that allows SICA to manage, analyze and produce information to inform regional or country specific initiatives**

Once a final format for the Central American Security Index has been determined, activities related to OBSICA will begin including: revision, adaptation, and validation of the communication mechanisms and coordination for the standardization and exchange of information between relevant national actors and OBSICA. AJR will stimulate the creation of a regional coordinating entity and contribute to the design and implementation of the methodology of analysis and interpretation of information collected by OBSICA. AJR will work with the Democratic Security Unit and thereafter with Observatory personnel on this component. OBSICA hopes to receive financial support from the Canadian government through a project that will complement the technical support that AJR will provide to OBSICA.

## **Activity 4: El Salvador Merida/CARSI Initiative on Prevention**

### **Activity Four at a Glance (2010)**

As of May 27, 2010, AJR's fourth activity area was added to the AJR's scope, including implementation of a "Community Action Fund" under the El Salvador Merida Initiative that aims to support market-driven education, training and employment opportunities, including in suburban and rural communities with high levels of trafficking, gangs and organized crime.

The program met with Vanderbilt University. In two of its three municipalities, AJR moved quickly to establish direct contacts with the Municipal Violence Prevention Committees. In El Congo, our third target municipality, three communities were pre-selected through a rigorous pre-diagnostic, diagnostic and supplementary focus group methodology.

AJR redoubled its focus on relationships with Mayors and their offices and on collaboration with municipal and community partners to map pertinent actors and resources for future crime prevention planning with Committees.

A crime and vulnerability diagnostic was initiated to understand the lived reality of intervention communities through the perspective of community leaders and key actors in the municipality; through interviews with community leaders and local actors with whom Committees establish partnerships for prevention interventions and finally, to assess the degree of potential success for interventions according to communities themselves.

AJR held three workshops to present the results of the diagnostics to the Mayor and the three Municipal Crime Prevention Councils and other community members. The three one-day workshops had three objectives in mind 1) Create awareness about the risk factors affecting youth involvement in crime and violence activities, 2) Present and validate the findings of the diagnostics, 3) Assess the MCPVs needs for strengthening and 4) Allow the participants to develop crime prevention plans per risk factor. Workshops were heavily attended. Two of the three Mayors attended all day. The validation of the diagnostics and the input from community members allowed AJR to develop action plans for the three municipalities. We worked closely with members of the CMPVs to initiate the development of municipal local crime prevention observatories, assisting them with work planning, the design of indicators and observatory management. AJR advanced considerably in identifying partners for the implementation of ten new OCs in El Salvador. Prevention Action Plans were readied for signing by Mayors in the new program year.

The development of key alliances such as with the Ministry of Tourism in El Salvador, and the development of an identity for the municipalities, involving various sectors and communities in crime prevention efforts, were considered a major impact.

## **IND 1.1 Violence Prevention Committees created and strengthened to design, implement, and monitor municipal community crime prevention plans**

Over the last quarter, AJR's prevention team conducted numerous work visits to the three AJR municipalities, rolling out an elaborate municipal process to a) foster relationships with Municipal Violence Prevention Committees, b) understand the lived reality of intervention communities through the perspective of community leaders and key actors in the municipality, c) conduct interviews with community leaders and local actors with whom Committees establish partnerships for prevention interventions and finally, d) assess the degree of potential success for interventions according to communities themselves.

This last quarter, significant gains were made in developing actual Crime Prevention Action Plans that are ready to be approved. Additionally, new key alliances with religious leaders, local industry and the Chamber of Artisans, stand out among those relationships bolstered in the three municipalities during the quarter.

### **Municipal Workshops**

Preceding Prevention Plan development, workshops were held with Municipal Crime Prevention Councils El Congo, Chalchuapa and Santa Ana to present the Municipal Diagnostics conducted in each municipality and to conduct working groups with all actors on the basis of AJR's thirteen risk factors to identify intervention areas in addition to those areas detailed in the CMPV's own plans and to initiate planning.



The municipality of El Congo, hosted the first Municipal Crime Prevention Council workshop on July 22, 2010. The mayor's presence throughout the workshop, was fundamental in encouraging the participation of other actors. Among the other actors involved were: CNSP promoters and the Ministry of Safety, National Civil Police, teachers of various levels of basic education, Catholic and Evangelical churches, sports promoters, media, organizations promoting gender interests, community leaders and youth leaders, among others. Twenty-eight people attended the workshop. Both the mayor and other stakeholders expressed their

satisfaction with "revelations" that the diagnosis had provided, including that of the city's population of 4,975, ninety percent of youth are unemployed and that the dropout rate is an average of 382 youth annually. Few youth are involved in gangs, but the public has been found to address the problem of violence with the attitude, "see, hear and be silent."

The second municipal workshop held with the Municipal Crime Prevention Committees, followed in Chalchuapa on July 27, 2010. The session was held outside the city, in Santa Leticia Apaneca. Led by the Mayor and CMPV members, representatives of churches, community and youth leaders, media, promoters of the National Committee for Public Security (CNSP) and the security ministry, house of culture, education and other sectors were all present. Twenty-seven people were involved in the event which made clear an urgent need to re-connect communities to vulnerable young people in those communities so as to encourage them based on an element of understanding. The diagnostic conducted by

AJR uncovered that more than 30% of pre-teen and teenage women between the ages of 10- 19 had become pregnant in the past two years. The municipalities' murder rate is above the national average and domestic violence was found to be widely practiced.

The third municipal workshop was held in Santa Ana. Although the mayor did not stay throughout the event, he participated the first morning and urged those present to engage in



prevention efforts to be developed in the ten communities. Forty-three total attendees representing the CMPV, trade sector, transport, community leaders, municipal observatory, youth leaders, education and health sectors were among those in attendance. Responses to the diagnostic were positive and some felt they had "never before" seen a presentation as clear and forceful about the reality of their city. Particularly worrisome is Santa Ana's, drop-out rate from the formal education system for young people (69%) and the weak response of informal education.

Also surprising is that Santa Ana was at one time ranked number eleven in human development. Today of its 130 poorest neighborhoods, 60 are categorized as having "extreme poverty."

At all three workshops, the presentation of the diagnostic was followed by working groups whose purpose was to extract proposals to implement preventive actions at the municipal and community levels. Proposals were developed using the thirteen risk factors associated with violence based on which, the Municipal Violence Prevention Plan will be established in each municipality.

### **Strengthening of Municipal Crime Prevention Committees (CMPVs)**

AJR has committed to strengthening all three Violence Prevention Committees. Each must be created and sufficiently strengthened to design, implement, and monitor a Municipal Community Crime Prevention Plan. This will be measured as follows by AJR: a. organizational strengthening plan implemented, b. crime prevention plan designed, c. crime prevention plan implemented, d. crime prevention plan monitored.

During the construction of the proposed Plan for the prevention of violence with the municipalities, AJR began assessing the Committees strengths and weaknesses. At workshops a survey assessed organizational composition and planning, human resource use and other operational aspects. AJR expects to have a fuller picture of acute capacity building needs by Committees in the next quarter, when Violence Prevention Action Plans go into full effect. It anticipates adopting a training strategy conform to emerging areas of need. One future area of training with CMPVs will be in Monitoring and Evaluation. Training is likely to cover the design and use of indicators and data measurement instruments and data management to increase impact.

### **Challenges**

AJR faced several challenges in developing crime prevention plans with the municipalities. In El Congo for example, integrating the municipalities' existing Crime Prevention Plan

(developed by its CMPV prior to AJRs collaboration with the Committee) was challenging. AJR took the outputs of working groups with all actors during the El Congo Workshops which worked with AJR's thirteen risk factors to identify intervention areas. It then paired outputs with the CMPV's own existing plan, carefully balancing the two plans to preserve the municipalities' work. In Chalchuapa, AJR will need to stimulate government agencies like PrePaz, which is a Ministry of Justice Agency charged with citizen security, to invest in communities.

### **Three Draft Crime Prevention Plans (CPPs) penned for approval by Municipal Crime Prevention Councils El Congo, Chalchuapa and Santa Ana**

Two months of intense preparatory work in communities including the elaboration of a pre-diagnostic; elaboration of a Violence Diagnostic; holding of a workshop with CMPV's to understand existing prevention priorities, identify vulnerability risk factors and prioritize action areas with CMPV's, have resulted in three Violence Prevention Plans, drafted in quarter four.

The starting point for preparing the Municipal Violence Prevention Plans were the findings of the municipal and community diagnostic, which once shared, analyzed and commented on by CMPV members, local leaders and representatives of different sectors of the municipality, were used to formulate a strategy founded on four main umbrella activity areas, all of which stem from findings at workshops with CMPVs at which violence and vulnerability risk factors were gauged. The following four strategic areas are reflected in each Prevention Action Plan:

- ***Creating conditions for sustainability ("We are able to protect our youth.")*** Activities under this area, seek to strengthen both municipal and community organizations and youth and local development policies, creating sustainability over time as plans are implemented;
- ***Promoting youth values and identity ("I Respect Myself and Play a Positive Role in My Community")*** Activities under this area, seek to promote individual values, social, family and service and the development of life plans of life for young people. It also seeks to strengthen social cohesion and relationships between social groups;
- ***Skills training and employment opportunities ("I have Access to a Dignified Job")*** Activities under this area, seek to promote partnerships for the development of productive activities, the promotion of job training and micro-entrepreneurship and employment, seeking to improve access to gainful employment by young people in environments with high levels of unemployment;
- ***Prevention infrastructure ("I enjoy and take pride in my community")*** Activities under this area, seek to improve community spaces for prevention. Improving community areas includes the equipping and implementation of outreach centers;

A fifth strategy is cross-cutting in each of the municipalities and seeks to position a media strategy which supports the Prevention Action Plan and will bring attention to prevention efforts promoted and developed by CMPV.

Inputs collected were used to prepare the draft action plan for each of the municipalities. In doing so, careful consideration was given to information from the diagnostic, working group findings the day of the workshop, AJR's thirteen violence risk factors, prevention experiences by AJR experts and the historical reality of the municipality while considering the preventive actions that should be contained in the Prevention Action Plans in each municipality.

The three resulting action plans have similarities between them, yet they differ in that each municipality has an identity "brand" which induces local involvement by institutions in the implementation of the plan. "I am the Congo", "I Proud Santaneco" and "Historic and impressive Chalchuapa ..." are the three brands of the municipalities. Although the three brands are the result of an exercise of identification by each municipality, in the case of Chalchuapa, the brand may yet undergo some modification.

Each of the plans was submitted in draft form to CMPV municipalities. Meetings were aimed at the validation of plans and the enrichment of themselves from the proposal itself, this included the amounts allocated or allocated for each one of the strategies and activities. In El Congo, the originality of the brand, excited the Mayor so much that he wanted to sign immediately and announce the signing of the Plan on Facebook. In Santa Ana, one of the councilors said the brand would be included on the football uniform of FAS (home team first division).

Once the Prevention Action Plan for each of the municipalities is validated, the next step is working with the CMPV to see that responsibility for the plan is taken on. The CMPV will determine strategies and activities, responsible persons, allocations and share responsibilities between members of the CMPV and AJR. The AJR anticipated this to be an intense process and will devote appropriate human resources to this stage.

The Action Plan is a Memorandum of Understanding or commitment by stakeholders to take decisive action to implement each of the activities under the program. It is a product of the four overarching strategies. It will be signed by the director of AJR, by the Mayor and several members of CMPV. Once this MOU is signed, the first activities can be planned. Parallel to the Action Plan development, an array of partners have been identified this quarter, working with the Mayors and CMPV's. By the end of the first quarter of 2010, Municipal Crime Prevention Plans are expected to be in full implementation.

An overview of elements of the three municipal Action Plans follows:

### **El Congo**

AJR will be working in three communities in El Congo. The Draft Crime Prevention Plan (CPP) for El Congo aims to reopen a training facility for leather making, once an important industry in this sub-region, the institute will be brought back to secure training and jobs for youth. In an aim to recover another important economic development area, AJR will work with small producers to stimulate the processing of fruit juices, also an economic area native to this sub-region.

### **Santa Ana**

In Santa Ana, AJR aims to work in ten communities. The Draft Crime Prevention Plan (CPP) for Santa Ana recovers key economic development areas including the production of natural fruit candies and shoemaking. An innovative initiative under this plan is likely to be support for a vocational training program for sports referees which the municipality and AJR are seriously exploring.

### **Chalchuapa**

AJR has committed to working in five communities of Chalchuapa. The Draft Crime Prevention Plan (CPP) for the municipality outlines the aim to recover key economic development areas including for example, shoemaking. AJR is still identifying support areas in close collaboration with CMPV and the municipality but seeks for example to partner with small businesses to provide youth training and later employ them. Strong demand exists in this area for shoes. An agricultural mainstay in this region was formerly yucca (cassava), the region is known for this. AJR will engage with small producers with regards the crop and explore opportunities to support producers or a micro-business related to the crop. A third area of emphasis in Chalchuapa will be the development of archaeological products. AJR aims to train youth and provide jobs, workshops are already in place in the municipality and offer opportunities for exploitation as training spaces. Chalchuapa has some of the most important Pre-Columbian archaeological sites of El Salvador, with five ceremonial centers within a six kilometer radius located in the heart of the municipality.

During the next quarter, Prevention Action Plans will be signed with each of the three Mayors. Next quarter a public presentation of the action plans will take place in the municipalities and with community members, CMPV, municipality and media present.

**Mayors and Municipal Staff from El Salvador and Honduras Inspired by of Public Security Recuperation Experiences in Guayaquil, Ecuador and Bogota, Colombia**

Four Mayors and two key municipal liaisons from AJR target municipalities in El Salvador and Honduras this quarter engaged in a seven-day study tour of two Latin American countries that have seen global acclaim as a result of the innovative advances they have made, achieving significant reductions in crime and violence, in environments marked by soaring homicide rates, urban growth and lacking municipal and local resources. Between September 26- October 3, 2010, the group traveled to Guayaquil, Ecuador and Bogota, Colombia.

*The experience witnessed in Guayaquil, in terms of bringing order and planning to the street vendors and the construction of functioning market buildings..that's what I have capitalized on, to replicate in my city.*

**-Francisco Polanco Estrada, Mayor of the Municipality of Santa Ana, El Salvador**

Representing El Salvador on the trip were, Francisco Polanco Estrada, Mayor of the Municipality of Santa Ana; Milton Lombardo Escobar, Mayor of the Municipality of El Congo; Mario Rafael Ramos, Mayor of the Municipality of Chalchuapa and José Guillermo Galván Bonilla, Sub-secretary for Development and Decentralization. Representing Honduras were, Leopoldo Eugenio Crivelli, Mayor of the Municipality of Choloma, Jannett Cristina Hernández, representing

the Mayor's Office and President of the Municipal Crime Prevention Committee of San Pedro Sula and Seida Mendoza from FHIS. Also attending on the study tour were Mauricio Herrera Coello, DG Deputy Director / USAID/El Salvador and USAID-SICA AJR's AOTR; Harold Sibaja; Regional Director of the USAID-SICA AJR and Salvador Stadthagen, Honduras Director of the USAID-SICA AJR. Hugo Acero, a Colombian expert on security and crime prevention, hosted the study tour.

The seven day study tour schedule included meetings with municipal officials in Guayaquil, Ecuador and a walking tour of markets and public spaces to witness various urban recuperation projects that led to the city's transformation; talks with business people, citizens and officials to understand the challenges faced and a meeting with Jaime Nebot,

Guayaquil's Mayor, who in 2006 established an Inter-institutional Pact, calling on the private sector, media, government and citizens to work together to confront soaring crime rates. "The visit to Santa Ana impacted me most, the way they worked with the families that lived there and brought economic activity, now there is tourism", said Milton Lombrado, Mayor of El Congo referring to a neighborhood of Guayaquil where dilapidated housing and commercial areas had been fully restored.

The study tour's second stop in Bogota, Colombia, included a meeting with the Director of Security in Bogota for a presentation of municipal youth at risk strategies, a visit to conflict resolution centers and a tour of Bogota's famed Mega libraries in high risk, violent zones. The highpoint of meetings in Bogota, was that had with an associate of Antonus Mockus, former Mayor of Bogota, who worked closely on the comprehensive security strategy that saw a more than 48% drop in homicide rates in the city as a result of the combined power of political commitment, rethinking of public resource allocation, use of innovative public behavior campaigns, use of crime monitoring committees, recuperation of public space and effective police reform coupled with an effective approach to monitoring crime data.

Mayors and municipal liaisons gained a greater understanding of what measures-with innovation even limited resources- can connect crime prevention policymaking to the municipal sphere, improving the effectiveness and reach of municipal government, to civil society and community based organizations, which can become co-implementers of policies and to the private sector.

The purpose of the trip was that Mayors become confident they can engage in effective prevention measures and therefore invest in these measure. AJR will monitor the Mayors and representatives in El Salvador and Honduras to gauge whether practices gleaned in Ecuador and Colombia may be being applied in their municipalities. The M&E team will return to Mayors and representatives formally in several months time to measure impact of the trip.

### **IND 2.1.7 Number of local observatories developed to monitor violence in intervention municipalities**

#### **El Salvador**

This activity area seeks as its result, to position local observatories so that these can address youth violence risk factors at the municipal level in AJR's three target municipalities. An important discussion was held this quarter with regards to the local violence observatories and their focus not only on violence at the municipal level, but also on vulnerability. The observatories are expected to measure homicides, and other crimes as well as number of drop outs and other social factors that become risk factors related to youth involvement in crime.

#### **Santa Ana**

This quarter AJR's Public Policy Coordinator provided key technical assistance to the municipality and the Municipal Council for the Prevention of Violence (CMPV) in Santa Ana, identifying the needs for material, human and technical resources to support the development of the. In July, AJR held a workshop with members of the Monitoring

Committee to Support the Santa Ana (OBSA) which was appointed by the CMPV. When AJR first arrived to work with the observatory, the Committee was working on the reorientation of the observatory, was producing data along a number of basic indicators but lacked a work plan. This quarter's induction workshop served to create common language between members of the Committee, who discussed the stages of development of an observatory and agree to start the process of preparing a work plan.

### **Santa Ana Local Violence Observatory Significantly Advances Planning and Strategy Development**

In late July, a strategic planning workshop followed with the Santa Ana observatory. The workshop produced an OBSA Work Plan. The observatory's Support Committee of ten persons participated in the workshop and contributed to the design of the Plan. Committee members took over the vision and mission of OBSA and commitments to implement the Work Plan. The committee comprises representatives of the following institutions: the Main Hall through the Metropolitan Agents (CAM) and Child and Adolescent Unit, the National Civilian Police (PNC), the National Public Security Council (CNSP), the Institute Salvadoran Children and Adolescents (ISNA) and the Institute for the Advancement of Women (ISDEMU).

The Santa Ana observatory began the month of August with a workshop to design a matrix of indicators which the observatory will seek to collect, identifying data sources and contacts/responsible parties for this data. With support from AJR's M&E unit, the matrix of indicators changed the "list" of indicators that OBSA had been working with, expanding and reorganizing information areas. In the process, AJR explained the need for the Support Committee to become an OBSA Technical Committee. The Support Committee reviewed the indicators developed for the observatory. During the next quarter, the Committee is scheduled to validate indicators, taking on the responsibility for providing the information needed to feed the database of the observatory, and to analyze this information. Members of the Support Committee of the Observatory of Santa Ana have begun to own the concept of the observatory and new indicator matrix as key a tool in collecting information on violence and vulnerability that occurs in the municipality of Santa Ana.

The operators of the Santa Ana observatory visited the municipal observatory in the municipality of Santa Tecla where they were received by the observatory Manager who briefed them at length with regards to the steps the observatory has taken in order to manage information and prepare reports.

By the end of the quarter, in late September, a Strategic Plan was readied and reviewed with the Technical Committee and with operators of the Observatory. It will be presented to the City Council and AJR's strategic partner in the municipality, the Santa Ana MCPV. Lastly, the OBSA advanced a key strategy, one for gathering information including a protocol for information processing, systematization, analysis and publication.

### El Congo

The violence observatory in El Congo is significantly less developed than that of Santa Ana. The observatory reached agreement on the hiring of human resources for the observatory. In

July, the municipality pledged to hire a representative to lead the observatory's operations. The City Council appointed as manager of the observatory, Carlos Enrique Rodriguez, a 25-year-old paraplegic who has overcome extraordinary personal challenges. The new manager will begin work and the creation of the Support Centre of the Congo, to include a computer and office equipment for the observatory. Both items have been included in the Prevention Plan that AJR has designed with the CMPV.

### Chalchuapa

In Chalchuapa too, the observatory reached agreement on the hiring of human resources in consultation with the municipality. The Comité de Bienestar Social de Chalchuapa or Social Welfare Committee, which functions as the Council for the Prevention of Violence, reserved a space for the installation of the Centre this quarter. The municipality has not yet made a decision with regards to the hiring of the person in charge of the observatory. The first month of the next quarter will prove crucial in making decisions on this issue.

### Challenges

The Technical Committee OBSA requires the participation of representatives of other state agencies including the Attorney General's Office, the Ministry of Health and the Ministry of Education. The challenge here is convincing these offices to participate actively and effectively in the Committee. In El Congo, constituting the Technical Committee is a challenge because some of the central government institutions that are required are not prominent locally. For example, the Instituto Salvadoreño para el Desarrollo de la Mujer (ISDEMU) and Instituto Salvadoreño para el Desarrollo Integral de la Niñez y la Adolescencia (ISNA) do not have offices in the area. A strategy is needed to address these limitations and complete a team that is capable of performing the required data analysis. In Chalchuapa, the City Council must appoint a person responsible for management of the observatory.

### **IND 1.2 Number of community members (adults) who commit and dedicate time to serve as crime prevention mentors under the "Neighbors for our Youth" Program and as volunteers in Outreach Centers**

This technical area has not yet launched. Now that Action Plans have been developed in the three municipalities, it will be important that this component become fully developed. AJR is exploring various methodological models for these activities. We anticipate reporting progress on this component in the next quarterly report.

## **Activity 5: Honduras Merida Initiative on Prevention/CARSI**

### **Activity Five at a Glance (2010)**

As of May 27, 2010, AJR's fifth activity area was added to the AJR's scope.

The program invited the Mayors of San Pedro Sula, La Ceiba and Choloma to establish Municipal Violence Prevention Committees and begin the pre-diagnostic process to identify intervention communities. Unlike El Salvador, Crime Prevention Councils had not been developed in Honduras. Like in El Salvador, the pre-diagnostic and diagnostic processes were used to identify a final group of communities where activities will take place in coordination with the new Municipal Crime Prevention Committees.

Just six months after re-entering Honduras post-political crisis, AJR established the groundwork for a municipal crime prevention program, supported the inception of three Municipal Crime Prevention Committees and initiated Prevention Diagnostics in its three disparate and very distinct municipalities. It also made a potentially important mark on the future reinsertion of ex-gang members in Honduras by fostering the Public-Private Coalition for Insertion/Reinsertion.

In all three cities, AJR conducted a community diagnostic process modeled from that in El Salvador, in 58 total communities, establishing the basis for selection of communities in which to work. In the course of this process, fifteen new communities were selected by Municipal Committees for the Prevention of Violence: seven in San Pedro Sula; three in Choloma and five in La Ceiba.

In September, the Board of Directors of a new Public-Private Coalition for Insertion/Reinsertion was elected by an assembly in Honduras. The new coalition will take on its own responsibilities related to providing job opportunities for former gang members and was fostered by AJR.

Twenty-one organizations were invited to the Information Meeting to Present Concept Papers for either implementation and/or prevention services for Outreach Centers in the capital city. Nineteen organizations attended the meeting.

Puerto Lempira's geographic isolation, cultural complexity and drug-related activity all require careful consideration during the program planning phase. A proposal for a new OC in Puerto Lempira was drafted with Father Nacher of the San Jose Parish during his visit to Tegucigalpa in late September. Once implemented, this new Outreach Center grant will have several interesting components. The Center will include a soccer league incorporating eight public schools and the Botes Nuevos Children's Center. A media campaign against the use of drugs is contemplated and three vocational courses will be provided through the National Vocational Training Institute. (INFOP)

The most significant expansion of AJRs program foot print this year, is undeniably that in Honduras. A two person team has expanded to a team of fifteen as a result of the AJRs amended scope. The AJR prepared for program expansion in record time. While this quarter in Honduras was overwhelmingly characterized by the establishment of the three CMPV's, and the selection of intervention communities, AJR received an opportune visit in the midst of these activities. USAID Mission Director, William Brands, visited AJR in La Ceiba. Mr. Brands met with the new CMPV to show support for the activities under way. The USAID Mission Director and the Director of the Democracy and Governance Office, Mr. David Thompson along with USAID Honduras staff, had the opportunity for an open exchange with Committee members with regards the municipal crime prevention process, challenges and opportunities and the realities faced by La Ceiba's communities.

### **The Municipal Crime Prevention Process**



In Honduras, the Municipal Crime Prevention Committee construction process is very distinct from that of El Salvador. Municipal Violence Prevention Committees have not been formally adopted by the Honduran central government. AJRs is working with Mayors so they form Municipal Violence Prevention Committees, introducing the concept of Municipal Violence Prevention Committees and starting these from scratch. During quarter three, AJR initiated a process aimed at identifying jointly with Mayors potential candidate members to form MVPCs in La Ceiba, Choloma and San Pedro Sula. An intense

community pre-diagnostic process was launched. Over this past quarter, key gains have been made in arriving at the anticipated 25 target communities.

In the northern cities of San Pedro Sula, Choloma, and La Ceiba, the municipal diagnostic process and local community diagnostic process are taking place in parallel, with the city of Choloma well advanced in the process.)

In all three cities, AJR conducted a community diagnostic process modeled from that in El Salvador, in 58 total communities, establishing the basis for selection of communities in which to work. In the course of this process, fifteen new communities were selected by Municipal Committees for the Prevention of Violence: seven in San Pedro Sula; three in Choloma and five in La Ceiba. Important contributions to this process during the quarter were provided by Jaime Irias, who assisted in the Diagnostics of Choloma and La Ceiba. AJR will work in two additional communities in San Pedro Sula, conducting prevention activities through existing outreach centers (Rivera Hernandez and Chamelecon / San Jose) and in Choloma at the Outreach Center, López Arellano.

### **San Pedro Sula**

On July 19, 35 "Sanpedranos" accepted an invitation by Mayor Juan Carlos Zuniga to join the CMPV. Fifty persons were invited by the Mayor to partake in the Committee. The AJR was present for a meeting in the City Hall, which was also attended by the wife of the Mayor

who is highly active in the municipality and invited those present who wanted to be part of CMPV to sign an acceptance letter. New members of the CMPV took an oath in front of the press and community members, pledging to prevent crime in their municipality.

Over this quarter, four meetings were held with members of San Pedro Sula's new CMPV. At these meetings AJR made several presentations, including engaging in dialogue with the Committee about the violence phenomenon in the city. It assisted the CMPV in the process of electing a Board.

Through technical assistance, AJR identified 27 communities for the pre-diagnostic selection methodology<sup>4</sup> modeled from that used by AJR and by Vanderbilt University. Notably, the CMPV directly participated in the final selection of seven intervention communities, visiting communities with AJR. Selection criteria included field work, interviewing, focus groups mapping of actors and resources and a formal assessment of leading risk factors.

### Challenges

The biggest challenge encountered has been the collection of statistics for municipal diagnostics. San Pedro Sula has no updated statistics, the last census of the city dates from 1999, making it difficult to access up to date, and reliable information. A second challenge has been to empower the CMPV and to motivate representatives who have multiple jobs and who have lost confidence in previous municipal governments. This is an ongoing challenge that is best met with concrete program results. It is also a challenge to involve members of CMPV so they become confident in the process.

<b>SAN PEDRO SULA</b>		
<b>No.</b>	<b>Name of Community</b>	<b>Community Partners Identified</b>
1	San José (Chamelecón)	Filadelfia Church
2	Suazo Córdoba	Parrish of San Vicente de Paúl
3	Cofradía	The Catholic Church
4	Padre Clareth	Parrish of Inmaculada Corazón de María
5	Aldea El Carmen	Evangelical Church
6	Rio Blanco	Cristo Centro Church
7	Casa Quemada	Church of God

### Choloma

The Mayor of Choloma, Leopoldo Crivelli, had twenty-two of forty-five leading community members accept his invitation to become part of the new Municipal Crime Prevention Committee of the city, signing an acceptance letter. During the quarter, four meetings of the new committee took place. One meeting was focused on the CMPV electing a Board, and an additional three meetings were high-level coordination meetings, without the participation of AJR. In consultation with the CMPV, fifteen communities were pre-identified by AJR. The CMPV actively participated in the pre-diagnostic and final selection of three intervention communities.

<sup>4</sup> Vanderbilt University was hired by USAID to monitor crime prevention initiatives under the Merida Initiative. Its methodology applied five selection criteria to communities; 1)size of the community (between 75-500 homes);2)socio-economic vulnerability, more than 50% community at least one basic need unmet in accordance with Basic Needs Index (BNI) developed by CEPAL; 3)communities with a significant presence of at-risk youth; 4)prioritization of areas not necessarily reported as 'red zones' or 'hotspots' by local actors; 5) identification of at risk zones.

CHOLOMA		
No.	Name of Community	Community Partners Identified
1	Japón	Evangelical Church
2	Las Pilas	Evangelical Church
3	Los Invencibles	To be determined

### Challenges

AJR was challenged by a lack of identity of community members of Col. Lopez Arellano with respect to the Municipality of Choloma, which presented the need for AJR to develop focus groups specific to that neighborhood and get to know their own needs and identity. AJR identified highly vulnerable communities made up of a high concentration of young people. It was also noted that a high level of crime posed a danger to AJR staff developing the pre-selection diagnostic.



It was noted this quarter that the Choloma CMPV is by far the strongest of the three Committees. Strong representation by municipal government includes unconditional support pledged by the Mayor who is present at most meetings. The Committee is strong as result of involvement by a large number of sectors of society represented, and finally, the communities involved, which have proven at an early stage to be real actors in the process.

Working with the Mayor, the CMPV in Choloma advanced more than Committees in the other two cities. AJR, along with the CMPV and the Mayor, organized community meetings in three of the four selected communities. In two communities, López Arellano and Japon, the Mayor, Leopoldo Crivelli, the Honduran Social Investment Fund (FHIS) and USAID explained to communities new community infrastructure opportunities that will emerge in these communities as a result of a collaboration between AJR-FHIS- USAID. USAID/Honduras has a long-standing partnership with FHIS in the development and implementation of community-led infrastructure projects throughout Honduras. Participants of the Patronato<sup>5</sup> of the community of Japon, which consists of a Chairman and Board of Directors and youth whom are active in the group, are considering the prospect for community-led infrastructure projects. The AJR expects to report more on this development in its next quarterly report.

Focus groups with teachers, youth and leaders provided an important look at violence during the quarter. Qualitative information from focus groups provided an important means of studying community members' perceptions and most urgent perceived issues with regards to crime, violence and risk factors. The process allowed issues to surface for further exploration by AJR. (See also the Annex: Focus Groups).

### La Ceiba

<sup>5</sup> Patronatos are key community level organizations in Honduras, officially recognized by municipal law and important local level civil society stakeholders.

Seventeen neighborhoods (barrios) and colonias were pre-selected based on a municipal pre-diagnostic conducted by AJR and were submitted to the CMPV for consideration. As a result of deliberations with AJR, five communities were selected based on selection criteria that included focus groups, mapping of actors and resources and a formal assessment of leading risk factors. In CMPV meetings, information was collected and deliberated for pre-selection and selection of the five intervention communities. The CMPV held six working meetings during July, August and September, with active participation by 25 members of the new Committee for monthly meetings of the La Ceiba CMPV. The CMPV also elected its Board of Directors. The finding of potential partners and the potential for implementing

LA CEIBA		
No.	Name of Community	Community Partners Identified
1	San Judas	The Red Cross
2	Búfalo	Centro Universitario Regional Litoral Atlántico CURLA
3	San José	The Red Cross
4	1º de Mayo	Evangelical Church
5	Armenia Bonito	Evangelical Church/Misioneros del Reino.

OCs in the communities was also discussed at CMPV meetings. AJR organized focus groups to gather valuable information from participants. La Ceiba’s CMPV played an active role in the events of International Youth Day, participating in a parade to promote the issue of violence prevention publically. Jaime Irias, will help AJR complete the Diagnostic in La Ceiba over the coming quarter.

**Challenges**

The main challenge of the quarter in La Ceiba was a very limited supply of current statistical information in preparing a pre-diagnostic and diagnostic. In La Ceiba, this is additionally challenging for reasons of geographical and institutional isolation. Many sources of information are not sorted, sources are limited and reliable statistical records are scant at best. AJR was tasked with consolidating information, because it was located in different institutions. To obtain qualitative information, AJR developed focus groups with community leaders and youth which permitted AJR to access quantitative and qualitative information with regards to the prevention of violence.

An important window of opportunity in La Ceiba, is the potential to involve organizations with experience and standing within communities. These include the Red Cross and the Regional University Center of the Atlantic Coast, both of which are experienced and known in the area.

In the selected barrios, community members have actively committed to supporting the Mayor and CMPV, pledging full cooperation for the consolidation of the project. The training of 24 OC facilitators in parts one and two of the Desafio Soñar Mi Vida ( "Challenge of Dreaming My Life") methodology has made clear the potential for multiplication of the philosophy in the current and future outreach centers in the country.

**Mayors and Municipal Staff from Honduras and El Salvador Inspired by of Public Security Recuperation Experiences in Guayaquil, Ecuador and Bogota, Colombia**

Four Mayors and two key municipal liaisons from AJR target municipalities in Honduras and El Salvador this quarter engaged in a seven-day study tour of two Latin American countries that have seen global acclaim as a result of the innovative advances they have made, achieving significant reductions in crime and violence, in environments marked by soaring homicide rates, urban growth and lacking municipal and local resources. Between September 26- October 3, 2010, the group traveled to Guayaquil, Ecuador and Bogota, Colombia.

Representing Honduras were, Leopoldo Eugenio Crivelli, Mayor of the Municipality of Choloma, Jannett Cristina Hernández, representing the Mayor's Office and President of the Municipal Crime Prevention Committee of San Pedro Sula and Seida Mendoza from FHIS. Also attending on the study tour were Mauricio Herrera Coello, DG Deputy Director / USAID/El Salvador and USAID-SICA AJR's AOTR; Harold Sibaja; Regional Director of the USAID-SICA AJR and Salvador Stadthagen, Honduras Director of the USAID-SICA AJR. Hugo Acero, a Colombian expert on security and crime prevention, hosted the study tour. (See also Activity Four.)

### **IND 1.3 Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities**

#### **Honduras**

During the period, extensive work has been carried out to seek partnerships for implementation of new Outreach Centers and provision of Prevention Services to Outreach Centers.



Multiple meetings were held in order to identify partners actually working in prevention and interested in working with the project as direct implementers or service providers for Outreach Centers. Additionally, some institutions or organizations have been approached to enhance or support project activities to assist the communities (such as FHIS and INFOP) and/or form part of alliances and the coalition

During the quarter being reported, a series of meetings with possible identified partners to implement Outreach Centers or Prevention services, were held. The organizations approached had previous or current experience in prevention work in high-risk areas of the capital city, and in some cases countrywide. This activity consumed a great deal of time and effort. Prevention services include: 1) employment, 2)insertion/reinsertion, 3) prevention scholarships for vocational courses (formal and formal) and complementary expenses; 4) psychological assistance, 5) legal assistance, 6) incorporation of moral values in soccer leagues, 7)prevention camps, 8) Children and Youth Clubs, 9) work with youths who have taken the decision to abandon gangs, and 10) other methodologies for the reduction of risk factors for joining gangs or getting involved in juvenile violence.

Twenty-one organizations were invited to the Information Meeting to Present Concept Papers (see attached chart) for either implementation and/or prevention services for

Outreach Centers in the capital city. Of the organizations invited, nineteen attended the meeting.

### **The OC Computer Instructor and His Dreams**

Zeron Wilson is a native of San Jose de Copan, western Honduras, but settled with his family in a neighborhood in Choloma, Cortés López Arellano ten years ago. The lack of opportunities through his family forced him to seek employment in Choloma. His passion for technology led him to graduate as a Computer Technician and his dream have always been



to obtain a graduate degree in Computer Science at the University. Zeron was one of 27 participants of the workshop "Challenge Dreaming My Life" that the Regional Youth Alliance USAID-SICA hosted in September 2010, aimed at potential facilitators Outreach Centers.

"As a volunteer for the Outreach Center López Arellano I love to teach computing the least know and they always thank me, so I feel good, I want to learn to dream at this workshop to help young people at López, that if they

propose something can make it," Wilson said minutes before joining the workshop.

The AJR's methodology not only helps youth develop life plans, but also to make good decisions and resolve conflicts. This will be valuable in communities where people often resolve conflicts through violence or are victim to those that resolve them through violence.

The Outreach Center Arellano López has been running for several months, even without having been officially opened. Youth receive computer classes that Wilson taught through pictures and illustrations on a blackboard--pending the provision of computers allocated to the Centre.

When asked how it feels to be a volunteer and mentor young people in their community, Wilson replied, "Children and young people ask me, When do we teach computers computing? To which I replied, very soon, meanwhile we learn the whole theory. "



A week after Wilson asked this question, the Outreach Center received the donation of computers. Not an hour had passed when Wilson in the company of other volunteers had assembled and installed computers in their respective tables to very soon welcome his group of enthusiastic students of computers to say, "we really did sleep, computers are here".

The Outreach Center model En Mi Barrio has brought a ray of hope to one of the most violent neighborhoods of Honduras. Joined with the new method of "The Challenge of Dreaming My Life" children and youth of this community can access the tools to stay away from violence associated with gang activity and drugs.

### **IND 3.1.2 Number of ex-gang members rehabilitated and employed**

AJR Honduras is carrying out a dual strategy under this indicator. Having worked previously to introduce the Desafio or *Challenge* Model for insertion into jobs through the private sector in Honduras, its primary objective under this indicator seeks a broad-based strategy to make insertion possible. This goes well beyond Desafio and is reflected in the first activity area below. As a second focus, the Desafio Model will be reintroduced, only it will be connected to the Public-Private Coalition for Insertion, increasing its chances for success.

#### **Desafio Challenge 100**

The Desafio program seeks the insertion of former gang members by providing job opportunities to youth in alliance with the private sector. The AJR introduced this component in Honduras in 2009, partnering with the Organization Paz y Convivencia as well as the private sector to try to place former gang members in jobs. The challenge was not met for a number of reasons, namely a long absence by AJR from Honduras during the political crisis in 2009.

AJR this quarter re-contacted youth formerly involved in the Desafio program, both those employed and those unemployed. It aimed to update the personal information of youth, explore training needs and reconnect. One group with whom it connected were young people working through Challenge 100 in the large bus terminal in San Pedro Sula. AJR had two meetings with the youth of Challenge 100, one in San Pedro Sula and one in Tegucigalpa. As next steps, AJR will seek to monitor those youth who are working, help find job opportunities for those that are not, meet with the leaders of the Desafio 100 project and hold monthly meetings with beneficiaries. A preliminary plan drawn up to meet goals set for Desafio 100 calls for the recruitment of ten youth per month. Youth will convene once a month for training in Desafio Soñar Mi Vida.

#### Challenges

Job opportunities continue to be extremely limited in Honduras. Desafio100 candidates in Tegucigalpa express discomfort and mistrust, which prevents them from feeling support in the workplace. Young people have a strong desire to be trained with regards to personal and professional growth. Tegucigalpa Desafio100 youth have expressed an interest in micro-entrepreneurship. AJR will analyze this component carefully over the coming quarter.

#### **Consolidation of Public-Private Coalition for Insertion/Reinsertion with First Official Board Meeting**

On September 14, 2009 in a meeting held at IHNFA facilities, the Board of Directors of the new Public-Private Coalition for Insertion/Reinsertion was elected by an assembly. The first official Coalition Board Meeting is scheduled for October. The agenda for this meeting includes the preparation of a grant proposal to AJR to reinforce the coalition, incorporate and select a person to channel insertion candidates in the office space to be provided within the CCIT building, carry out specific visits to businesses to promote insertion and plan an assembly with coalition members.

Three meetings were held during the reporting period where AJR hosted key actors of the public and private sectors with the purpose of 1) creating awareness of the need to tackle the youth employment and insertion need in a more proactive and structured way, and 2) promoting the election of a Board incorporating a diverse group of representatives from key organizations of the public sector including the Instituto de Normalización Previsional (INP), The National Prevention Program (PNPRRS) and the Honduras Institute for Youth and Children (IHNFA), the private sector (COHEP, CCIT and ANDI) and civil-society organizations working on rehabilitation. (Casa Alianza, Proyecto Victoria, Centro de Servicios de Recursos de Empleo of the Latter Day Saints, etc.)

Individual visits were made to key actors, such as the President of the Chamber of Commerce for Industry (CCIT), whom has approximately 300 affiliated businesses. CCIT committed space for a consultant to be hired through a grant for the Coalition to help in the insertion process, and a visit was paid to the Manager of the Centro de Servicios de Recursos de Empleo (employment agency managed the Latter Day Saints), which has approximately 1,300 affiliated businesses.

This development of the Coalition represents a major accomplishment and allows for a broad-based strategy aiming to make the insertion of at-risk youth into jobs, increasingly possible.

**IND 2.1.6 Number of communities reached through crime prevention media campaigns which raise awareness with regards recuperation of values, reduction of intra-familial violence and gang prevention**

Local media campaigns are planned to reinforce local alternative communication in communities. The campaign would be intended to position a specific value and concrete actions in the mind of the town's population to support that value in communities. These campaigns are still in the planning phase in Honduras though work planning indicates about five campaigns will aim to be carried out next quarter in order to comply with this target. AJR anticipates further reporting of this activity area next quarter.

## **Activity 6: Measure Program Impact on Gang-Related Crime and Develop a Framework for Program Replication**

### **Activity Six at a Glance (2010)**

The most significant accomplishment of this new Activity as per the program amendment has been the development of an Excel-based Monitoring and Evaluation System for use by the Outreach Centers. A training on this new system which allows Coordinators of Centers to collect and manage data on beneficiaries, volunteers and services, was held in September with five Coordinators in El Salvador. The interface is designed including a control panel that tracks targets established by Coordinators and allows analysis of information through graphs. AJR scheduled on site visits to the OCs, assessing means of verification and data sources. Periodic visits to OC's to verify the system will remain a key focus for the M&E Team both in El Salvador and in Honduras, throughout the life of the project.

Furthermore, M&E teams in both countries, increased efforts to establish instruments so teams could begin successfully capturing data. In Honduras, a market labor survey was designed and carried out in La Ceiba as were focus groups with teachers, students and community members in La Ceiba and Choloma. In El Salvador a survey instrument was designed to gauge the skills of the Municipal Crime Prevention Councils and assistance was provided to the public policy team who was establishing indicators for a local crime observatory.

### **IND 8.1.1 AJR develops framework tool outlining the components most critical for designing an effective gang prevention program, as well as what conditions and resources must be in place**

Beginning in quarter three, this activity area was added to the AJR's scope. The AJR, through its Regional Monitoring and Evaluation Coordinator in El Salvador and Monitoring and Evaluation Coordinator in Honduras, initiated work on a Monitoring and Evaluation Plan and requisite instruments with both staff and grantees and partners.

This infrastructure will support the extraction of lessons learned from AJR activities and a framework tool, outlining the components most critical for designing an effective gang prevention program, as well as what conditions and resources must be in place. The first major piece was assessed to be the capturing of data at OC's and design of a system that could both produce the requisite information, while providing OCs with an instrument to improve their ability to track and manage their own activities.

#### **Design and development of the M&E System for the Outreach Centers**

The most significant accomplishment of the two quarters was the development of an Excel-based Monitoring and Evaluation System for use by the Outreach Centers. A training on this new system which allows Coordinators of Centers to collect and manage data on beneficiaries, volunteers and services, was held in September with five Coordinators. Designed including a control panel for the user, it allows the tracking of Beneficiaries, Volunteers, Hours, Services of OCs, and analysis of information through graphs. The system is supported by hardcopy documentation. AJR scheduled on site visits to the OCs, assessing the means of verification and data sources. Periodic visits to OC's will remain a key focus for the M&E Team both in El Salvador and in Honduras, throughout the life of the project.



In the fourth quarter, the AJR organized a hands-on training in El Salvador with five OC Coordinators. In Honduras, an in-house training was implemented for OC's coordinators. We explained the different features of the system and how to analyze the information in order to make decisions at OCs.

#### **Baseline Survey**

In the third quarter, AJR issued terms of reference for a competitive process to select a subcontractor to carry out a baseline perception survey and year one impact survey in El Salvador and Honduras.

The survey is to be carried out in AJR's 18 implementation communities in El Salvador and its 25 communities in Honduras.

In the fourth quarter, AJR designed its perception survey instrument which will be applied in El Salvador and Honduras as a baseline and again in August 2011. It seeks to measure along AJR's seven impact indicators and also to capitalize on the opportunity to gauge key risk factors at the community level. The Baseline will be applied in both countries during the next quarter. AJR provided major inputs to design of the survey and the list of communities where it has interventions and in which AJR needs information with respect to impact indicators. The instrument includes sections that gauge, training and employment.

In Honduras and Guatemala, the M&E Team held Focus Groups with different sub-populations (teachers, young people, community leaders) in order to obtain key information for the Municipal Crime Prevention Plans .(See also Annex: Focus Groups)

A working meeting was held with the USAID program AOTR to discuss the program Monitoring and Evaluation Plan and a meeting was scheduled for USAID Honduras to provide feedback to the plan.

## Communications Units

These units were created in El Salvador and Honduras to help support municipal and community level communications efforts as of the program extension, May 27, 2010.

Between July- September 2010, the following activities were conducted:

An imaging strategy was created for the Violence Prevention Plans in the three municipalities, providing an image to give identity to the population in the municipalities of Santa Ana, El Congo and Chalchuapa. The objective was to create imaging that identifies the type of people, history, characteristics, and the resources of each municipality. This led to the three brands that lend their names to the Plans: Santa Ana: "I am a Proud Santaneco"; The Congo "I am the Congo" and Chalchuapa "My Chalchuapa, Historic and Amazing."



The brands are oriented to the search for an identity by a generation of youth, for training opportunities and employment in the targeted communities. This strategy was the most challenging activity of the quarter. Identifying the essence of each municipality to give life to the Violence Prevention Strategy. Interviews and reading about each municipality to identify the right track for the general strategy of these municipalities. Interviews were conducted with adult community leaders and youth leaders of the municipalities, these that provided information on the town.

Production, script and a video was compiled to accompany a Violence Diagnostic in El Salvador to be presented at Sectoral workshops for Public Policy. With this video of approximately 4 minutes, findings are intended to show the face of violence in El Salvador. The video serves to introduce violence and its impact on El Salvador's sectors to provide orientation to the presentation of the Violence Diagnostic.

Graphic Design for the office in El Salvador including brochures, folders, presentations, and photography, continued this quarter. The Communication Officer created the logo and concept "I" for Coordinators of OCs in El Salvador and Honduras. He designed and adapted the presentation of the Violence Diagnostic for the three municipalities: Santa

Ana,  
cover  
Officer  
Sonar



El Congo and Chalchuapa and created the of the three. Finally, the Communications helped to redesign the workbook for *Desafío Mi Vida* "The Challenge of Dreaming My Life".

Logistics assistance included to workshops for the creation of violence prevention plans including video and photography at these events. The workshop-seminar "Conflict Resolution" (Part II of the three-part Soñar Mi Vida), was also supported.

### **Salvadoran TV Show sees *Good Things* in the Outreach Centers' Beneficiaries**

Video was recorded with the Salvadoran Tele Corporation (TCS) for the TV program, "Good Things". The program will feature the story of Javier, the young man who featured in the quarterly report last quarter. Javier Pineda is a 20-year-old completing his secondary schooling. He is ready to enter university. His violent environment and community disallowed Javier from thinking of his future. A spate of violent killings has touched Mejicanos including a massacre killing of youths watching a soccer match in their community.

Javier was invited by a group of friends to the Outreach Center "Por Mi Barrio" in Mejicanos. He and his friends received screen printing and computer workshops. He was invited to take part in the workshop-retreat "El Desafío de Soñar Mi Vida" the main objective of the workshop is to get young people to see and to be able to create and monitor a personal life plan for a better future. The idea behind this is reduce youth vulnerability to entering a life of violence and crime by strengthening their dreams and defining a life plan.

The Director of "Good Things", a TV show Salvadoran Corporation (TCS) has expressed interest in tracking the overall development of the Regional Youth Alliance USAID-SICA. The next step will be the construction of a general script for the creation of mini-program of 10 minutes duration. The challenge is to refine the script so that we have the ability to show in 10 minutes on TV all the components of the Regional Youth Alliance USAID-SICA.

An alliance was created with "YUCCA MIX" a Channel 24 program, in the West of El Salvador, for the potential creation of radio and TV programs. The strategy for these would be that programs be part of strengthening the CMPV and youth leaders in the municipalities. The idea is that each week a young leader and a CMPV representative discuss an issue on the prevention of violence in the township.

#### **Press Coverage**

AJR obtained coverage in the newspaper, *El Diario de Hoy* painting walls in the community of 13 de enero. It also contained coverage of the workshop for the creation of the Prevention Plan in the municipality of Santa Ana. (See also the Annex: Press)

### **Honduras**

Between July- September 2010, the following activities were conducted:

#### **Development of Media campaigns for CMPV**

As a first step in the development of media campaigns the socialization of the work of the Committees through the local media is key prior to a larger communication and awareness campaign that will be held by each of the 25 outreach centers that will be implemented by the project, also during the period from July to September have developed some communication actions are explained in the report as preliminary steps to develop and implementation of

campaigns in the GC sensibilización currently working as ..

## Press Coverage

The AJR Honduras realized media coverage of the six meetings of the CMPV in La Ceiba and for three meetings by, and a presentation of, the CMPV San Pedro Sula.

## International Youth Day and Run "For a Violence-Free Youth"



In alliance with the National Youth Institute and the Municipal Program for Children and Youth COMVIDA La Ceiba, the

Municipal Committee for the Prevention of Violence in La Ceiba with the support of Regional Youth Alliance USAID-SICA, participated in a fair by International Youth Day and Run "For a Violence-Free Youth" which was attended by youth from all public and private institutes of La Ceiba. The program featured bands, performances,

games, drama and culminated with the release of balloons in the spring of La Ceiba as a sign that the City strives for a violence-free youth. The activity was held in La Ceiba's central park. The event represented a good opportunity to sensitize different actors in La Ceiba to the AJR program and its objectives in the city.

AJR met with Anna Maria Villeda of Kaffati, of Televisión, a media firm with three television stations nationwide. In addition to presenting the program, it was agreed to work hand in hand conducting awareness campaigns with the theme of prevention and promoting the Code of Childhood and Adolescence, which connects some of the activities of the juvenile justice component.

An institutional video is in pre-production. The objective of the Regional Youth Alliance USAID-SICA, video is that the video present the AJR's objectives, its activities and some of the ways the program is effecting communities, municipalities and some of the sectors with whom the program partners.

The script and technical work will be conducted in collaboration with the office in El Salvador. Videotaping of activities will be undertaken under each component as well as interviews with key audiences associated with the program. AJR plans production in October and post-production in November.

This quarter, Catholic Radio in Honduras hosted the Director of the Honduras Regional Youth Alliance USAID-SICA and its Communications Officer who featured in a youth program on Catholic radio to address the "Prevention of Youth Violence" In addition to reporting the on some of the work that the program will conduct in Honduras.

## Indicators and Results

During the third quarter, AJR submitted a revised Monitoring and Evaluation Plan (MEP) to USAID, which included a new set of impact and lower-level indicators based on its new results. The revised MEP will officially substitute the AJR’s existing indicators. Measurement against these indicators began during the quarter three.(April 2010-June 2010).

ACTIVITIES 1,2,3,6: This quarter, one new OC was opened in El Salvador (Chintuc II Apopa)in July 2010. Furthermore, in quarter three, the Lopez Arellano OC opened its doors in Honduras. (1.3) Two public policy recommendations for the prevention of violence are being carried out through pilot projects in high-risk communities of Guatemala. (1.6) This quarter, 346 youth gained access to positive use of free time as well as educational and vocational training to access job opportunities at OCs in El Salvador.(2.1.3) This quarter, 403 youth gained access to positive use of free time as well as educational and vocational training to access job opportunities at OCs in Honduras. (2.1.3) One micro-entrepreneurial initiative is noted. This is a t-shirt stamping small business in the 13 de enero OC in El Salvador which is providing a percentage of earnings to three volunteers. (2.1.4). With regard to, “Number of ex-gang members accessing life skills and vocational training”, 97 youth are recorded.(3.1.1) These have been trained by Peronia. In all 72 youth have been trained in Desafio Sonar Mi Vida; 39 in Ceramics and five youth in culinary skills, during the period. As for, “Number of ex-gang members rehabilitated and employed “, 44 youth are listed as having been rehabilitated, or prepared for the workforce. Thirty-nine were trained in ceramics and received entrepreneurial training and five were trained in culinary arts. Fifteen youth are listed as employed, these have been on the payroll of the Peronia Egg distributor.(3.1.2)

ACTIVITY 5 Honduras Merida Initiative on Prevention/CARSI: One new OC was opened in Honduras (Chamalecon, San Pedro Sula) in June 2010. (1.3)

<b>USAID-SICA AJR Monitoring and Evaluation Plan</b>			
<b>ACTIVITIES 1,2,3,6</b>			
<b>AJR Program Goal (SO): Crime prevention and insertion activities and public policy advocacy lead to a decrease in community vulnerability to crime and violence risk-factors through multi-sectoral partnerships</b>			
Key: Note that in the column " EOPS Targets", the letter "A" coincides with "activity" as noted in the USAID-SICA AJR cooperative agreement (Activities 1-6).			
<b>Data Collection Plan</b>			
<b>Indicator</b>	<b>Baseline</b>	<b>EOPS Targets (Sept 2010)</b>	<b>Through September 30, 2010</b>
<b>Activity 1: Jump-starting public-private initiatives for gang prevention</b>			

IR1: Local/national/regional capacity and partnerships for crime prevention created				
1.3	Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities (see notes)	ES-A1= 6 HON-A1= 4 GUA-A1= 0 TOTAL= 10	ES-A1= 11 HON-A1= 10 GUA-A1= 1 TOTAL= 22	ES-A1= 1 HON-A1= 1 GUA-A1= 0 TOTAL= 2
1.4	Number of Established Outreach Centers that will be strengthened in prevention services in accordance with benchmarks of Strengthened OC Model (see notes)	0	ES-A1= 11 HON-A1= 10 GUA-A1= 1 TOTAL= 22	0
1.5	Youth Movement established in El Salvador and Honduras and working on advocacy with regards youth crime prevention policy	0	A1: One Youth Movement operating in El Salvador A1: One Youth Movement operating in Honduras	0
1.6	Youth Movement carries out public policy recommendations aimed at the prevention of violence through pilot projects in high-risk communities	0	A1: Two pilot violence prevention projects in high-risk communities	2
1.7	Regional Youth Movement established in alliance with SICA to advocate and implement crime prevention initiatives for the most vulnerable youth	0	A1: One Regional Youth Movement operating	0
IR 2: Youth vulnerability risk factors reduced through prevention initiatives				
Sub IR 2.1: Prevention initiatives addressing youth violence risk factors at the local, municipal and national levels are developed				
2.1.1	Number of youth who are trained in life skills (see notes)	ES-A1= 0 HON-A1= 0 GUA-A1= 0 TOTAL= 0	ES-A1= 2,200 HON-A1= 2,000 GUA-A1= 140 TOTAL= 4,340 youth	ES-A1= HON-A1= GUA-A1= TOTAL=
2.1.3	Number of youth gaining access to positive use of free time as well as educational and vocational training to access job opportunities (see notes)	GUA A1=0	GUA A1=100 youth	HON A1= 403 youth
2.1.4	Number of micro-entrepreneurial initiatives	ES-A1= 0 HON-A1= 0 GUA-A1= 0	ES-A1= 11 HON-A1= 10 GUA-A1= 1	ES-A1= 1 HON-A1= 0 GUA-A1= 0

		TOTAL= 0	TOTAL= 22 initiatives	TOTAL= 0
2.1.5	Number of youth accessing jobs or income generating activities	GUA-A1= 0	GUA-A1= 30	GUA-A1= 0
2.1.6	Number of communities reached through crime prevention media campaigns which raise awareness with regards recuperation of values, reduction of intra-familial violence and gang prevention	0	ES=18; HON=25 TOTAL=43	ES=0; HON=0 TOTAL=0
2.1.7	Number of local observatories developed to monitor violence in intervention municipalities. (see notes)	0	ES-A1=3	0
<b>IR 3: Recidivism factors mitigated by providing ex-gang members with rehabilitation services</b>				
Sub IR 3.1: Rehabilitation and Reinsertion initiatives are developed through public-private alliances and are targeted to ex-gang members				
3.1.1	Number of ex-gang members accessing life skills and vocational training (see notes)	ES-A1= 0 Gua-A1=0 Total=0	ES-A1= 150 GUA-A1=100 Total=250	ES-A1= 0 <b>Gua-A1= 97</b> <b>Total=97</b>
3.1.2	Number of ex-gang members rehabilitated and employed (see notes)	ES-A1= Reh 0 Emp 0 HON -A1=Reh 50 Emp 26 Gua-A1=Reh 0 Emp 0 Total=Reh 50 Emp 26	ES -A1= Reh 100 Emp 100 Gua-A1=Reh 140 Emp 60 Total=Reh 340 Emp 160	ES -A1= Reh 0 Emp 0 <b>Gua-A1=Reh 44 Emp 15</b> <b>Total=Reh 44 Emp 15</b>
3.1.3	Systematization captures Peronia reinsertion experience including outlining those components most critical to the success of an effective reinsertion program in addressing social needs, economic needs and educational and training needs.	Gua A1=0	Gua A1=1 Systemization	0
<b>IR 4: Strategic crime prevention public policy advocacy initiatives are implemented</b>				

4.1	<b>Number of crime prevention public policy initiatives/campaigns which seek to draft; advocate for; and mobilize citizens towards reforming, approving and/or implementing crime prevention policies</b>	0	A1= At least one campaign advocating for a crime prevention policy in each country (El Salvador, Guatemala and Honduras)	0
4.2	<b>Number of municipal prevention policies designed and adopted in the target municipalities</b>	0	ES-A1=3 policies	0
<b>Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform</b>				
<b>IR 5: Regional legal/justice frameworks assessed and juvenile justice policy reform promoted</b>				
Sub IR 5.1: Juvenile Justice Assessment and Situational Analysis provide adequate basis for juvenile justice advocacy and is taken up in the agendas of SICA countries				
5.1.1	<b>SICA with support from AJR and country-specific juvenile justice groups drafts recommendations for a regional juvenile justice policy</b>	0	A2=Regional policy recommendations drafted	0
5.1.2	<b>Regional Juvenile Justice Policy recommendations are taken up in the agendas of target SICA member countries</b>	0	A2=Regional Policy recommendations formally presented at Commission de Seguridad; Regional Prevention Committee and CCAJ and commitment by SG SICA to present recommendations at Regional/Presidential level.	0
Sub IR 5.2: Implementation of alternative measures is improved in the North Triangle countries				
5.2.1	<b>Standardized procedures designed for the application of alternative measures are being offered to Juvenile Justice Operators in the three countries</b>	0	A2= 3 Alternative measures programs developed and presented to each country's Juvenile Justice system and the corresponding institutions (ISNA, SBS and INHFA) for implementation	0
Sub IR 5.3: Sustainable in-service juvenile justice training and post-graduate training program developed				

5.3.1	Regional post-graduate juvenile justice program and other professional- grade service training short courses/ programs developed in collaboration with the Central American Court of Justice and SICA	0	A2=1 regional post-graduate program/3 short term courses/programs developed(1 per country= TOTAL=4	0
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<b>Activity 3: Assisting SICA to promote dialogue and coherence in citizen security</b>				
IR 6: SICA assisted to promote dialogue and coherence on citizen security				
6.1	SICA strengthened to develop new independent programmatic/policy initiatives	0	A3=3 programs or policy initiatives	0
6.2	OBSICA (previously OCAVI) becomes a tool that allows SICA to manage, analyze and produce information to inform regional or country specific initiatives	0	A3=OBSICA established and functional. Indicator matrix has been formulated and periodic reports have been presented in accordance with agreed schedule.	0
<b>Activity 4: El Salvador Merida Initiative on Prevention</b>				
IR1: Local/national/regional capacity and partnerships for crime prevention created				
1.1	Violence Prevention Committees created and strengthened to design, implement, and monitor municipal community crime prevention plans (see notes)	0	ES-A4= 3 Committees strengthened	0
1.2	Number of community members (adults) who commit and dedicate time to serve as crime prevention mentors under the "Neighbours for our Youth" Program and as volunteers in Outreach Centers	0	ES-A4= 180	0
1.3	Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities (see notes)	ES-A4= 0	ES-A4=7	0

1.4	Number of Established Outreach Centers that will be strengthened in prevention services in accordance with benchmarks of Strengthened OC Model (see notes)	ES-A4= 0	ES-A4= 7		0
<b>IR 2: Youth vulnerability risk factors reduced through prevention initiatives</b>					
Sub IR 2.1: Prevention initiatives addressing youth violence risk factors at the local, municipal and national levels are developed					
2.1.1	Number of youth who are trained in life skills (see notes)	ES-A4= 0	ES-A4= 1,400 youth		0
2.1.2	Number of youth joining youth-driven organizations or clubs to gain a sense of belonging and identity	ES-A4= 0	ES A4= 40 clubs/2,000 youth		0
2.1.3	Number of youth gaining access to positive use of free time as well as educational and vocational training to access job opportunities (see notes)	ES A4= 0	ES A4=2,000 youth	<b>ES A4=346</b>	
2.1.4	Number of micro-entrepreneurial initiatives		0 ES-A4= 7 initiatives		
2.1.5	Number of youth accessing jobs or income generating activities		0 ES-A4= 500		
2.1.6	Number of communities reached through crime prevention media campaigns which raise awareness with regards recuperation of values, reduction of intra-familial violence and gang prevention		0 ES-A4=18;		
<b>Activity 6: Measure Program Impact on Gang-Related Crime and Develop a Framework for Program Replication.</b>					
IR 8: Program impact on gang-related crime is measured and a framework for program replication is developed					

Sub IR 8.1: Future USAID gang and violence prevention programs, host-country initiatives and other donors have access to a comprehensive technical and operational design tool when launching future gang and violence prevention programs				
8.1.1	AJR develops framework tool outlining the components most critical for designing an effective gang prevention program, as well as what conditions and resources must be in place	0	A6= One complete framework tool.	0

**Activity Five Honduras Merida Initiative on Prevention/CARSI**

<b>Activity 5: Honduras Merida Initiative on Prevention/CARSI</b>				
<b>IR1: Local/national/regional capacity and partnerships for crime prevention created</b>				
1.1	Violence Prevention Committees created and strengthened to design, implement, and monitor municipal community crime prevention plans (see notes)	0	HON A5= 3 Committees created and strengthened	0
1.2	Number of community members (adults) who commit and dedicate time to serve as crime prevention mentors under the "Neighbours for our Youth" Program and as volunteers in Outreach Centers	0	HON A5= 250	0
1.3	Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities (see notes)	HON-A5= 0	HON-A5= 15	HON-A5= 1
1.4	Number of Established Outreach Centers that will be strengthened in prevention services in accordance with benchmarks of Strengthened OC Model (see notes)	0	HON-A5= 15	0
1.5	Youth Movement established in Honduras and working on advocacy with regards youth crime prevention policy	0	A1: One Youth Movement operating in Honduras	0
1.7	Regional Youth Movement established in alliance with SICA to advocate and implement crime prevention initiatives for the most vulnerable youth	0	A1: One Regional Youth Movement operating (Includes HON)	0
<b>IR 2: Youth vulnerability risk factors reduced through prevention initiatives</b>				

<b>Sub IR 2.1: Prevention initiatives addressing youth violence risk factors at the local, municipal and national levels are developed</b>			
2.1.1	<b>Number of youth who are trained in life skills (see notes)</b>	HON -A1=0 HON-A5= 0	HON-A1=2,000 HON-A5=3,000 TOTAL=5,000  0
2.1.2	<b>Number of youth joining youth-driven organizations or clubs to gain a sense of belonging and identity</b>	HON A5= 0	HON A5=40 clubs/2,000 youth  0
2.1.3	<b>Number of youth gaining access to positive use of free time as well as educational and vocational training to access job opportunities (see notes)</b>	HON A5=0	HON A5=3,000 youth
2.1.4	<b>Number of micro-entrepreneurial initiatives</b>	0	HON-A1=10 HON-A5=15 TOTAL=25  0
2.1.5	<b>Number of youth accessing jobs or income generating activities</b>	0	HON-A5= 600  0
2.1.6	<b>Number of communities reached through crime prevention media campaigns which raise awareness with regards recuperation of values, reduction of intra-familial violence and gang prevention</b>	0	HON-A5=25  0
2.1.7	<b>Number of local observatories developed to monitor violence in intervention municipalities. (see notes)</b>	0	HON-A5=1 La Ceiba  0
<b>IR 3: Recidivism factors mitigated by providing ex-gang members with rehabilitation services</b>			
<b>Sub IR 3.1: Rehabilitation and Reinsertion initiatives are developed through public-private alliances and are targeted to ex-gang members</b>			
3.1.1	<b>Number of ex-gang members accessing life skills and vocational training (see notes)</b>	HON-A5= 0	HON-A5= 150  0
0	<b>Number of ex-gang members rehabilitated and employed (see notes)</b>	HON -A5= Reh 0 Emp 0 HON -A1=Reh 50 Emp 26	HON-A5=Reh 100 Emp 126  0
<b>IR 4: Strategic crime prevention public policy advocacy initiatives are implemented</b>			
4.1	<b>Number of crime prevention public policy initiatives/campaigns which seek to draft; advocate for; and mobilize citizens towards reforming, approving and/or implementing crime prevention policies</b>	0	A1= At least one campaign advocating for a crime prevention policy in Honduras.  0
<b>Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform</b>			

<b>IR 5: Regional legal/justice frameworks assessed and juvenile justice policy reform promoted</b>			
Sub IR 5.1: Juvenile Justice Assessment and Situational Analysis provide adequate basis for juvenile justice advocacy and is taken up in the agendas of SICA countries			
5.1.1	<b>SICA with support from AJR and country-specific juvenile justice groups drafts recommendations for a regional juvenile justice policy</b>	0	A2=Regional policy recommendations drafted including recommendations from Honduran juvenile justice groups.  0
5.1.2	<b>Regional Juvenile Justice Policy recommendations are taken up in the agendas of target SICA member countries</b>	0	A2=Regional Policy recommendations formally presented at Commission de Seguridad; Regional Prevention Committee and CCAJ and commitment by SG SICA to present recommendations at Regional/Presidential level.  0
Sub IR 5.2: Implementation of alternative measures is improved in the North Triangle countries			
5.2.1	<b>Standardized procedures designed for the application of alternative measures are being offered to Juvenile Justice Operators in the three countries</b>	0	A2= Alternative measures program developed for Honduras and presented to country's Juvenile Justice system and corresponding institution (INHFA) for implementation.  0
Sub IR 5.3: Sustainable in-service juvenile justice training and post-graduate training program developed			
5.3.1	<b>Regional post-graduate juvenile justice program and other professional- grade service training short courses/ programs developed in collaboration with the Central American Court of Justice and SICA</b>	0	A2=1 regional post-graduate program, to include Honduras. One short term course/program developed for Honduras.  0
<b>IR 7: Vocational and job training programs are accessed by deportee youth</b>			
7,1	<b>Deported youth accessing vocational and job training services programs to support job competitiveness</b>	0	A5=100 youth  0

**Notes:**

IR 1.1: The following are considered key to the creation and strengthening of Violence Prevention Committees. Each must be created and sufficiently strengthened to design, implement, and monitor a Municipal Community Crime Prevention Plan: a. organizational strengthening plan implemented, b. crime prevention plan designed, c. crime prevention plan implemented, d. crime prevention plan monitored.

IR 1.3 & IR 1.4: Benchmarks of a strengthened OC Model include the following services: Soñar Mi Vida Life Skills Training, IT and English language skills strengthening, Developing youth-focused microenterprise models, Volunteerism development, OC Sustainability and OC Network Development.

IR 2.1.1: Life skills training includes Soñar Mi Vida, Conflict Resolution Skills and Leadership Development skill strengthening.

IR 2.1.3: Where a Prevention Scholarship is provided this is complementary and may be used for formal and informal education or leadership development training.

IR 2.1.7: AJR defines "developed" as those observatories that have been created or significantly strengthened per AJR's technical considerations.

IR 3.1.1: Life skills training includes Soñar Mi Vida, Conflict Resolution Skills and Leadership Development skill strengthening. Vocational skills training may be in a variety of areas, the AJR will seek that this training be market-driven.

IR 3.1.2: AJR defines "rehabilitation" as facilitating that a youth who has left the gang can be inserted into the labor force. AJR defines a youth that is ready to be inserted into the labor force as a youth whom, 1) has left the gang, 2) has a trusted witness whom can certify in writing that the youth has left the gang and, 3) demonstrates having adopted new values, is developing positive relationships and who attends orientation, life skills, psychosocial and/or other training organized by AJR, a church or organization whose methodologies are approved by AJR. The youth also demonstrates the will to accept assistance in dealing with addictions including alcohol and drugs where these exist. (AJR defines a trusted witness as a person that represents a church, institution, Mayor's Office or other entity that is deemed valid by AJR and/or its grantees.)

## Program Impact

### **Activity 1: Jump-starting public-private initiatives for gang prevention**

By December 2009, AJR had been able to develop strong alliances to provide jobs for former gang members in Honduras for the launching of Desafío in San Pedro Sula and Tegucigalpa. Although By March 2010, only 40 Desafío100 youth were provided with jobs in Honduras and in El Salvador. This number falls below the expected target for two main reasons beyond AJR's control: 1) This result was impacted by a lack of commitment on the part of the private sector in El Salvador despite having signed an agreement for the provision of jobs to former gang members, and 2) Despite the Honduran private sector had shown a strong commitment to hire former gang members, the global economic crisis slowed the hiring and the subsequent political instability stopped the process altogether. On the other hand, in spite that the development of new Outreach Centers had to slow down also, 4,303 youth benefitted from services by March 2010. This figure is 13% higher than the target for this result.

With the changes in scope of work and the additional funding the major impact under this result was the consolidation of a comprehensive municipal strategy (See also Activities 4 and 5) guided by the definition of 13 risk factors; the development of a violence assessment in El Salvador to motivate citizen involvement in the promotion of crime prevention public policies in El Salvador, the strengthening of the Guatemalan Youth Movement against Crime to influence public policy in Guatemala, the rehabilitation and insertion of former gang members in Peronia, Guatemala; and the approval of a grant for FUNDASALVA to rehabilitate and insert 100 former gang members in El Salvador with the support of the private sector.

A main impact of the period were workshops related to the life skills training, "Desafío de Soñar Mi Vida" (The Challenge of Dreaming My Life)..Using workbooks, interactive methodologies and set exercises the group training, workshops aim to ensure that youth can 1) identify strengths, opportunities, weaknesses and threats to developing a life plan; 2) can establish personal goals and dreams and a plan for monitoring and measuring progress; 3) gain strengthened leadership and creative abilities and finally, 4) are better able to identify and resolve conflict in their lives and communities. AJR has found that youth involved in violence lack life plans, derailing them in their potential to dream and achieve and increasing substantially, their vulnerability to gangs.

Although AJR was out of Honduras most of this program year due to the political crisis, AJR staff quickly picked up the pieces and started to put together an alliance strategy. Private sector organizations, individual businessmen, government institutions and old partners were visited. The first fruit of these alliances was the signing of a new OC in Chamelecon, in alliance with Paz y Convivencia and two energetic young Evangelical Pastors. AJR used the Desafío de Soñar mi Vida workshop, to include partners such as Save the Children, the Social Office of the Mayor of San Pedro Sula and volunteers from the new OCs of Chamelecón and López Arellano. The initiation of the CMPVs was an important opportunity to form alliances, from the Choloma Chamber of Commerce, to

Guildan, to the President of the Soccer League of that city. In San Pedro Sula too, institutions like the Mormon Church, the Fraternity of Christian Businessmen and others were tapped. Same with the Public/Private Coalition for Reinsertion, where over twenty institutions and leaders such as IHNFA), the Chamber of Commerce of Tegucigalpa and many others were accessed. AJR touched base with no less than 160 potential allies, through the 3 CMPVs and the Coalition, FBOs, NGOs and Government institutions, between March and September of 2010.

### **Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform**

Previous efforts conducted by AJR to strengthen Juvenile Justice in the region, such as the country assessments and two regional forums, have made clear a need to strengthen the juvenile justice sector in the region and have motivated the involvement of additional donors to support this effort. Supported by the program's extension and additional funding provided in the second semester, the juvenile justice expert team has become consolidated. A Juvenile Justice Coordinator based in El Salvador, two full time staff based in Honduras and El Salvador, and three consultants, an international expert on alternative sentencing, an expert on curriculum development and a juvenile justice expert based in Guatemala, round out the team. The team has been tasked with the assessment of the juvenile justice system in the region to promote the harmonization of regional juvenile justice policies, the strengthening of the formation of juvenile justice operators and the development of norms and procedures to strengthen alternative sentencing institutions in the region. A key impact has been the awareness and interest generated among ISNA in El Salvador, INFHA in Honduras and the Office of Bienestar Social in Guatemala for the adoption and strengthening of alternative sentencing norms and mechanisms.

Creative is recognized as an organization that is committed to offering juvenile justice operators an opportunity to enhance their practices, promote coordination and to foster stronger mechanisms to address the issue of youth in conflict with the law. This quarter, through opportunities offered by the USAID amendment to our agreement, Creative was able to develop a strategy that will impact juvenile justice in the three target countries.

### **Activity 3: Assisting SICA to promote dialogue and coherence in citizen security**

The most significant accomplishment this quarter was the opportunity agreed upon with SICA to collaborate on the design of a novel, Central America Security Index (ICAS). For months the support to SICA has not been clear, this has been due to the limited funding and human resources available to the Program. With the program extension, AJR initiated an effort to develop a Central America Security Index. The latter will allow SICA to measure the advances or declines in security in the region and as per the Central American Security Treaty.

### **Activity 4: El Salvador Merida Initiative on Prevention**

This quarter, a major variable with regards program impact under this activity, is the development of a strategy using "out of the box thinking". This quarter, 346 youth gained access to positive use of free time as well as educational and vocational training to access job

opportunities at OCs in El Salvador.(2.1.3 to prevent crime in the three municipalities assigned to AJR in El Salvador (Santa Ana, Chalchuapa and El Congo);

Creative during this quarter made critical advances in understanding the reality of its three municipalities as a result of its diagnostic process and meetings to gather data, conduct focus groups and understand the lived reality of communities. Though crime prevention activities have yet to be defined through Plans and to be launched in these new municipalities—the entrance into these communities and relationship building with the Committees is the basis from which Committee planning strengthening and support activities will flow forth. Moreover, AJR has been very careful in developing a standard methodology to address municipal prevention in order to systematize and measure the impact of initiatives.

The development of key alliances such as with the Ministry of Tourism in El Salvador, and the development of an identity/branding for the municipalities capable of involving the different sectors and citizens in crime prevention efforts, are both pivotal to the development of the municipal process. The three new branding identities designed and validated by the Municipal Crime Prevention Committees are: “OrguYo Santaneco” for Santa Ana, “Mi Chalchuapa Historica y Sorprendente” for Chalchuapa and “Yo Soy El Congo” for El Congo.

#### **Activity 5: Honduras Merida Initiative on Prevention**

Just six months after re-entering Honduras post-political crisis, AJR established the groundwork for a municipal crime prevention program, supported the inception of three Municipal Crime Prevention Committees and initiated Prevention Diagnostics in its three disparate and very distinct municipalities. It also made a potentially a very promising mark on the future reinsertion of ex-gang members in Honduras by fostering the Public-Private Coalition for Insertion/Reinsertion.

In Honduras, where Municipal Violence Prevention Committees remain novel, AJR succeeded in identifying multi-sectoral actors, energizing them with regards to municipal crime prevention and its potential, and forming Committees in three municipalities. In San Pedro Sula, La Ceiba and Choloma, The Municipal process, though only just initiating in Honduras, offers a rich basis for engagement in Honduras with some infrastructure in place from which the AJR will be able to build.

#### **Activity 6: Measure Program Impact on Gang-Related Crime and Develop a Framework for Program Replication**

By quarter four, AJR hired the second person on the M&E Team, completing the backbone of the programs’ quantitative and qualitative data collection efforts. It competed Terms of Reference for a baseline perception survey in El Salvador and is prepared to engage in the same process in Honduras. The M&E Coordinator worked with AJR to develop the program’s Monitoring and Evaluation Plan which has been submitted to USAID for review. The program identified potential data collection instruments and finalized systems for collection of data in both countries, during quarter four.

The creation of the M&E System in OC's, and putting into place of this in quarter four, demonstrated the opportunity which this data collection instrument offers in OCs, both for use by Coordinators and by AJR in having increased access and control over data. The system must be closely monitored and will continue to require significant field travel to ensure data is verifiable. Nevertheless, the system holds potential for tailoring and use in other program areas.

## Next Steps

### Activity 1: Jump-starting public-private initiatives for gang prevention

#### A. Prevention

##### El Salvador

- Replication of Desafío Soñar Mi Vida including development of a workshop for DSMV trainers in Santa Ana, Chalchuapa, El Congo and Nahuizalco;
- Equipping of OC teams and community facilitators with the necessary material for the development of the replicas of the Desafío de Soñar mi Vida
- Advance components of Model Strengthened OC based on OC survey findings and Model components;
- 11 Workshops to present the El Salvador Violence Diagnostic to private sector, civil society. Government institutions, Mayors, Donors, Youth Organizations, Faith Based Organizations, Universities/Think Tanks, Artists/Publicists, Media.
- Preparation for the creation of El Salvador's Youth Movement
- Rehabilitation/Reinsertion: FUNDASALVA will begin implementing services to youth under its Rehabilitation and Reinsertion grant next quarter, providing its first grant report at the end of the coming quarter;

##### Honduras

- Recruitment of public policy expert for the development of crime prevention public policy
- The Desafío 100 program continues interviewing and tracking ex-participants and selecting new participants in San Pedro Sula
- Working with grantees with limited capacities to develop OC grants and prevention services proposals
- Presentation of Five OCs proposals for approval (Tegucigalpa)
- Hiring youth and violence expert to develop a Diagnostic of Youth Violence in Honduras
- Assisting in the development and presentation of Public-Private Coalition for Insertion grant Basis for the creation of a Youth Movement Against Violence started to be discussed with Alianza para la Infancia, Adolescencia an Juventud and UNFPA/UNICEF
- Starting the Desafío de Soñar mi Vida (first module) multiplication in existing OCs when materials become available
- Training OC coordinators and volunteers in the Desafío de Soñar mi Vida (third module)

##### Guatemala

- Presentation of a 2011 Cooperativa Unidos por la Paz, Peronia proposal
- Presentation of 2011: Movement against Crime proposal

### Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform

- Workshops with key juvenile justice operators in all three countries, to discuss and validate results obtained from the situational analysis being elaborated by Mrs. Zumbado, and to start the discussion regarding the case studies;
- Identification of priority issues in the juvenile justice system in Honduras to be presented as a country to integrate into the Regional Policy Recommendations
- Formation of the Committee ad-hoc "to prepare the Regional Policy Recommendations
- Preparation and Validation of the Rules and Procedures document for the implementation of alternative measures;
- Recruitment of new Juvenile Justice Expert for the development of training module for trainers selected by the Judicial School;
- Prepare a proposal for the core content area of juvenile justice for possible incorporation into the curriculum of legal education;
- Review and validate proposed contents of the juvenile criminal justice with representatives of the Law Schools of Universities.

### **Activity 3: Assisting SICA to promote dialogue and coherence in citizen security**

- Development and validation of Central American Security Index (CASI) and definition of OBSICA;
- Identification of key areas of support under to implement the CASI;
- Recruit consultant for the development of Culture of Lawfulness Strategy.

### **Activity 4: El Salvador Merida Initiative on Prevention/CARSI**

- Establishment of alliance with the Ministry of Tourism to support AJRs Crime Prevention Strategy;
- Signing of three Crime Prevention Plans for the Municipalities of El Congo, Chalchuapa and Santa Ana;
- Launching of municipal identity strategies to position the crime prevention brand;
- Presentation of Terms of reference to potential grantees for the development of 10 new OCs;
- First quarter Implementation of activities of three Municipal Plans;
- Design and implementation of training plan for operators of three observatories;
- Presentation of 10 OCs proposals for approval.

### **Activity 5: Honduras Merida Initiative on Prevention/CARSI**

- The swearing in of the new Municipal Crime Prevention Committee (CMPV) at City Hall in San Pedro Sula;
- The inauguration of the López Arellano OC in Choloma;
- Finish purchases for OC and inauguration of the Chamelecón OC in San Pedro Sula;
- Focus groups in the cities of La Ceiba and San Pedro Sula;
- Drafting of Municipal Diagnostics in Choloma, La Ceiba and San Pedro Sula;
- 3 One-Day Workshops to present diagnostics of Choloma, La Ceiba and San Pedro Sula;
- Presentation of Terms of Reference and workshops with potential grantees for the development of 15 new OCs in San Pedro Sula, Choloma and La Ceiba;
- Municipal Prevention Plans will be drafted and presented to the CMPVs /Mayors;
- Presentation of 15 OCs proposals for approval.
- Presentation of TOR to Universities for design of youth area in Choloma and for IT and English assistance to OCs;
- Visits to 25 communities to identify prevention infrastructure projects for possible implementation by FHIS-USAID project;

- Development of a grant to the Observatorio Nacional de la Violencia to implement a Violence Observatory in La Ceiba and possibly another in Choloma;
- Workshops with potential grantees for the development of and presentation of 4 medium size grants for innovative prevention services in Tegucigalpa (Scouts, Aletas para Cristo, ASJ, Save the Children Honduras) Presentation of Tattoo Removal Machine grant to be awarded to PNP/RRS;
- Assisting partner in development and presentation of the “Brotos Nuevos” Puerto Lempira grant;
- Census of youth in communities of intervention to guide programs;
- Development of Prevention Scholarships for youth in high risk guidelines.

#### **Activity 6: Measure Program Impact on Gang-Related Crime and Develop a Framework for Program Replication**

- Implementation of baseline perception survey in El Salvador, data analysis and preparation of final report by Vox Latina with close supervision of AJR;
- Implementation of baseline perception survey in Honduras, data analysis and preparation of final report by Vox Latina with close supervision AJR;
- Finalization of all data collection instruments;
- Determination and design of data collection instrument appropriate for municipal crime prevention committee process in close collaboration with technical teams;
- Concentrated training with internal staff, extraction of lessons from implementation experience.