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ALIANZA JOVEN REGIONAL USAID-SICA

January 17, 2012 - March 15, 2013

Final Report



Crime and Violence Follow-on Award,

Cooperative Agreement Number AID-596-A-12-00001,

This report was produced for review by the United States Agency for International Development
It was prepared by Creative Associates International Inc.

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EXECUTIVE SUMMARY

This serves as the Final Report of the Crime and Violence Follow-on Award, Cooperative Agreement Number AID-596-A-12-00001, signed on January 17, 2012 and effective through March 15, 2013. This follow on award for the USAID/El Salvador's Alianza Joven Regional (AJR USAID-SICA) program, implemented by Creative Associates International, was designed to improve citizen security in El Salvador and in the Central America region, and reduce crime and violence overall. Emphasis was placed on forging alliances among a variety of crime prevention stakeholder, including multiple levels of government, civil society, and the private sector. This project has two components: 1) seeks to strengthen SICA by supporting the implementation of the Central America Security Strategy (CASS); assisting SICA's Civil Society Consultative Committee to advance the CASS; strengthening its Regional Observatory (OBSICA) to become fully operational; and promoting coherence and harmonization on Juvenile Justice Reform in the region. Component 2 sought to further strengthen the Municipal Crime Prevention Committees (CMPVs) to mobilize and build alliances to expand vocational and basic education training, job creation and other positive opportunities for youth; to extend the network of Outreach Centers to additional high risk areas; and to engage the broader community in full commitment to immediate and long term prevention.

COMPONENT ONE: ASSIST SICA TO PROMOTE DIALOGUE AND COHERENCE IN CITIZEN SECURITY

In 2012, AJR provided technical assistance to SICA in carrying out CASS projects, monitoring indicators, strengthening the national and regional Youth Movements Against Violence and pushing for juvenile justice reform.

AJR developed a Strategic and Operational Plan for Democratic Security Directorate (DSD). The DSD was charged with assisting SICA in coordinating and implementing the Central America Security Strategy (CASS). AJR supported the DSD in finalizing a Work Plan, Road Map and determining their needs in human and material resources. AJR contributed to strengthening the DSD by developing and disseminating with the DSD Director the Strategic Plan for 2013, the Manual of Functions, and the design of the information system of the management of SICA's CASS Web Portal.

Jointly with SICA, AJR determined the need for a temporary technical support team to provide continuity to the CASS. AJR identified technical support resources in Management of International Development Assistance to the SG-SICA to strengthen the development of CASS and its projects. In collaboration with consultant Mario Martínez, AJR developed the Donor Coordination Strategy. The development of the Donor Coordination Strategy meant that SICA could proceed in closing funding offers required to implement projects of the Strategy. International donors also sought that SG-SICA share its strategic approach in its management to avoid duplicating efforts, imperfections, and establishing complementary actions to collaborate between countries and donor agencies to finance and implement CASS projects. AJR contributed to the development a Road Map for CASS prevention projects and to the construction of a methodology for prevention projects.

AJR held ten working sessions of the Technical Advisory Group OBSICA (GAT). The group consisting of CECI-Canada, UNODC and AJR, was responsible for developing the concept paper for OBSICA, which described and explained the approach, content and features of the Observatory and the Democratic Security Index SICA (OBSICA). OBSICA's conceptual document was validated through a workshop with the Sub-Commission on Statistics of the Chiefs of Police on July

2-3, 2012 in El Salvador. Technical and methodological aspects of the information collection system of the countries were discussed to analyze how they fit in OBISCA's work focus.

The Democratic Security Index (DSI) is a measuring instrument of democratic security in the region and is one of two principal products of OBSICA. As this is an instrument of the Central American governments, DSI, like the OBSICA, seeks to use primarily official data for its construction. The DSI established standardized procedures to measure the level of security in the region. Through this instrument, SG-SICA now has a baseline to monitor and develop security indicators for the region and provide accurate and up to date information to governments and international donors. As a part of the document review process by the regional bodies of SICA, it was concluded that there was a need for the Regional Technical Committee to be comprised of members of the Technical Subunits in each country and Statistics Subcommittee of the Committee of Chiefs of Police CA to achieve the integration of information on indicators and procedures used by each of these bodies.

AJR signed an agreement with the Institute of the Universidad del Valle in Colombia to create OBSICA Technical subunits in Panama and Guatemala. With the support of AJR, CISALVA created the National Technical Sub Units (TSU) in Guatemala and Panama. TSUs are coordination mechanisms to collect and transfer OBSICA information.

CC-SICA is the civil society arm of SICA, composed of different sectors of civil society, including labor unions, cooperatives, academic sector, indigenous groups, women groups, private sector, and others representative of the social, cultural and economic sectors in Central America. In 2012, AJR supported CC-SICA in developing a democratic security component within its strategic plan, its role within the CASS, and worked to embed the Central American Youth Movement Against Violence within CC-SICA. This plan added a fifth area within the CC-SICA strategic plan.

In 2011, the Central American Youth Movement against Violence (CAYMAV) was established by AJR and received key support from SICA. In 2012, the role of the CAYMAV expanded to increased advocacy for prevention throughout Central America as well as its expansion to all seven Central American countries. AJR provided training to CAYMAV members regarding the Central American Integration System (SICA) and the Central American Security Strategy (CASS). This training was key as it provided the basis for the important advocacy and awareness work to be carried out by the Movement in close coordination with SG-SICA and CC-SICA under the project presented. In addition, the CAYMAV carried out several advocacy campaign and presented these campaigns to Presidents of the Central American countries. AJR supported the Youth Movements of Guatemala, Honduras, and El Salvador.

To acquire homogenous data related to Juvenile Justice in the Northern Triangle, data was requested by the Supreme Court Attorney General of the Republic or Attorney General Public Defenders in Guatemala and Honduras and the Attorney General's Office in El Salvador. AJR has collected the technical, financial and policy information that includes the different institutions of Juvenile Justice Northern Triangle (Supreme Court of Justice, Attorney General's Office, Public Defender and Institutions for Children), to support of the Democratic Security Directorate of the SG-SICA in assessing the policy. Technical information as requested included the number of staff assigned to juvenile justice (Supreme Court, Prosecutor, Defense and Institutions for Children), circumstances of staff training. Financial information included the budgetary portion dedicated to JPJ in different areas. At the political level existing policies relating to juvenile justice and decisions that have been taken to improve the Juvenile Justice infrastructure, were taken into account. A participatory process took place to establish the Sub-regional Juvenile Justice Policy and similarly a Feasibility Study to support its implementation. In December 2012 the feasibility study was delivered in conjunction with Juvenile Justice Policy Recommendations to the Security Directorate

of SG-SICA, whom presented the document to the presidents at the SICA Heads of State and Government Summit held in December 2012 in Managua, Nicaragua.

In order to ensure the adoption of the sub-regional juvenile justice policy, the AJR coordinated with juvenile justice operators, former Ad hoc Committee members, in Guatemala, El Salvador and Honduras to establish Advocacy Committees. AJR developed a map of key actors which are involved in the actions of Juvenile Justice in each country. Mapping of actors included, judges, attorney general, lawyers, children's institutions, police, NGOs and government organizations. Two implementation Commissions were formed in Guatemala and Honduras, both of which have been a success.

The AJR held meetings with the Social Reinsertion Office of ISNA regarding an action plan to follow-up on the implementation of the rules of procedures for the implementation of alternative measures. As a result an Action Plan was validated and agreed upon with ISNA. These workshops were held in the central and paracentral, eastern and western area of the country with teams ISNA. The Youth Policy on Criminal Prosecutions was launched in coordination with several actors from the justice sector and more than 200 operators (Supreme Court of Justice, Attorney General's Office, Public Defender, Defense Attorney for human Rights and ISNA). This prosecution policy embodied the desire for full respect for the principles of the Juvenile Criminal Process, as having the ultimate aim of the effective integration of Adolescents in Conflict with the Law.

COMPONENT TWO: CARSI INITIATIVE ON PREVENTION: ALLIANCES SUPPORT MUNICIPAL-LED, COMMUNITY-BASED PREVENTION INITIATIVES TO PREVENT GANG RECRUITMENT AND YOUTH VIOLENCE

In 2012, AJR worked with the CMPVs of the municipalities of Santa Ana, Chalchuapa and El Congo to develop Action Plans based on the review of the 2011 results and community prevention actions. The development of these action plans allowed the municipalities to review their budgets and decide the amount they could contribute to the development of prevention activities within target communities.

This year, AJR also developed a robust database and monitoring and evaluation system which put the CMPV at the center of monitoring activities and empowered municipal employees to monitor prevention activities at the community level. AJR sought that in each of the three municipalities, the CMPVs designated Monitoring and Evaluation Officers (OMES). Nine OMEs were trained in the municipalities. In addition AJR developed WWW.SISMONPREV.NET, an online system for the monitoring and evaluation of activities under the crime prevention plans that includes data captured at the OCs and allows the monitoring of financial and other results of the three plans. Three distinct profiles of this system offer various levels of access to data and the systems were presented to Crime Prevention Committees.

The Municipalities of Santa Ana Chalchuapa and El Congo Municipal Crime Prevention Policies for their municipality. Each CMPV held a working group to discuss and finalize the 2013 Action Plans that contained pertinent activities for the new year as well as funding from the municipality for these activities.

AJR strengthened three municipal observatories on information analysis; technical committee strengthening; and strengthening in the dissemination of data for use by CMPVs and/or municipalities. AJR USAID-SICA with the Observatories also jointly developed violence and

vulnerability indicators to be used for monitoring in 2013. These were validated with the Technical Committee of the Observatories in January and began use in February. Data produced by these observatories led to nine municipal decisions to reduce violence and to reduce risk factors in several areas.

In 2013, AJR conducted a local labor market survey in Santa Ana, Chalchuapa and El Congo. Based on these findings, AJR provided vocational training to 3,631 youth. Two hundred and sixty three youth (96 M/167 F) graduated from thirteen separate vocational training courses at the ITCA- and the Centro de Formacion y Talleres Municipales Santa Ana (Center for Municipal Training Santa Ana). AJR used its Outreach Centers as vocational training venues, which enable training organizations to become more involved in prevention, rather than training for development more generally. The follow-on project provides an opportunity to shape additional vocational training partners as *stakeholders in prevention* while providing access to training additional at-risk youth in the municipalities and in new communities.

In addition, AJR supported the 3 Casas de Emprendedurismo established in 2011, the Eco-Parque La Laguna, and micro-entrepreneurial training. Trainings were given in partnership with FUNDES and CONAMYPE in the areas of finance, operations and marketing and sales. From the trainings, 13 micro-entrepreneurial activities emerged. The Outreach Centers also benefited from microenterprises as they were developed to support income generation.

In 2012, AJR developed 16 youth clubs in 11 schools. Every school Club includes in the Mission, Vision and Activities, and an interest in including the Clubs to all students at schools. In each school, each Club had behavioral norms established and agreed to these between directors, teachers and students. Tournaments demonstrated what the Clubs are about so that new youth get involved. In the 2013 school year, all clubs continued their activities and students returned to participate as they had in the previous school year. The clubs are being supported by parents, student councils, teachers, the community and the CMPV. Below is a chart of the established clubs.

AJR worked in schools through FUNPRES and FUNDASALVA. FUNDASALVA provided ten training workshops including on topics that include teamwork, effective communication and drug prevention training to some 3,519 students (1812M/1707F) across the municipalities—defying the odds of rampant desertion rates at some 20% by kids attending school in Santa Ana and Chalchuapa. During these training sessions, it was not uncommon for youth to listen to prevention talks through the fencing of open classrooms. FUNPRES reached some 650 youth (332M/318F) training them in creative conflict resolution skills. In Santa Ana 104 youth attended advanced training.

In 2012 and 2013, AJR established 17 new Outreach Centers in El Salvador bringing the total to 39 Outreach Centers in country. These OCs were located in Santa Ana (10), Chalchuapa (6) and El Congo (1). All OCs were inaugurated with support of the community, the CMPV and the municipality. New OCs as well as existing OCs benefited from technical assistance. Strengthening grants were included for 21 OCs established between 2008 and 2011. These grants were geared towards strengthening the centers operationally with regards to the various components. In 2013, the Outreach Centers were legalized into a network.

This year, 366 new volunteers support the Outreach Centers. This far surpassed the target of 100 volunteers supporting prevention activities in their communities. In total the new volunteers provided tens of thousands of hours of volunteer time. In order to serve the municipalities, AJR trained 207 mentors in the Amigo de Cora Mentorship program. These mentors are members of the community as well as teachers that apply the program in their schools.

AJR also developed 14 community based infrastructure projects and 11 school based projects to refurbish abandoned or dilapidated areas of target communities. This was part of an effort to combat crime and violence through situational prevention. By December 2013, AJR had raised \$507,763 in counterpart funding through this effort.

AJR has trained 2,265 youth in lifeskills in 2012-2013. The life skills methodology has penetrated to the eleven target schools, a realm where as a result of acute social crisis in schools. 880 youth in schools were trained during this year. The DSMV methodology includes follow up to the goals set out by each youth in their life plan. The lifeskills training was also disseminated among seven new and 28 existing youth clubs.

In a first for a municipality in El Salvador, AJR developed a Philharmonic Orchestra in Chalchuapa. Youth participating in the Philharmonic performed in several events including at the launch of the 100th OC in the Central America region in El Salvador. The launch was attended by USAID Mission Director Kirk Dahlgren.

AJR's Values through sports program reached over 2900 youth through 116 volunteers. Youth participated in a total of 27 sports tournaments in the three target municipalities.

At the request of Pre-Paz, AJR was asked to lead the revision of GOES Violence Prevention National Strategy (ENPV). The strategy was in the process of being approved by the Vice Minister of Justice and Public Security and is waiting to be published. This new strategy includes a methodology for Pre-Paz to continue implementing the ENPV in municipalities with the support of National and Departmental Cabinets.

Lastly, in 2012 and 2013, AJR developed 11 prevention campaigns with the goal of involving media in the reduction of violence. These campaigns were televised or broadcast over radio and included topics such as domestic violence, combating early pregnancy, identity, and solicited commitments from adults and youth in the community to prevent violence.

CONTEXT

This year been marked by several events, including efforts led by the Government of El Salvador towards a reduction in crime and violence. Among these, the truce between MS-13 and 18th Street gangs is the event that has been given most attention as a result of the reduction in homicides it has created. Many argue its sustainability as well as the government's commitment to make it work in the long-run.

The United States government designated MS-13 a transnational criminal organization. This designation is intended to keep the gang from using the U.S. financial system and allows the government to seize millions of dollars in profits from human and drug smuggling, as well as other crimes. MS-13 is the first international street gang to be designated a transnational criminal organization.

Some additional developments during this period include the destitutions of General David Munguía Payés as Ministry of Public Security, and of Francisco Salinas as National Civil Police Director, after the Constitutional Chamber of the Supreme Court of Justice determined that their appointments were unconstitutional because they are former military officers serving in public security posts. Also, the Constitutional Chamber of the Supreme Court declared unconstitutional the appointments of 20 judges (and alternates) to the Supreme Court made between 2006 and in 2012, based on an article that states that the Legislative Assembly must renew the Supreme Court every three years and appoint judges for 9-year periods.

Finally, legislative and municipal elections were held on March 11th, 2012, in El Salvador. 84 legislators were elected to the Legislative Assembly and 262 mayors to run their respective constituencies. As a result of the elections, ARENA obtained 33 seats in the Legislative Assembly and FMLN 31. The remaining seats were distributed amongst other political parties. With these results, President Funes' party does not have a set majority in the Assembly.

The Truce

April 10, 2013 marked the one-year anniversary of the truce suspending violent conflicts between the two largest gangs in El Salvador, namely MS-13 (Mara Salvatrucha) and 18th Street Gang (Barrio 18). Over the last year, homicide rates in El Salvador have dropped dramatically. At the beginning of 2012, twelve to thirteen people were murdered in El Salvador every day; today, the rate is around five a day, and there have been days with no homicides at all (on April 13, 2012, El Salvador recorded the first day in three years without a single murder). Whether the gang truce is responsible for this reduction has been debatable. However, it is important to point out that other forms of crime, particularly extortion, continue.

Imprisoned gang leaders worked out the truce in a series of meetings that allegedly began in the fall of 2011. Initially, it was reported that the meetings were mediated by Monsignor Fabio Colindres and Raul Mijango. Colindres was the head chaplain for the Salvadoran military and police. Mijango was a small businessman and former mid-level FMLN commander who had served as an advisor to retired General David Munguía Payés, the then-Minister of Defense, who also became Minister of Public Security several months before the truce was announced. More recently, General Munguía Payés and Raul Mijango have given press interviews asserting that the truce occurred as a result of an initiative developed by the Ministry of Public Security.

The initial conditions of the truce were simple: gangs would stop murders, extortions, and drug dealing in exchange of more police surveillance in prisons and better prison cells for gang leaders.

In the days prior to the national mid-term elections, and as a part of secret conversations between the government and the gangs, the Salvadoran government transferred approximately 30 leaders of the Mara Salvatrucha and Barrio 18 gangs from a maximum security prison to lower security facilities. Although violence levels declined immediately after these events, it is uncertain what the ultimate goal of the gangs' leadership is. Oscar Armando Reyes, a gang leader, told the Associated Press that gangs "want a definitive ceasefire," but for this to occur, the government will have to develop concrete proposals for jobs and employment opportunities for gang members. Despite statements like the one by Oscar Armando Reyes, many observers are not all convinced by the announced motives of gang leaders to carry on the truce. In fact, some argue that the imprisoned gang leadership is using the truce as a period to consolidate their positions and political powers.

President Funes has admitted that the government "accompanied" the process and "facilitated" the agreement. The President announced that a commission of political, private sector, community, and Church leaders will define a new anti-gang strategy that favors socio-economic solutions over suppression. The truce is controversial in part because the security strategy previously favored by former Defense Minister Munguía Payés focused on breaking up communication between the top command of the MS-13 and Barrio 18, and their lower-level leadership. To facilitate a cease in homicides, an easing of communication between top and lower levels of the gangs was required. Severe concerns exist regarding the balance between justice and peace, and the potential for the gangs to both demand unrealistic concessions and become strengthened in their negotiation power.

While President Funes has said that he will not enter direct negotiations with the gangs, his administration has been open to facilitating the accords. These accords are outlined in a document formulated by the gang members called "Proposal for a Framework Agreement for the Recuperation of Peace in El Salvador," and includes legal reforms such as the repeal of the Anti-Gang Law; reinsertion and reintegration initiatives, including training opportunities and scholarships; an end to state-supported vigilante groups; improvements in prison conditions, including recreational and educational activities for inmates; pardons for inmates that are terminally ill or those who have reached an elderly age; probation for all those who qualify; removal of torture as an interrogation mechanism by the police; a three-year maximum sentence in the Zacatecoluca maximum security prison; and the creation of a public-private entity led by facilitators where at least 2 members of each gang participate to coordinate and manage all social reinsertion programs.

This policy is seen as a departure from previous administrations' initiatives in El Salvador that mainly adopted unsuccessful *mano dura* approaches to control violent crime and homicides in the country. The Salvadoran Defense Minister met with his counterparts in Guatemala to share best practices and assess if violence reduction can be replicated in Guatemala through a truce. Also, the head of the Organization of American States (OAS) visited El Salvador in June 2012 to glean lessons for the rest of the region.

Numbers for 2012 reported in El Faro newspaper show that the truce in El Salvador has saved 1845 lives in comparison to homicides from 2011. This means that there were 8 less murders a day in the country in 2012. In September 2012, gang leaders agreed to reduce extortions, which affect Salvadorans every day nationally; however, concrete plans to stop extortions have not been developed. The Government of El Salvador maintains its position of no direct negotiation with the gangs.

Despite the significant reduction in violence and homicides in El Salvador, the truce's sustainability is still questionable. Some analysts argue that even if imprisoned gang leaders' intentions are genuine, they would have difficulties imposing the truce on gang cliques in the streets. Others argue that government officials involved in the negotiations might have given concessions that go beyond

issues of prison conditions and expanded opportunities for employment and learning in return of a lower murder rate. Also, there are concerns that the government dialogues with the gangs have not been transparent and there is not clarity on what the government's long-term objectives are. Additionally, experience in the region and globally show that gang truces have never been sustainable¹.

Midterm Elections

The early period of this report was marked by mid-term municipal elections in El Salvador. A total of 84 seats in the legislature were up for election, as well as 262 mayoral posts. The election was seen as an important potential indicator of the electoral landscape in the run-up to national elections in two years.

The Nationalist Republican Alliance (ARENA) won 33 seats in the 84 seat National Assembly. Analysts noted that ARENA's gains suggest voters approved of the party's promise to increase security in El Salvador. Notwithstanding, the result is significant taking into account that a dozen deputies defected from ARENA to form the Great Alliance for National Unity (GANU) party which was running in its first elections, capturing 11 seats. Together with ARENA, the 44 seats could be a strong majority bloc in the National Assembly. Several municipalities in the San Salvador department will be run by ARENA mayors including Apopa, Mejicanos, Tonacatapaque, San Martin, Soyapango, and Ilopango. President Funes' FMLN won 31 seats in the Legislative Assembly. While President Funes and the FMLN have two years left in office, the growing opposition is likely to complicate legislation of social programs especially.

The elections result impacted the AJR in one of its three implementing municipalities. In El Congo in Santa Ana department, the sitting Mayor, Milton Lombardo, was ousted by Edwin Parada of the National Conciliation Party (PCN). Contact with the new mayor was immediately sought by AJR which will work with the new administration to maintain and continue to strengthen AJR's prevention focus, through the CMPV and Prevention Plan in El Congo.

Constitutional Matters

In June 2012, the Salvadorian Constitutional Chamber of the Supreme Court declared unconstitutional the appointments of judges (and alternates) to the Supreme Court made between 2006 and 2012, based on an article that states that the Legislative Assembly must renew the Supreme Court every three years and appoint judges for 9-year periods. The Legislative Assembly decided to present a case against the Constitutional Chamber before the Central American Court of Justice (CCJ). The CCJ admitted the case submitted by the Assembly, and immediately issued an injunction suspending the effects of the judgments of the Constitutional Chamber. The Constitutional Chamber issued resolutions that declared the decision issued by the CCJ unconstitutional and therefore inapplicable. This situation demonstrated how there are still challenges to address at the regional level in terms of cooperation and alignment with supranational institutions.

On May 17, 2013, the Constitutional Chamber of the Supreme Court of El Salvador ruled that the appointment of two former army generals, Minister of Public Security David Munguia Payés, and National Civil Police Director Francisco Salinas, is unconstitutional. The court ruled that the appointment of the military men to public security posts goes against Articles 159 and 169 of the Constitution, which were amended in 1992 when the government signed the Peace Accords with

¹ Trinidad and Tobago has a history of 50 years of failed truces.

then-guerilla movement FMNL, now a political party. The Accords state that public security should be independent from the armed forces.

Munguía Payés exit might have serious implications in the development of the gang truce. One day after his destitution, at a press conference in a prison as well as through a press release, the gangs lamented the court's decision and said they would maintain the truce as long as the new security authorities renew their commitments of the leaving Minister. Also, in a defiant tone, the gangs stated that the court's decision puts the security of Salvadorans at risk.

RESULTS FRAMEWORK

AJR USAID-SICA MONITORING AND EVALUATION PLAN			
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			
IND.	INDICATOR	TARGET	TARGET REACHED BY March 2013
COMPONENT I: ASSIST SICA TO PROMOTE DIALOGUE AND COHERENCE IN CITIZEN SECURITY			
Sub-Activity 1.1: Assist SICA to develop a One-Year Action Plan for Implementation and Monitoring of the Central American Security Strategy (CASS) and its prevention priority projects.			
1.1.1	Development and implementation of 2012 Democratic Security Division Action Plan for the Democratic Security Direction (DSD) aimed at the implementation of CASS projects	<ol style="list-style-type: none"> 1. Work Plan developed; 2. CASS Road Map developed in consultation with SICA for launching of CASS projects, 3. Operations Manual developed for the Democratic Security Directorate (DSD) 	<ol style="list-style-type: none"> 1. Achieved 2. Achieved 3. Achieved
1.1.2	Donor Coordination Strategy aimed at CASS project implementation is developed in collaboration with SICA	<ol style="list-style-type: none"> 1. Donor Coordination Strategy developed 	<ol style="list-style-type: none"> 1. Achieved
1.1.3	Coordination provided by AJR with regards the Violence Prevention Component under CASS and implementation of the projects.	<ol style="list-style-type: none"> 1. A CASS Prevention Component Road Map developed; 2. Methodology in place for six prevention projects, 3. Two prevention projects supported by CASS; and 4. Prevention component indicators developed and validated in collaboration with the UNDP 	<ol style="list-style-type: none"> 1. Developed; 2. Not Achieved/SICA asked German Development Assistance to carry out 3. No Donor Funds Identified 4. Achieved
1.1.4	Indicators are designed and implemented for CASS projects	<ol style="list-style-type: none"> 1. Technical assistance provided to SICA in monitoring and evaluating of CASS projects. 2. Impact indicators and methodologies, tools, procedures and formats designed as needed. 3. Technical assistance provided in the design of baselines and Monitoring and Evaluation Plans for the two prioritized CASS Prevention project. (These are, Prevention of Violence affecting Central American Youth (BB1) and Social Prevention of Violence through the Municipalities (BE1). 	<ol style="list-style-type: none"> 1. Started but discontinued as the GIZ took the leadership on this. 2. Idem. 3. GIZ didn't accept the indicators proposed by the UNDP lead team and this process was discontinued.
Sub-Activity 1.2: A Strategy and a Plan Drafted for the Establishment and Operationalization of OBSICA in collaboration with stakeholders			
1.2.1	Democratic Security Index (ISD Work Plan developed	<ol style="list-style-type: none"> 1. Workshops conducted with SICA and other stakeholders in order to revise OBSICA's concept paper. 2. Concept paper validated. 	<ol style="list-style-type: none"> 1. Achieved. 2. Achieved 3. Achieved

		3. Workshops to develop OBSICA's work plan for 2012 developed.	
1.2.2	ISD Indicators completed, reviewed and validated including public security and rule of law indicators	Validation and official presentation of the Democratic Security Index (DSI).	Index and democratic security indicators developed and presented to SICA
1.2.3	Support provided to the Regional Technical Council and the development of its vision, functions, norms and regulations	1. Technical Assistance provided to national technical sub units for collecting quality information and analysis to feed OBSICA's database. 2. Basic equipment provided for the establishment of the National Technical Units of OBSICA.	1. Not achieved as OBSICA was not officially approved before the end of the agreement, but Technical sub-units were created and expanded in Panama and Guatemala instead. 2. The purchase of equipment was substituted in lieu of expansion to Guatemala and Panama.
Sub-Activity 1.3: SICA and CSOs represented in SICA's Consultative Committee (CCSICA) convene and promote regional debate on CASS implementation and develop a plan			
1.3.1	Technical Assistance provided to CC-SICA to implement strategy towards CASS implementation	1. Technical assistance in strategic planning; 2. Development of a fifth strategic area under the Strategic Plan regarding their role towards CASS's implementation; 3. Work plan developed with CC-SICA for the implementation of activities under the fifth strategic area.	1) Technical assistance provided in strategic planning. 2) Fifth strategic area developed during first workshop. 3) Work Plan not developed except for the lines of action included in the strategy
1.3.2	CC-SICA has a revised Strategic Plan and a 2012-2013 Work Plan, define roles and identifies synergies between civil society members and the Youth Movement to lead debate on CASS implementation across the region	1. A revised CC-SICA Strategic Plan developed, 2. CC-SICA 2012-2013 Work Plan designed in collaboration with SICA, 3. Final workshop with CC-SICA's Board of Directors to discuss results and review the work plan 2013-2014	1. Achieved 2. Not achieved 3. Not achieved
Sub-Activity 1.4: Central American Youth Movement Against Violence (CAYMAV) Strengthened to develop and implement a Central American plan to advocate against violence and to promote regional debate on CASS implementation			
1.4.1	The Central American Youth Movement against Violence (CAYMAV) is formalized including legal status	1. CAYMAV formalized and with legal status 2. Board of Directors established for CAYMAV, and 3. CAYMAV established as a part of CCSICA.	1) CAYMAV formalized. 2) Board of Directors established for CAYMAV. 3) Official requests made to CC-SICA requesting CAYMAV inclusion in the organization and established as a legal institution. CAYMAV was approved as an observer organization while it becomes a legal institution,
1.4.2	Three-Year Strategic Plan and One-Year Action Plan developed for CAYMAV	A Three-Year Strategic Plan and One-Year Action Plan developed for CAYMAV	One year and three year action plans completed
1.4.3	Central American	Development and carrying out of three	Central American mobilization and

	Awareness and Advocacy Campaigns have been implemented with support of CC-SICA and other donors.	Central American mobilization and advocacy campaigns with the support of CC-SICA and other donors to promote the adoption of a Regional Crime Prevention Public Policy.	advocacy campaigns completed, supported by SICA in some instances but not by CC-SICA
1.4.4	Central American Youth Movement Against Violence (CAYMAV) strengthened through training	Four strengthening workshops held including 1. Strengthening on the Central American Integration System (SICA) and the Central American Security Strategy (CASS) 2. Proposal development, 3. Project Implementation, and 4. Advocacy	Four strengthening workshops held including 1. Achieved 2. Achieved, 3. Achieved 4. Achieved
Sub IR 1.5: Regional Coherence and Harmonization of Juvenile Justice Reform is Supported			
1.5.1	Political, Financial and Technical Feasibility study of the Juvenile Justice Public Policy presented to Central American Presidents for approval	Political, Financial and Technical Feasibility assessment of the sub-regional Juvenile Justice Public Policy is developed and presented to the Central American Presidents.	Developed and presented to Central American Presidents.
1.5.2	Central American Security Commission validates assessment and approves Juvenile Justice Public Policy Work Plan prior to presentation Central American Presidents	Sub-Regional Juvenile Justice Public Policy validated and adopted.	Sub-Regional Juvenile Justice Public Policy validated, accepted by the Central American Presidents but it has not been not adopted yet.
1.5.3	Three national Advocacy Committees receive assistance to develop and carry out Advocacy Plans in SICA countries which are endorsed by SICA presidents	1. Workshops with the Advocacy Committee to validate the Action Plan basis for the adoption of the Sub-regional juvenile justice policy conducted; 2. Advocacy Plan in each country including the identification of alliances for the implementation of the public policy, elaboration of protocols and institutional agreements necessary to ensure the effective implementation of the public policy developed; and 3. Key actors identified in the different sectors who can help promote and ensure the implementation of the policy.	1. Achieved 2. Achieved 3. Achieved
1.5.4	Technical assistance to the Attorney General's Office to create awareness of the new juvenile criminal prosecution policy	1. Coordination workshops between the Supreme Court, and the PGR and 2. The Publication of the Attorney General's Office's new Juvenile Criminal Prosecution Policy.	1. Achieved 2. Achieved
1.5.5	Technical assistance to ISNA to create a monitoring system enabling ISNA to follow-up on the norms and procedures	1. Workshops with ISNA's program staff to develop the work plan and to monitor progress in the implementation of ISNA's norms and procedures; 2) Work Plan for the implementation and monitoring of alternative measures.	1. Achieved 2. Not Achieved

COMPONENT II: CARSI INITIATIVE ON PREVENTION: ALLIANCES SUPPORT MUNICIPAL-LED, COMMUNITY-BASED PREVENTION INITIATIVES TO PREVENT GANG RECRUITMENT AND YOUTH VIOLENCE

Sub-activity 2.1: Strengthen the vision and capacity of the CMPVs to expand prevention efforts

2.1.1	2012 Action Plans developed with Municipal Violence Prevention Committees based on Review of 2011 Results and including new community prevention actions	Three 2012 Action Plans completed and approved.	Achieved
2.1.2	Municipal Violence Prevention Committees strengthened to improve internal capacity and external profile and monitor prevention activities	1. Three Committees demonstrate improved capacity including in the following areas: external relations; municipal collaboration; alliance building; use/dissemination of prevention project results; identification of local prevention resources/ funds. 2. Three crime prevention budgets in place by CMPVs	1) Two committees (Santa Ana and Chalchuapa) demonstrate improved capacity in many areas beyond those defined in the target. El Congo's Committee suffered from the vision and commitment of the new mayor and was not strengthened as expected; 2) Funding for prevention was included in the 2013 Municipal budgets in Santa Ana and Chalchuapa. This was not achieved in El Congo
2.1.3	Municipal Crime Prevention Committees are being strengthened to monitor and evaluate the results of crime prevention plans and use results	The target under this indicator is that the Three Municipal Crime Prevention Committees are monitoring and evaluating activities under crime prevention plans and sharing data.	Achieved
2.1.4	Technical assistance provided to support adoption and implementation of Municipal Crime Prevention Policies	Technical assistance so that Municipal Crime Prevention Policies are adopted and implemented	Three policies have been adopted by municipalities
2.1.5	Entrepreneurial Initiatives for Prevention are fostered in the three Municipalities	Two entrepreneurial initiatives incepted (Santa Ana, and Chalchuapa,) and supported	Entrepreneurial process supported in Chalchuapa (Mutually decided by AJR and the municipalities not to pursue this indicator in Santa Ana and El Congo.)

Sub-activity 2.2: Operational capacity of Violence and Vulnerability Observatories in analyzing and effectively disseminating data improved

2.2.1	Number of local observatories and Technical Committees strengthened through training and materials to improve the collection of data; data analysis and dissemination of data for the monitoring of violence and vulnerability in intervention communities/municipalities.	1. Three observatories and technical committees trained for improved analysis and dissemination of data for monitoring violence and vulnerability and 2. Three observatories producing user friendly reports and disseminating reports for decision-making with regards to violence prevention by institutions, CMPVs and or municipalities.	1. Achieved 2. Manual Produced, Indicators streamlined and vulnerability included, Risk Maps created. 3. Report format introduced for use.
2.2.2	Data produced by observatories is utilized for decision-making with regards to violence prevention by institutions, CMPVs and or municipalities.	At least three decisions in each municipality with regards to actions, programs or policies, have been generated with analysis produced by the observatories. (Total= Nine Decisions).	Nine decisions made using data observatories (Chalchuapa 5/Santa Ana 4)
Sub-activity 2.3: Training Opportunities provided as a driver for prevention for at-risk youth and municipalities			
2.3.1	Number of youth accessing vocational training and training through Outreach Centers	1) 500 youth with access to training through OCs and 2) 500 access vocational training provided by AJR	3,631 Youth accessing training through OCs. 1037 through the OCs and 2,594 for jobs. 263 youth graduated of seven vocational training courses (96 M/167 F)
2.3.2	CMPVs are strengthened with skills to generate vocational training opportunities in the municipalities.	1) training in how to generate vocational training opportunities in the municipalities provided and 2) At least one training session generated by the CMPV independently. (Santa Ana, Chalchuapa, El Congo)	Achieved Commitment by Santa Ana Center for Vocational Training to provide Training to Santa Ana, Chalchuapa and El Congo in 2013
2.3.3	Number of youth accessing “Transition to Work” training	Provide 300 youth with training that addresses the barriers to at-risk youth accessing jobs.	84 youth (29 M/55 F) with training and 52 youth with documents (24 M/28F)
Sub-activity 2.4: Strengthen job preparedness and economic opportunities as a driver for prevention for at-risk youth and municipalities			
2.4.1	Municipal Labor Market Analysis conducted	Labor market analysis which identifies economic opportunities locally in the three municipalities developed.	Completed
2.4.2	Number of youth accessing job opportunities or income generating activities	150 new youth with access to job opportunities or income generating activities including 14 new micro-entrepreneurial initiatives developed.	Five Youth accessed a job and 98 receive self-employment kits to work independently.

2.4.3	Number of micro-entrepreneurial initiatives strengthened	Three Casas de Emprendedurismo and 13 micro-entrepreneurial initiatives established in 2011 are strengthened according to their already established business plans and with regards to administration, sales and marketing	Three Casas de Emprendedurismo and 13 micro-entrepreneurial initiatives strengthened RESULT: 17 micro-entrepreneurial initiatives at OCs strengthened TOTAL: 34 micro-entrepreneurial initiatives strengthened in OCs according to their business plans and with regards to administration, sales and marketing of products.
2.4.4	Number of new micro-entrepreneurial initiatives established and strengthened	14 new micro-entrepreneurial initiatives established in 2012 and strengthened according to their business plans and with regards to administration, sales and marketing of products.	AJR decided not to develop new Micro entrepreneurial initiatives due to cost-effectiveness.
Sub-activity 2.5 Conflict Mediation, drug awareness prevention talks and Clubs are provided in schools to restore the school's role in prevention			
2.5.1	Number of youth joining youth-driven organizations or clubs that are established at schools to provide youth with a sense of belonging and identity	New youth clubs are established in the eleven schools identified in the communities.	Achieved (16 Youth Clubs established in the 11 schools)
2.5.2	Selected schools are reached with conflict mediation and drug prevention awareness training	1) Two Organizations have been identified to provide training in conflict mediation and drugs awareness. 2) 200 teachers trained 3) 1,000 Youth Trained	1) Achieved (FUNDASALVA/FUNPRES) 2) 112 teachers trained (49M/63 F) 3) 3,519 Youth Trained Drug Prevention (1,812 M/1,707 F) 650 Youth Trained in Creative Conflict Resolution (332M/318F) Additionally 1,915 Parents Trained Drug Prevention (218M/1,725F)
Sub-activity 2.6: Establishment of new "Por Mi Barrio" Outreach Centers, Strengthening of Existing OCs			
2.6.1	Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities (see notes)	12 new Outreach Centers established in the AJR target communities.	17 new Outreach Centers established in target communities
2.6.2	Number of Established Outreach Centers that will be strengthened in prevention services	33 Outreach Centers established in the AJR target communities will access technical assistance by AJR, training for micro-entrepreneurial initiatives and strengthening grants	34 Outreach Centers have accessed technical assistance for entrepreneurial initiatives. 21 strengthening grants processed.
2.6.3	Number of volunteers working to provide prevention services in OCs	100 new volunteers providing their time to existing and new Outreach Centers established in the AJR target communities	366 new volunteers in OCs
2.6.4	Number of youth gaining	905 new youth accessing positive use of	2,849 new youth accessing positive

	access to positive use of free time in Outreach Centers and through prevention sports activities	free time in existing and new Outreach Centers and 1,305 youth accessing positive use of free time through sports for prevention	use of free time in existing and new Outreach Centers
2.6.5	OC Network with legal standing and trained to begin managing OCs	OC network can strengthen OCs as an entity with necessary administrative and other capacities is formalized and operating.	Board of the Network of OCs elected and ratified by General Assembly, Coordinator hired and office space identified. OC network in the process of being legalized as an association.
2.6.6	Opportunities for employment/ income generation facilitated for OC youth and volunteers	200 at-risk youth and volunteers are accessing opportunities for employment	(Rolled into 2.3)
Sub-activity 2.7: Expand AJR's range of integrated prevention programs for youth, led by the Municipality, the CMPVs, and youth themselves			
2.7.1	"Amigo de Cora" Mentorship program expanded to provide youth with guidance in communities	70 new Mentors be trained and guide at-risk youth in the implementation communities in addition to 71 previously trained Mentors being strengthened in their capacity to work as mentors.	207 new mentors trained to guide at risk youth in implementation communities.
2.7.2	Community Infrastructure for Prevention Refurbished in Schools and Communities through AJR support	Seven community based infrastructure projects and eleven school-based infrastructure projects supported	Fourteen community based infrastructure projects and eleven school-based infrastructure projects supported
Sub-activity 2.8: Values, Youth Identity and Sense of Belonging are promoted to Prevent Youth from becoming involved in Gangs, Crime and Violence			
2.8.1	Number of youth who are trained in life skills	4,000 new youth trained for life skills in the AJR target communities and 500 youth trained in schools.	2,265 Youth trained for lifeskills; 1,385 Youth trained in lifeskills in target communities and 880 trained in schools. Total: 4,530.
2.8.2	Number of youth joining youth-driven organizations or clubs that are strengthened to provide youth with a sense of belonging and identity	1) Seven new clubs established and strengthened and 2) 28 existing clubs strengthened in the target communities	7 new clubs established and 28 existing clubs strengthened.
2.8.3	Chapters of the Youth Movement Against Violence Movements established in the three municipalities	Two new chapters of the Youth Movement are established in Santa Ana and Chalchuapa	Two Chapters established in Santa Ana and Chalchuapa

2.8.4	Values through Sports Program systematized and accessed by at-risk youth	500 youth accessing positive use of free time through sports for prevention activities.	2,953 youth accessing positive use of free time through sports. 116 sports volunteers providing positive use of free time to youth through sports.
Sub-activity 2.9: Revision of the National Violence Social Prevention Strategy in support of Municipalities			
2.9.1	ENPV is revised to identify the main aspects to be modified	1) Revise existing laws and identify how these laws are related to the GOES Violence Prevention National Strategy (ENPV) at the municipal level and propose coordination mechanisms; 2) Develop a methodology for focus groups and implement this and 3) Develop, validate and publish the revised ENPV.	ENPV revised, methodology for training developed, validated and in the process of final approval to be published
Sub-activity 2.10: Cross-cutting Media Strategy			
2.10.1	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	15 Campaigns Developed in target Communities	28 implementation communities reached with 11 campaigns (activities of 4 campaigns were rolled into the 11)

COMPONENT ONE: ASSIST SICA TO PROMOTE DIALOGUE AND COHERENCE IN CITIZEN SECURITY

Sub-Activity 1.1: Assist SICA to develop a One-Year Action Plan for Implementation and Monitoring of the Central American Security Strategy (CASS) and its prevention priority projects

Since 2011, Creative and AJR have contributed to the development of the Democratic Security Directorate's (DSD) CASS projects, and provided focused technical assistance to support the carrying out of these first SICA projects. In 2012, AJR focused on strengthening technical assistance to SICA in carrying out CASS projects, monitoring indicators, strengthening the national and regional Youth Movements Against Violence and pushing for juvenile justice reform.

IND 1.1.1 Development and implementation of 2012 Democratic Security Directorate's Action Plan aimed at the implementation of CASS projects

The targets under this indicator are a general Work Plan developed; Specific work plans for each area, including for the Specialized Projects Unit developed, a CASS Road Map developed in consultation with SICA for management of projects, and an Operations Manual developed for CASS projects.

RESULTS: General Work Plan developed; CASS Road Map developed in consultation with SICA and Operations Manual developed for the Democratic Security Directorate (DSD)

In 2012, AJR developed a Strategic and Operational Plan for Democratic Security Directorate (DSD). The DSD was charged with assisting SICA in coordinating and implementing the Central America Security Strategy (CASS). AJR supported the DSD in finalizing a Work Plan, Road Map and determining their needs in human and material resources. Technical assistance also included preparing the Technical Group on Prevention to integrate prevention policies with the United Nations Development Program (UNDP). The Road Map was used as a technical monitoring tool that allowed for the measurement of the progress made in developing CASS. The DSD also used the tool to demonstrate the development of CASS as well as projects developed by the DSD in general over the short, medium and long terms.

Upon adoption of the Work Plan, AJR supported the implementation of activities in the following CASS projects:

- Strengthen the DSD technically in their ability to manage technical and financial assistance of friendly countries;
- Improve the capacity of the DSD to coordinate activities relating to the CASS and its projects; and
- By hiring a team of consultants temporarily integrated within the DSD to develop a set of technical tools for the implementation, management, and coordination of CASS projects.

In September 2012, one of the consultants accompanied a SG-SICA delegation to Mexico to a donors' meeting on combatting crime. The information gathered at this meeting contributed to the development of the donors map.

In November 2012, three consultants were hired to review the overall work plan of the DSD. One consultant focused on the management of the technical assistance/development portfolio, a second consultant focused on the development of plans and a Manual outlining the functions of the Democratic Security Directorate (DSD); and a third consultant led the design of the information system for the management of the Central American Security Strategy (CASS) by the DSD.

In December 2012, the DSD conducted a planning workshop to review its work plan, strategic activities, organizational structure and coordination with other units of the SICA. AJR supported these efforts by developing a Functional Manual for the DSD CASS with information gathered through interviews with employees of the DSD and various units within SICA. Results from these efforts included a more robust organizational structure, improved organizational communication and coordination and increased clarity on the roles and responsibilities of each Directorate.

AJR contributed to strengthening the DSD by developing and disseminating with the DSD Director the Strategic Plan for 2013, the Manual of Functions, and the design of the information System of the Management of SICA's CASS Web Portal. The DSD currently has an organizational culture that includes improved coordination and communication among its members, as well as clarity of roles and responsibilities.

Technical products developed as a result of the technical assistance provided by AJR USAID-SICA in the coordination of the CASS and its projects includes the following:

A. Planning of the Democratic Security Directive: that contains the Strategic Plan and the Annual Action Plan; an Organizational Chart; a manual of jobs and job descriptions and a proposal for the creation of a Technical Executive Committee for SG-SICA that administers CASS projects. This planning work was essential to the development of management and coordination activities of the CASS and its projects. The implementation contributed to the improvement of the DSD organizational capacity and increased communications with other units of the SG-SICA. This work was completed by AJR consultant Manuel Martinez.

B. International Donor Fundraising strategy: integrating SG-SICA actions and representing all SICA countries to manage funds for CASS projects. This work was completed by AJR consultant Mario Martínez and is explained in detail in the next section of this report.

C. Strategy for Managing the Combating Crime Component: This component developed a road map, a mapping of the offerings of the various international donors, methodologies, formats and procedures for monitoring, reporting on the efforts of the project, and converting project documents into useful formats. This work was completed by AJR consultant Aracely Lazo.

D. Management Tools for Institutional Strengthening Projects: Projects coded as DB1 and DB2, funded by AECID, required the creation of a database of officials and regional organizations related to projects DB1 and DB2, contacts and organizing the participation of regional officials in the training events, design and implementation of procurement plans, development of agendas and summaries of the events, and distribution of publications. This work was completed by AJR consultant David Arteaga.

E. Information system designed to manage CASS: the design of an internal information system to administer projects, including a proposal to update the SG-SICA web page into a web portal. This work was done in close consultation with the Department of Information Technology of the SG-SICA and other institutional units with expertise in the management of institutional information such as the Communications Division, and was conducted by the consultant Henry Zavaleta.

IND 1.1.2 Donor Coordination Strategy aimed at CASS project implementation is developed in collaboration with SICA

The target under this indicator is a Donor Coordination Strategy developed.

RESULTS: The Donor Coordination Strategy was developed, presented to SICA and is in use.

Jointly with SICA, AJR determined the need for a temporary technical support team to provide continuity to the CASS. AJR identified technical support resources in Management of International Development Assistance to the SG-SICA to strengthen the development of CASS and its projects. Needs identified included hiring consultants with regards to the following tasks:

- 1) Support the management of development assistance including record keeping, organization and reporting on development assistance needs of the CASS;
- 2) Assist SICA to facilitate technical development assistance (non-economic assistance);
- 3) Drive discussions with donors, obtain and provide information on projects, review and prepare projects for presentation to donors, identify and report on advances of this component;
- 4) Support the implementation of the first actions of the DB1 and DB2 projects already financed by donors, including equipping the General Secretariat of SICA through human and material resources; and
- 5) Design an information system for CASS and its projects.

In collaboration with consultant Mario Martínez, AJR developed the Donor Coordination Strategy. The document contained objectives, strategies, activities, chronogram, and financial resources that SG-SICA intended to obtain to promote CASS projects. It also included an Annex where each of the CASS projects are summarized including results, macro-activities, and general costs; so the donor can consider their level of funding per project.

The development of the Donor Coordination Strategy meant that SICA could proceed in closing funding offers required to implement projects of the Strategy. International donors also sought that SG-SICA share its strategic approach in its management to avoid duplicating efforts, imperfections, and establishing complementary actions to collaborate between countries and donor agencies to finance and implement CASS projects. In October, SICA began fundraising in various countries in North America, Asia, and Oceania, to leverage the required funds based on the Management Strategy designed with AJR support.

The methodology to raise funds was based on a set of strategic criteria that include:

- The donor expresses their intent to provide funding or technical assistance to CASS projects in writing or in another formal way;
- Efforts funded by donors are registered and captured to show how the support has expanded the result of a project or activity;
- SICA needs to ensure a regional vision in the formulation, budgeting, negotiation, administration, and implementation of programs by creating a coordination mechanism that will guarantee transparency through Assessment and Monitoring;
- SICA's role should be as that of a coordinating body. Rather than directly implementing programs, funds should be channeled to other entities such as NGOs, consulting firms, agencies;

- The President Pro-Tempore endorse the fulfillment of the above criteria and SICA maintains records of all financial and in kind support received.

SG-SICA has received many offers of cooperation for the development of the CASS Projects starting with the Security Conference held in Guatemala in 2011. Due to the limited institutional capacity of the DSD, those offers did not translate into specific and operational support to implement the projects. The development and implementation of a Management and Donor Coordination Strategy has been one of the major contributions of AJR USAID-SICA to General Secretariat of SICA.

IND 1.1.3 Coordination provided by AJR with regards the Violence Prevention Component under CASS and implementation of the projects

The targets under this indicator include: 1. A CASS Prevention Component Road Map developed; 2. Methodology in place for six prevention projects. 3. Two prevention projects supported by CASS and 4. Prevention component indicators developed and validated in collaboration with UNDP

RESULT: 1) A CASS Prevention Component Road Map developed and in use. 2) Methodology for Prevention Projects was not developed because SICA asked the GIZ to take over this component. No donor funds were identified. 3) Prevention component indicators developed and validated in collaboration with the UNDP.

On February 28, 2012, AJR and members of the DSD and UNDP Panama participated in a workshop, to analyze CASS indicators. All agreed that indicators should be tailored to specifically assess the CASS and distinguishable from the result and output indicators which are common to most development projects. The consortium called the International Technical Assistance committee (ATI) included the United Nations Development Program (UNDP) Panama; the United Nations Office on Drugs and Crime (UNODC); the Organization for International Migration (IOM); and AJR USAID-SICA. The German Society for International Cooperation (GIZ) led the effort as the coordinator of prevention projects.

In May 2012, AJR participated in a workshop organized by GIZ to review the development of priority projects under the component. AJR participated as a technical assistance provider to the coordination of the DSD for that component. AJR reviewed the system proposed by the ATI Indicators and analyzed in detail prevention indicators to monitor joint work on the component. AJR developed a specific roadmap for the prevention component.

Although the prevention component was supported by several international donors, AJR contributed by working with the DSD to guide activities leading to the implementation of projects in coordination with the Central American governments Technical Group on Prevention of Youth Violence (GTPV). AJR also provided a methodological review and validation of modifications made by donors to the Prevention Project component.

A meeting was held at SICA with the GTPV in late June 2012 with the participation of representatives of Honduras, Nicaragua, Panama, Guatemala and El Salvador governments. This meeting served as a platform to select criteria for participation of this group in the workshop organized by Germany through GIZ, and to discuss technical aspects of prioritized projects. Participants included the Friends of the CASS Prevention Component, GTPV, and representatives of the SG-SICA.

In collaboration with UNDP Panama, a matrix of indicators was drafted and was proposed by the DSD to GIZ. The Road Map for CASS prevention projects was constructed and AJR contributed to the development of the methodology for prevention projects. The two prevention projects were not developed, not being part of the projects prioritized by the countries. There were no technical or financial resources in 2012 to develop them. The goals under this indicator were therefore only partially achieved.

IND 1.1.4 Indicators are designed and implemented for CASS projects

The targets under this indicator include: 1. Technical assistance provided to SICA in monitoring and evaluating of CASS projects. 2. Impact indicators and methodologies, tools, procedures and formats designed as needed. 3. Technical assistance provided in the design of baselines and Monitoring and Evaluation Plans for the two prioritized CASS Prevention projects. (These are: Prevention of Violence affecting Central American Youth (BB1) and Social Prevention of Violence through the Municipalities (BE1)).

RESULT: 10 Consultancy completed to provide technical assistance to SICA in monitoring and evaluation of CASS projects. 2) Impact indicator system designed. 3) Baselines and monitoring and evaluation plans completed.

In November 2012, AJR hired a consultant to design the information system of the Democratic Security Directorate for monitoring and evaluation of projects of the Central America Security Strategy. This technical assistance sought to analyze the viability of the system from information technology based on various implementation scenarios. The consultancy focused on the aspect of computer and information system connectivity, in order for the indicators for monitoring and tracking of CASS to be integrated into the system. The consultancy also established the minimum requirements to operate the system in terms of resources. Additionally, it reviewed the operation of the SICA website and submitted a proposal for restructuring.

The indicator system was produced by a working group facilitated by the UNDP and indicators were reviewed by the DSD and the countries integrated into the computer system. 3. Baselines and monitoring plans and project evaluation and BE1 BB1 were not initiated in 2012 and SICA also reached an agreement with the leading country of the component on the indicators and matrix of the monitoring system.

The Central American Security Commission approved the creation of a mechanism for the coordination, monitoring and evaluation of the CASS; however it has not yet been established. This mechanism will be the responsible coordinating entity for monitoring and reporting of CASS. Since the mechanism is not operating yet, the SG-SICA has deemed necessary to establish an internal system that meets its mission from a technical point of view and therefore has established the need for a CASS information system to be managed by the SG-SICA, in this case, from the office of the DSD. The challenge lies in that the SG-SICA and DSD implement the design of the information system in 2013. In this regard, AJR has gained a commitment from the DSD to allocate resources to that end.

Sub-Activity 1.2: A Strategy and a Plan Drafted for the Establishment and Operationalization of OBSICA in collaboration with stakeholders

IND 1.2.1 Democratic Security Index (ISD) Work Plan developed

The targets under this indicator include; 1. Workshops conducted with SICA and other stakeholders in order to revise OBSICA 's concept paper. 2. Concept paper validated. 3. Workshops to develop OBSICA 's work plan for 2012 developed.

RESULT: 1) Workshops conducted with SICA and other stakeholders. 2) OBSICA concept paper revised and validated by SICA.

AJR held ten working sessions of the Technical Advisory Group OBSICA (GAT). The group consisting of CECI, UNODC and AJR, was responsible for developing the concept paper OBSICA, which described and explained the approach, content and features of the Observatory and the Democratic Security Index SICA (OBSICA). The working sessions concluded with the production of a document published in May. The Democratic Security Index is a tool for the DSD and OBSICA. Some of the most important actions taken by the Technical Advisory Group in support of OBSICA included:

- contributions to the concept paper for the construction of OBSICA,
- the design of the democratic security index of Central America,
- the design of the treatment process for OBSICA data,
- the analysis of the conceptual coherence of the observatory,
- the development of criteria to assess the relationship of civil society and development assistance to OBSICA; and
- the development of criteria for establishing and implementing the Regional Technical Committee and other aspects related to OBSICA.

OBSICA's conceptual document was validated through a workshop with the Sub-Commission on Statistics of the Chiefs of Police on July 2-3, 2012 in El Salvador. Technical and methodological aspects of the information collection system of the countries were discussed to analyze how they fit in OBSICA's work focus. It was agreed that the *Subcomisión de Estadísticas* will be one of the main sources of information for OBSICA, and that its members will participate periodically in OBSICA statistical validation meetings. These agreements generated additional trust in SICA's political bodies in managing OBSICA, given that one of the worries that governments had was that information would come from civil society organizations and not official sources.

IND 1.2.2 ISD Indicators completed, reviewed and validated including public security and rule of law indicators

The target under this indicator is the development and official presentation of the Democratic Security Index (DSI).

RESULT: Democratic Security Index developed.

The Democratic Security Index (DSI) is a measuring instrument of democratic security in the region and is one of two principal products developed for OBSICA. As this is an instrument of the Central American governments, DSI, like the OBSICA, sought to use primarily official data for its construction. However, in view of the limited official information submitted by Central American Governments on democratic security, the construction of the DSI's used also prestigious international data sources like the United Nations Office of Drugs and Crime (UNODC), World Bank studies and those conducted in the US and Europe which maintain annual indices in the various subareas of democratic security.

In the last week of November, AJR began the process of hiring consultants to investigate the macro-indicators of rule of law, security of persons and their property, and Regional Security. The research defined a conceptual framework, a methodology and then focused on the review and analysis of data and statistics on the specific indicators that will serve to build the macro-indicators. The DSI indicators serve as a source for the observatory indicators. The DSI established standardized procedures to measure the level of security in the region. Through this instrument, SG-SICA now has a baseline to monitor and develop security indicators for the region and provide accurate and up to date information to governments and international donors.

1. Rule of Law (Legal Security):

Two main sources were established: 1) the guiding principles of the Framework Treaty on Democratic Security, and the constitutions of each country; and 2) the international rule of law indices. The calculation of the rule of law indicator was based on data provided by the international indices listed in the table below:

A. Rule of Law: International Indices
<i>A.1. Bertelsmann Transformation Index</i>
<i>A.2. Economic Freedom of the World</i>
<i>A.3. Index of Economic Freedom</i>
<i>A.4. Worldwide Governance Indicators</i>
<i>A.5. The Index on the Perception of Corruption</i>
<i>A.6. Institutional Quality Index</i>

2. Security of persons and property:

To calculate the index of the safety of persons and property, the proposed indicators were divided into four groups (people, goods, spending on security and risk factors), broken down as shown in the table below:

B. Security of Persons and Property
B.1. Security of Persons
<i>B.1.1. Homicides per 100,000 inhabitants</i>
<i>B.1.2. Reporting of domestic violence per 100,000 inhabitants</i>
<i>B.1.3. Human Development Index</i>
B.2. Security of Property
<i>B.2.1 Robberies rate per 100,000 inhabitants</i>
<i>B.2.2 Theft rate per 100,000 inhabitants</i>
B.3. Spending on Security
<i>B.3.1. Spending on Security as a % of PIB</i>
<i>B.3.2. Police per 100,000 inhabitants</i>
B.4. Risk Factors
<i>B.4.1. Deaths due to traffic accidents per 100,000 inhabitants</i>
<i>B.4.2 Deaths due to guns per 100,000 inhabitants</i>

3. Regional Security

Regional Security indicators were calculated based on defense costs and costs due to organized Crime.

C.1. Regional Security
<i>C.1.1. Defense spending as a % of PIB</i>
<i>C.1.2. Size of Army</i>
<i>C.1.3. Global Peace Index</i>
C.2. Organized Crime
<i>C.2.1. Organized Crime GCR</i>
<i>C.2.2. Irregular payments and bribes</i>
<i>C.2.3. Money Laundering</i>

The Index was submitted to the Democratic Security Directorate SG-SICA in February 2013 for later use by OBSICA and for presentation to the various offices of the Central American Security Commission.

IND 1.2.3 Support provided to the Regional Technical Council and the development of its vision, functions, norms and regulations

The targets under this indicator are 1. Technical Assistance provided for collecting information, analysis and quality of information sent by the national technical sub units to feed OBSICA's database. 2. Basic equipment provided for the establishment of the National Technical Units of OBSICA.

RESULTS: 1) Technical subunits created in Panama and Guatemala OBSICA, 2) Technical equipment not provided in lieu of expansion.

As a part of the document review process by the regional bodies of SICA, it was concluded that there was a need for the Regional Technical Committee to be comprised of members of the Technical Subunits in each country and Statistics Subcommittee of the Committee of Chiefs of Police CA to achieve the integration of information on indicators and procedures used by each of these bodies.

The design and development of OBSICA's Organization and Functions Manual took place in coordination with the International Center for Crime Prevention, in Spanish the *Centro Internacional de Prevención de la Criminalidad* (CIPC). The document contains the job descriptions and staff functions (Coordinator, Researcher and Information Technology Specialist), and the procedures that will be followed by the Regional Technical Committee (RTC) in developing its mission. The paper also describes the functions of the General Secretariat of SICA (SG-SICA), the Democratic Security Directorate (DSD), the National Technical Sub-Units collaborating with OBSICA (TSU) and the Technical Assistance Group to OBSICA (CAT).

In order to operationalize SICA's main bodies, AJR signed an agreement with the Institute of the Universidad del Valle in Colombia to create OBSICA Technical subunits in Panama and Guatemala. With the support of AJR, CISALVA created the National Technical Sub Units (TSU) in Guatemala and Panama. TSUs are coordination mechanisms to collect and transfer OBSICA information. They were created and developed under a methodology implemented by CISALVA under a project known as "Standardized Indicators System," which collects information in a homogeneous way in various countries of the region, following common procedures which are based on a group of citizen security and coexistence indicators. CISALVA also collaborated with OBSICA on two strategic activities:

1. the development of an institutional capacity assessment of each country to generate the data required by standardized security indicators; and
2. the development Inter-institutional Committee coordinated by a government official who supports the system in each country.

In 2012, challenges existed in establishing a TSU in Guatemala. Changes within the Ministry of Security, delayed formal establishment and recognition of the TSU in Guatemala. but OBSICA continued working in this effort the next months.

In Panamá, AJR and CISALVA worked with 18 government entities, of which five serve as main sources of information. Below is a list of entities that participated in the production of information for the TSU:

Main Sources:

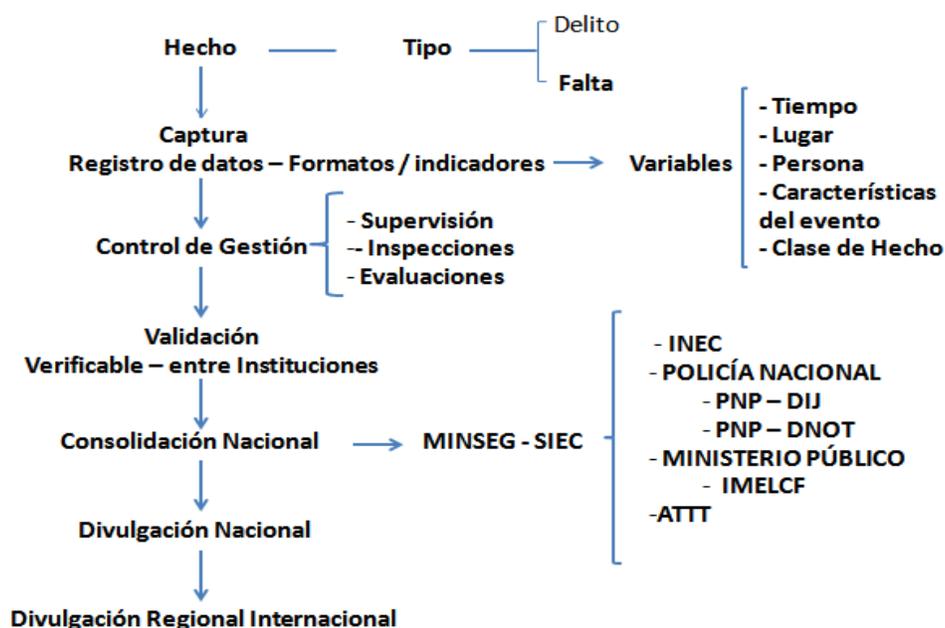
- National Police
 - National Directorate of Operations
 - Judicial Investigations Department
 - National Police Information Department
 - National Transit Operations Department
- Attorney General's Office
- Institute for Legal Medicine and Forensic Sciences
- National Institute for Statistics and Census
- National Crime Statistics System (SIEC)

Complimentary Sources:

- Judiciary
- General Directorate of the Prison System
- Interdisciplinary Studies Institute
- State Border Service and National Air Service
- Municipalities
- Ministry of Education
- Ministry of Health
- Santo Tomás Hospital
- Transit Authority
- Institute for Family and Women
- Citizen Safety Observatories

Panamanian institutions responsible for security approved the assessment presented as well as to adopt a methodology to form part of OBSICA and the TSU network.

Information Gathering Process: TSU Panama



Source: Assessment of the information system in citizen security and coexistence. (Panama 2013)

Panamanian entities have agreed to collaborate as part of a process coordinated by the National System of Integrated Criminal Statistics (SIEC) which is responsible for reporting and coordinating with OBSICA.

In Guatemala, AJR began work in establishing a TSU and left in place an assessment, and conducted several workshops to validate the results of the assessment and begin the seeing how to integrate the TSU within OBSICA.

Participating institutions included:

- Ministry of the Interior
- National Police
- Attorney General's Office
- Judiciary
- National Institute of Forensic Science
- Ministry of Health
- National Institute of Statistics
- 24-0 Observatory



TSU Confirmation session in Guatemala

The validation of the assessment raised several objectives including enhancing the consolidation of data for decision making, the development of an inter-institutional roundtable to support further analysis of security information. Guatemala called the TSU the Technical Inter-Institutional Roundtable and has appointed the Ministry of the Interior through the Deputy Minister for Prevention of Crime and Violence.

Belize is the only country in the region that does not have a TSU. TSUs forming part of OBSICA include.

País	Institución que coordina	Coordinador
Costa Rica (2010)	Ministerio Justicia y Paz, a través del Observatorio de la Violencia.	Max Loria, Viceministro de Justicia y Paz
El Salvador (2010)	Ministerio del Justicia y Seguridad Pública, a través del Área del Asesor del Despacho del Ministro.	Edgardo Amaya, Asesor del Ministro
Honduras (2008)	Secretaría de Seguridad, Instancia Dirección de estadísticas de la policía a través del Despacho del Secretario.	Félix Alejandro Maldonado, Asesor del Despacho de Seguridad
Nicaragua (2010)	Policía Nacional, a través de la Dirección General de Gestión.	Comisionada Mayor Rossana Rocha López
República Dominicana (2009)	Ministerio del Interior y Policía, a través de la Dirección del Departamento de Estadística.	Lic. Elizabeth Castillo Canela, Encargada de Estadística
Panamá (Oct. 2012)	Ministerio de Seguridad Pública, a través del SIEC	Dra. Aracely de Casanova, Directora SIEC
Guatemala (Mayo 2013)	Ministerio de Gobernación, a través del Tercer Vice Ministerio	Lic. Axel Manuel Alejandro Romero García, Asesor

Sub-Activity 1.3: SICA and CSOs represented in the Comité Consultivo de SICA (CCSICA), convene and promote regional debate on CASS implementation and develop a plan

IND 1.3.1 Technical Assistance provided to CCSICA to implement strategy towards CASS implementation

The targets under this indicator include: 1. Technical assistance in strategic planning 2. Development of a fifth strategic area under the Strategic Plan regarding their role towards CASS's implementation 3. Work plan developed with CC-SICA for the implementation of activities under the fifth strategic area.

RESULT: 1) Technical assistance provided in strategic planning. 2) Fifth strategic area developed during first workshop. 3) Work plan not completed.

CC-SICA is the civil society arm of SICA, composed of different sectors of civil society, including labor unions, cooperatives, academic sector, indigenous groups, women groups, private sector, and others representative of the social, cultural and economic sectors in Central America. In 2012, AJR supported CC-SICA in developing a democratic security component within its strategic plan, its role within the CASS, and worked to embed the Central American Youth Movement Against Violence within CC-SICA. This plan added a fifth area within the CC-SICA strategic plan. AJR held a first workshop on October 31 and November 1, 2012 with all of CC-SICA and its Executive Director to start the development process of a fifth strategic area under the Strategic Plan regarding CC-SICA's role towards CASS's implementation. As a result important inputs were provided by the CC-SICA participants, which helped the consultant in the development of the strategic line. While working with this body has been a challenge, discussions with representatives

and the various sectors resulted in achieving the fifth strategic line. AJR supported CC-SICA in developing a fifth strategic area and in developing a 2013 work plan.

IND 1.3.2 CC-SICA has a revised Strategic Plan and a 2012-2013 Work Plan, define roles and identifies synergies between civil society members and the Youth Movement to lead debate on CASS implementation across the region

*The targets under this indicator are: 1. A revised CC-SICA Strategic Plan developed
2. CC-SICA 2012-2013 Work Plan designed in collaboration with SICA
3. Final workshop with CC-SICA's Board of Directors to discuss results and review the work plan 2013-2014*

Sub-Activity 1.4: Central American Youth Movement Against Violence (CAYMAV) Strengthened to develop and implement a Central American plan to advocate against violence and to promote regional debate on CASS implementation

In 2011, the Central American Youth Movement against Violence (CAYMAV) was established by AJR and received key support from SICA. In 2012, the role of the CAYMAV expanded to increased advocacy for prevention throughout Central America as well as its expansion to all seven Central American countries.



On June 28, 2012 CAYMAV was invited to participate in roundtable forums to discuss issues related to: 1) Strengthening Democratic Institutions, 2) Social Media, 3) Public Safety, and 4) Competitiveness and Security.

CAYMAV participated in a Presidential panel submitting two questions posed by Alejandra Hernandez of Honduras and Jorge Diaz of El Salvador. The questions were related to the need of having regional crime prevention policies and systematic vision in relation to crime prevention projects and government policies.

The Youth Movement and AJR on its behalf, was able to layout its objectives with Ambassador Mario Ruiz Dolante of the Embassy of Panama, the Secretary of the Panamanian Foreign Minister Peter Sarasqueta, and the Foreign Minister of Honduras Arturo Corrales. The Youth Movement and AJR also held a meeting with Ambassador Rosales Ochoa Madrid and the Ambassador of Honduras. The Movement and AJR also met with the chief of staff of the Foreign Ministry of El Salvador, Ambassador Richard Bill and the Madam Chancellor of Belize as well as the Costa Rican Director of the Foreign Affairs Office, Randold Coto.

The Youth Movement was interviewed by several media while at the Summit and held several TV and Radio interviews. Lida Calix (Honduras) participated in the program *Hoy Mismo* of Telesistema on TN5 Channel 5 TV and radio. Joel German (Honduras), Nubia Melgar (Honduras), Reynaldo Ramos (Honduras), Marlene Márquez (Honduras), Edgar González (Panamá), and Jairo Euceda (Honduras) participated in the HCH program, *Talked with Talk*. Jessica Méndez (Guatemala) and Edgar Sewell (Panama) were also interviewed by HCH at the Central American Security Forum. Allan Ayala (Guatemala), Jaime Godoy (El Salvador), Edgar Gonzales (Panama) and Alejandra Hernández (Honduras) were interviewed live on Maya TV. Lastly, Alejandra Hernández, David Medina and Edwin Turcios (Honduras) were interviewed on Frente a Frente of Corporación Televisión.

The participation of the CAYMAV at the Summit fostered support from all the Central American governments. The Central American Presidents acknowledged the importance of the CAYMAV and commended that SICA support the CAYMAV in their work as stated on the Declaration of Tegucigalpa (See Declaration, Numeral 10, below) signed by the Central American Presidents, and on the Work Plan produced to achieve the purposes of the Declaration (See Work Plan, Numeral 7, below).

Declaration of Tegucigalpa: Numeral 10. “Establish the Central American Youth Against Violence Forum as a fundamental factor of a regional and broad Movement against crime and transnational organized crime with the participation of all countries of SICA, and in this sense, enthusiastically recognize the creation of The Central American Youth Movement Against Violence in Guatemala, El Salvador, Honduras and Panama, as well as work towards the submission of a regional public policy proposal on this matter.”

Work Plan, Numeral 7: Instruct SG-SICA to coordinate and accompany the Central American Youth Movement Against Violence in the preparation of a regional youth crime and violence public policy proposal”

IND 1.4.1 The Central American Youth Movement against Violence (CAYMAV) is formalized including legal status

The targets under this indicator are CAYMAV formalized and with legal status 2. Board of Directors established for CAYMAV and 3. CAYMAV established as a part of CCSICA.

RESULTS: 1) CAYMAV formalized. 2) Board of Directors established for CAYMAV. 3) Official requests made to CC-SICA requesting CAYMAV inclusion in the organization and established as a legal institution.

AJR held meetings during the month of February and March with the Youth Movement in El Salvador, and worked with the Youth Movements in Guatemala and Honduras to formalize the Central American Youth Movement Against Violence, and establish of a Board of Directors. A first virtual meeting with all three national chapters of the CAYMAV was held on March 26, 2012 to start discussions on the legalization of the CAYMAV and strategy, including working with the Comité Consultivo of SICA (CC-SICA). In July, AJR consultants met to develop by-laws with members of the CAYMAV and began to take steps in formalizing and legalizing the structure. A Board was elected for each movement establishing roles and responsibilities of its members in the respective statutes of each association. Profiles were established for youth within each Board on National Committees in the areas of Advocacy, Finance and Resource Management, Communications, and Partnerships, to structure and streamline the work of the national chapters.

The legal names of the Associations of each country are:

- Guatemala: Association for a Dignified Life
- Honduras: Youth Association Against Violence Honduras
- El Salvador: Youth Association Against Violence in El Salvador

The documents of the three associations were presented at the respective institutions of each country in the months of July and August for registration. The first Board of Directors of each Movement were appointed as follows:

- 1) El Salvador- President: Jorge Diaz, Vice-President Rodrigo Moran, Registrar: Eduardo Alvarenga; Treasurer: Aleyda Mendez; Board Member I: Loyda Hernandez; Board Member II: Emilia Tobar; Board Member III: Deborah Mancianca.
- 2) Guatemala- President: Erick Esteban Escobar, Vice-President Sandra Julissa Guerra, Secretary: Jessica Maria Mendez, Treasurer: Robert Ruben Aguilar, Board Member I: Ana Gabriela Hernandez; Board Member II: William Allan Ayala.
- 3) Honduras- President: Lourdes Alejandra Hernandez, Vice-President Jorge Santiago Avila, Registrar: Gustavo Nolasco; Treasurer: Joshua Rosales; Attorney: Lidia Romero; Board Member I: Gerardo Medina; Board Member II: Obed Selan Cardona; Board Member III: Joel Castillo.

In order to formalize the Central Youth Movement Against Violence, the respective bi-lateral Associations agreed to sign an agreement to create the regional organization, governed by the following purposes: 1) To sensitize the youth of the region, to actively participate in prevention programs, 2) Preventing violence from the perspective of strengthening of values, family unity and education, 3) Collaborate as required with the various state institutions in the region in the design and development of prevention policies; 4) Coordinate regional prevention activities, strengthening sectors for the prevention of youth violence in general, and 5) Other activities whose purpose is consistent with the philosophy of the regional organization.

To that end each of the three respective associations authorized their Presidents to appear on behalf of each association to sign the agreement creating the Central American Youth Movement against Violence (CAYMAV), whose main objective is to prevent violence in the Central American region.

As part of the strengthening process, once the CAYMAV was established as a legal entity, and presented a letter to the CC-SICA requesting its inclusion as an observer in this organization. This request was granted and the CAYMAV has observer status within CC-SICA.

IND 1.4.2 Three-Year Strategic Plan and One-Year Action Plan developed for CAYMAV

The target under this indicator is A Three-Year Strategic Plan and One-Year Action Plan developed for CAYMAV.

RESULTS: One year and three year action plans completed.

A first workshop was held with CAYMAV on April 22, 2013, in San Salvador at the Mirador Plaza Hotel. The overall objective of the workshop was to work on CAYMAV's Strategic Plan and one year Operational Plan, while also introducing CAYMAV members to the Central American Integration System (SICA), the CC-SICA and the Central American Security Strategy (CASS). Youth representatives from the National Chapters of CAYMAV from El Salvador, Guatemala and Honduras attended (Panama via skype). The workshop was facilitated by AJR's AT-SICA team and by Mrs. Catalina Soberanis, expert consultant in strategic planning and advocacy work.

After a brainstorming session, the vision "Be Integrated Youth for a Central America with opportunities, safe and without violence" and the mission "Promote security in Central America through the development of prevention of youth violence initiatives at the regional, national and local levels, was discussed and mutually agreed to by CAYMAV members.

In order to work on the Strategic Plan, CAYMAV members worked in groups. A SWOT analysis to determine strengths, opportunities, weaknesses and threats regarding the CAYMAV was conducted during the second day of the workshop. The general and specific objectives of the strategic plan

were also discussed and agreed to. Discussion in groups centered on: specific strategies and courses of action to ensure results; resources needed and how they would be distributed; those responsible for the execution of actions and activities; and timing of activities, among other aspects.

On the third day of the workshop a presentation of the Consultative Council of SICA (CC-SICA) was provided by Mr. Carlos Isaac Perez, Executive Director of CC-SICA where he gave an important explanation of the institution and its role and how the CAYMAV can become a part of it.

On the last day, a visit was also made to SICA by CAYMAV members. A guided tour was provided by SG-SICA personnel for CAYMAV members, where an explanation of each office of the General Secretariat was provided. With the input provided during the workshop, the CAYMAV developed a Strategic Plan and one year Operational Plan.

IND 1.4.3 Central American Awareness and Advocacy Campaigns have been implemented with support t of CC-SICA and other donors.

The target under this indicator is the development and carrying out of three Central American mobilization and advocacy campaigns with the support of CCSICA and other donors.

RESULTS: Central American mobilization and advocacy campaigns completed.

In July 2012, the Central American Youth Movement against Violence (CAYMAV) held a second workshop in the city of San Salvador with representation of 14 members of the Youth Movements of Guatemala, Honduras, El Salvador and Panama. This workshop was developed with the aim of establishing the Central Board of the Movement, and to put into motion the Plan of Activities August-December 2012. These plans were developed in coordination with the Directorate of the Movement and the Central American Commissions: Communications Advocacy, Finance and Fund Raising. Youth were trained in the projects of the Central American Security Strategy. CAYMAV adopted its rules of procedure and voting form which is by simple majority.

Furthermore, the Youth Group developed ideas for three regional awareness campaigns under their Strategy named "C.A. 12/12" These activities were part of the CAYMAV's plan to develop a Regional Policy for Youth Crime Prevention. Activities included: 1. **Public launching of the CAYMAV**: The launch occurred simultaneously in El Salvador, Guatemala, Honduras and Panama in August 2012 to coincide with International Youth Day; 2. **Central America "Once Voice"**: Youth organized by the CAYMAV in each Central American country developed one strategic phrase aimed at raising awareness regarding the prevention of violence; and 3. **An awareness campaign on Twitter** : The campaign was aimed at positioning the CAYMAV as an important stakeholder regarding the prevention of violence in the region and raising awareness in the subject matter.

The public launch of CAYMAV occurred simultaneously in the Central American countries of El Salvador, Guatemala, Honduras and Panama. This was the first activity occurring in the framework of the celebration of International Youth Day on August 12, 2012. The design of the structure of American Movement has allowed its members to channel their skills in implementing simultaneous activities and to work together for the achievement of its objectives. The Board of Directors in August reached consensus on the structure of CAYMAV Committees: Communications, Advocacy and Fund Raising, between the Movements of Guatemala, Honduras and Panama.

On October 9-10, 2012 The Executive Board of the Central Youth Movement Against Violence carried out a third workshop aimed at coordinating and monitoring regional activities referred to in

the Action Plan, and planning the execution of upcoming activities. The workshop was attended by the coordinators of the Movements in Guatemala, El Salvador, Honduras, Costa Rica and Panama. This meeting served to establish general guidelines for monitoring the process of expansion of new chapters (Nicaragua and Belize) with the technical teams of the made up of the AJR and CAYMAV representatives. Based on the above, it was agreed that for the launch of the Chapters and validation workshops of public policies, a constant process of technical assistance and communications was required between the pre-coordinating group in each county and a representative from AJR in order to ensure proper launching of the Movement.

Costa Rica Youth Movement

On October 27, 2012 a policy validation workshop and the official launch of the Youth Movement Against Violence in Costa Rica was carried out at the Ambassador Hotel. It included the participation of youth organizations as Seprojovent (Women's League), RET, Red Cross, JLS, Recreate, I amasaya, Leader for Peace Honorary Red, NJPV, the Ministry of Justice, the Young Person Council and Green Power.

Through a focus group methodology, ten strategic lines of youth policies, previously identified in Costa Rica were discussed and validated, by approximately twenty young people who participated in the workshop. Participants expressed the need to move towards activities preventing bullying, a reality affecting the youth of the country.

Belize Youth Movement

Following on the heels of Costa Rica, on November 3, 2012 saw a violence prevention policy validation workshop and the official launch of the Youth Movement Against Violence in Belize was carried out at the Radisson Fort George Hotel in Belize City. An overwhelming response was seen by youth with some 95 young people present from: Scouts, University of Belize, Youth for the Future, Belize Red Cross Youth Arm, CARICOM Youth Ambassadors Program, National Committee for Families and Children (NCFC), Orange Walk, Young Women's Christian Association (YWCA), Go Young, Rotary, and others.



Eight discussion tables were established in the workshop to carry out the validation process where youth were divided evenly across and in representation of youth organizations. Each group was given an evaluation matrix of a strategic policy document of their country, where they, as a team expressed their views on the implementation of the same, providing an opinion of the way a recommendation could become a comprehensive policy from their perspective. Participants then selected youth who would be part of the Coordinating Team of the Movement, finalizing with a press conference to the media. The Youth Movement Against Violence Belize began with a membership of around 60 volunteers and to date approximately 100 youth are members of the Belize chapter.

Nicaragua Youth Movement

On November 16, 2012, a policy validation workshop was carried out in Nicaragua where the Youth Movement in the country was officially launched. This event culminated the formation of the National Chapters of the Movement as planned by AJR this year.

The workshop was held at the University of Commercial Sciences (UCC) with the participation of 60 young people from different organizations including: Nicaragua 2.0, Red NNAJ - World Vision Nicaragua, Our Foundation, Center for Violence Prevention (CEPREV) Men's Association of Violence, National Youth Movement, Youth Movement (MOJUV), Firefly Foundation, ACDJ, Community Movement, and Two Generations. The Youth Movement Against Violence Nicaragua began with a membership of 52 volunteers and to date approximately 75 young people are members of the Nicaragua chapter.

In order to welcome, integrate new chapters and continue the process of coordination of the activities of the CAYMAV, a fourth workshop of the Executive Board of the CAYMAV was carried out on November 18 to 20 in San Salvador.

On the first day of the workshop the proposed Regional Policy on the Prevention of Youth Violence was presented and discussed among the members of the CAYMAV. The Executive Board conducted the validation process of the strategic lines of the proposal and consolidated it into nine strategic action lines.

The youth from each of the seven Movements made arrangements to send delegations to the First Regional Youth Against Violence Forum. The National Coordinators of each Movements agreed to be responsible for their own delegation and ensure enforcement of the rules. The group also agreed to create an Acceptance and Release form, releasing AJR of all responsibilities with regards to participants' behavior.

Furthermore, the Board also agreed to do the activity of "the Word" in the framework of the First Regional Youth Against Violence Forum, in unity with the representatives of all the countries, forming the phrase: CA (Central America) Without Violence. This activity took place in the installations of SG-SICA.

Also in discussion was the proposed media advocacy campaign "From Youth to Youth", were the coordinators evaluated the proposal provided by Guatemala, which consisted of running a parallel press conference in countries as part of the delivery of the regional prevention of youth violence policy proposal at the SICA Presidents' Summit.

First Regional Youth Against Violence Forum, Makes History in El Salvador, Building Regional Prevention of Youth Violence Policy

The First Regional Youth Against Violence Forum was carried out on the 29th and 30th of November, 2012. Seven delegations one from each Central American country of 20 participants each participated at the Forum.

Participants were selected from the Coordinating Teams and volunteers from each country, based on their capacities, leadership qualities and commitment with the Movement.

During the first day of the Forum, the recommendations for a Central American Prevention of Youth Violence Policy were presented, were youth representatives from each country had the opportunity to present through their own experience the nine strategic lines contained in the document.



Furthermore plenary sessions were also carried out during the first day, among these: “Dream Central America”, were youth representatives from the youth movements of Honduras, El Salvador and Guatemala shared their dreams of a safe region without violence and opportunities for youth. Sessions were also provided in innovative media strategies, by Ivan Flores, AJR Communication Coordinator; prevention of violence and risk factors, by Harold Sibaja; Tertiary Prevention by Orietta Zumbado; project development, by expert consultant Francisco Valencia; Project administration, by Walter Palacios; monitoring and evaluation provided by Majella Van Der Werf. Also a Panel was carried out with representatives from the donor community, specifically USAID and the European Union, where they were able to sit down and talk with the youth on how the international cooperation works and how best to approach them when looking for funding. At the end of the first day, the activity “The Word” was carried out in the “Plaza de las Banderas” in SG-SICA. Youth from all seven youth movements participated and created the phrase “C.A. WITHOUT VIOLENCE”.

On the second day of the Forum, another series of training/plenary sessions took place, among these: Corporate Social Responsibility; Leadership and Teamwork, provided by Rodrigo Blandon from TIGO; Emotional Intelligence, provided by expert consultant Rolando Mena; and Alternative Dispute Resolution provided by expert consultant Eva Patricia Rodriguez. Also thematic sessions were provided in important subjects such as: advocacy, by expert consultant Alberto Enriquez; and Alliances, provided by Gerardo Tablas from USAID.

During the lunch break a talk show took place where Coordinators from each country were able to express their views on the prevention of youth violence and leadership and the need to count with public policies. The day ended with plenary sessions on New Technologies and Media, provided by Oglivy; and Public Relations and Image of the CAYMAV, provided by H&N consultancy. The Forum was a great integration experience for the participants as they were able to meet, share experiences and discuss ideas with other youth also working towards the same goal “the prevention of youth violence”.

The participants received training in violence prevention; planning and monitoring of projects; awareness strategies, team work and leadership; alternative dispute resolution mechanisms; political advocacy, among other topics received, allowed participants to strengthen their skills and thus contribute to strengthen each youth movement.

As a result of the Forum the participants strengthened their skills and were motivated to work harder in the prevention of youth violence in their respective countries and in the Central American region. The participants upon their return will in turn transfer the knowledge received in the training sessions to other members of the movements in each country. One of the participants expressed of the Forum “I can’t say how much the Forum will not only serve me to sensitize other people, but it sensitized me as well”

Another participant from Costa Rica mentioned: “One of the best contributions of the Forum is the inclusive manner in which the Central American youth were treated and the importance that is given to the training of each one of us”.

Presentation of the Recommendations for a Regional Policy for Youth Violence Prevention

On December 12, 2012, the CAYMAV carried out a simultaneous press conference in all seven countries entitled “From Youth to Youth”, in which the National Chapters of the Movement called upon the media to expose the need to implement a regional policy regarding the prevention of youth

violence. As a strategy masks were used with the faces of the Presidents of the region when they were young, as a calling to their need to change the world when they were young. The action was executed in the framework of the XL Chiefs of State and Government of SICA, which took place in Managua Nicaragua, were the members of the Executive Board of SICA.

On December 13, 2012, the CAYMAV presented to the Heads of State the document of recommendations for a regional prevention of youth violence policy.

Also, from the 11th to the 13th of December a final workshop of the CAYMAV Executive Board was held in Managua, during which the activities carried out during the year were evaluated. The Coordinators ratified their will to continue working towards a Central America secure and without violence.

Before the project ended, the AJR team supported the development of the Action Plan for Youth Against Violence in Central America, as well as its National Chapters with inputs provided by the different National Chapters of the CAYMAV

IND 1.4.4 Central American Youth Movement Against Violence (CAYMAV) strengthened through training

The targets under this indicator are four strengthening workshops held including on the Central American Integration System (SICA) and the Central American Security Strategy (CASS) 2. Proposal development 3. Project Implementation and 4. Advocacy

RESULT: Workshops held with SICA and the CASS.

AJR provided training to CAYMAV members present at the first workshop carried out during the month of April in San Salvador regarding the Central American Integration System (SICA) and the Central American Security Strategy (CASS). This training was key as it provided the basis for the important advocacy and awareness work to be carried out by the Movement in close coordination with SG-SICA and CC-SICA under the project presented.



The movement was supported regarding proposal development and is giving advice on project implementation.

During the Third workshop of CAYMAV the coordinators Guatemala, Honduras, El Salvador and Panama were trained in administrative aspects with the intention that the administrative management could understand.

Through the different workshops held in San Salvador, during the months of October and November, training was provided to the members of the CAYMAV in the Central American Integration System, the Central American Security Strategy, and advocacy. Furthermore, during the First Regional Youth Against Violence Forum, held on November 29 and 30, training was provided to youth from CAYMAV in different subjects of interest including proposal development and project implementation.

Sub-Activity 1.5: Regional Coherence and Harmonization of Juvenile Justice Reform is Supported

In 2011, AJR saw important achievements with regards to juvenile justice strengthening and harmonization in the region. The situational analysis and qualitative and quantitative assessment based on case studies for Northern Triangle countries and Recommendations for a Regional Juvenile Justice Policy were validated at the 3rd Regional Juvenile Justice Forum and later presented at the Presidents' Summit on December 16, 2011.

IND 1.5.1 Political, Financial and Technical Feasibility study of the sub-regional Juvenile Justice Public Policy presented to Central American Presidents for approval

The target under this indicator is that the Political, Financial and Technical Feasibility study of the sub-regional Juvenile Justice Public Policy is developed and presented to the Central American Presidents.

RESULT: Political, Financial and Technical feasibility assessment of the sub-regional Juvenile Justice Public Policy Developed.

To ensure the effective adoption of the Sub-regional Juvenile Justice Policy, solid support was required for its implementation including a technical, financial and feasibility assessment of the policy in order to be adopted and promote it regionally. An Advocacy Committee was established in March 2012 to provide support to advocate for the adoption of the policy and its implementation.

The first workshop with the Advocacy Committee was held on April 17, 2012 during which time AJR discussed with Committee members the activities to be carried out towards the adoption of the sub-regional policy at the SICA Presidents' Summit, and further implementation of the policy in the northern triangle countries. The workshop was held in El Salvador where the following institutions were represented on the Committee: Guatemala: Supreme Court and Public Defense- Honduras: Supreme Court, Attorney General's Office- El Salvador: Supreme Court, Attorney General's Office and Institute for the Development of Children and Adolescents. In the case of Guatemala, AJR expected to involve the Secretary of Social Welfare, the representative of that institution provided the relevant data but was not present at the workshop. AJR worked with SICA to acquire technical information including human resources, infrastructure, etc. and financial data for 2009, 2010 and 2012 by country (El Salvador, Guatemala and Honduras). SICA helped supply statistical information for each country, fulfilling the role of an ideal channel for providing data.

To acquire homogenous data in the Northern Triangle, data was requested by the Supreme Court Attorney General of the Republic or Attorney General Public Defenders in Guatemala and Honduras and the Attorney General's Office in El Salvador.

AJR has collected the technical, financial and policy information that includes the different institutions of Juvenile Justice Northern Triangle (Supreme Court of Justice, Attorney General's Office, Public Defender and Institutions for Children), to support of the Democratic Security Directorate of the SG-SICA in assessing the policy. Technical information as requested included the number of staff assigned to juvenile justice (Supreme Court, Prosecutor, Defense and Institutions for Children), circumstances of staff training. Financial information included the budgetary portion dedicated to JPJ in different areas. At the political level existing policies relating to juvenile justice and decisions that have been taken to improve the Juvenile Justice infrastructure, were taken into

account. A participatory process took place to establish the Sub-regional Juvenile Justice Policy and similarly the Feasibility Study.

Validation of this assessment is planned during the Second Advocacy Committee Workshop to be held in October with representatives of the Advocacy Committee, which included:

Guatemala

- Gustavo Mendizabal, Vocal IV Judge of the Supreme Court of Justice.
- Lic. Maria del Carmen Baldizon, Unit Coordinator Youth in Conflict with the Law of Criminal Public Defense of Guatemala.
- Mr. Enrique Leal, social insertion Undersecretary of Social Welfare.

El Salvador

- Rosa Maria Fortin, Judge President of the Criminal Division
- Desireé Murcia, Deputy Director of ISNA
- Judge Bertha Naomi Najarro Reyes Enforcement Measures of Child Sensuntepeque
- Conception Salcedo, Sensuntepeque Juvenile Justice

Honduras

- Edith Urtecho, Judge and Director of Judicial School of Honduras
- Patricia Gonzales, Representative of the Attorney General's Office
- Belia Torres, Judge of San Pedro Sula

The feasibility assessment occurred through the Second Advocacy Committee Workshop held in October with representatives of the Advocacy Committee. The validation study was conducted through members of each committee which had national meetings (Guatemala, El Salvador and Honduras) to review the study and provide feedback to the process.

In December 2012 the feasibility study was delivered in conjunction with Juvenile Justice Policy Recommendations to the Security Directorate of SG-SICA, whom presented the document to the presidents at the SICA Heads of State and Government Summit held in December 2012 in Managua, Nicaragua. The summit agenda became full as a result of the election of the Secretary General of the Central American Integration System at the next summit and approval of the incorporation of Panama to SIECA. Unfortunately, as a result of other agenda items, the Presidents did not review the study. The complexity and political agendas that are handled within the Central American Integration System (SICA) often times do not allow in some cases the support of activities, given these circumstances, alternative mechanisms have to be identified through which to meet the objectives.

The positioning of Juvenile Justice needs in the region, through the Sub-regional Policy Recommendations is significant, and the president pro tempore included them in their action plan conducting a high-level meeting on Juvenile Justice in the first quarter of 2013.

With the Juvenile justice Policy Recommendations, juvenile justice system needs within the Northern Triangle countries have become visible and figure prominently on national agendas. In Guatemala for example, a high-level Juvenile Justice Committee has been created, an extra judge has been assigned, El Salvador has a Criminal Youth Prosecution policy which has reinforced the treatment process and improved interagency coordination. In Honduras, the Juvenile Justice Law has been approved.

IND 1.5.2 Central American Security Commission validates feasibility study and approves Juvenile Justice Public Policy Work Plan prior to presentation Central American Presidents

The target under this indicator is Sub-Regional Juvenile Justice Public Policy validated and adopted.

RESULT: Sub-regional Juvenile Justice Public Policy validated.

Policy recommendations were presented to the Subcommittee and Central American Security Commission of SICA, on May 2-3, 2012. The Subcommittee, in recognition of the importance of the issue of juvenile justice, requested that these be submitted to the Central American Security Commission. The committees expressed their political support, which was necessary to continue the work that has been developed, and in order to achieve the adoption of regional juvenile justice policy by the Presidents of the Northern Triangle.

In developing the submission to the Commission the representatives of member countries requested that policy efforts be undertaken regionally given the shared need for policy across the countries. Winning political support from member countries of SICA which subsequently facilitate the adoption of the Policy was key. Moreover, relationships were established with different institutions which facilitated work nationally across the countries. On June 15, 2012 the policy recommendations were presented to the Subcommittee on Prevention of Violence. The Subcommittee, in recognition of the importance of the issue of juvenile justice, requested that these be submitted to the Central American Security Commission. The committees expressed their political support, which was necessary in order to achieve the adoption of regional juvenile justice policy by the Presidents of the Northern Triangle.

IND 1.5.3 Three national Advocacy Committees receives assistance to develop and carry out Advocacy Plans in SICA countries which are endorsed by SICA presidents

The targets under this indicator include; 1. Workshops with the Advocacy Committee to validate the Action Plan basis for the adoption of the Sub-regional juvenile justice policy conducted; 2. Advocacy Plan in each country including the identification of alliances for the implementation of the public policy, elaboration of protocols and institutional agreements necessary to ensure the effective implementation of the public policy developed; and 3. Key actors identified in the different sectors who can help promote and ensure the implementation of the policy.

RESULT: Two workshops with the Advocacy Committee to validate the Action Plan that is a basis for the adoption of the Sub-regional juvenile justice policy conducted.

In order to ensure the adoption of the sub-regional juvenile justice policy, the AJR coordinated with juvenile justice operators, former Ad hoc Committee members, in Guatemala, El Salvador and Honduras to establish Advocacy Committees. AJR developed a map of key actors which were involved in the actions of Juvenile Justice in each country. Mapping of actors included, judges, attorney general, lawyers, children's institutions, police, NGOs and government organizations.

AJR organized a Workshop of the Advocacy Committee to validate the Feasibility Assessment and action plan for the adoption of the Sub-regional juvenile justice policy. The workshop held in San Salvador with the presence of the three Advocacy Committees from Guatemala, El Salvador and

Honduras allowed the group validate the Feasibility Assessment and action plan for the adoption of the Sub-regional juvenile justice policy.

Two implementation Commissions were formed in Guatemala and Honduras, both of which have been a success. In Guatemala, the Commission achieved implementation of changes in the judiciary, which included incrementing the number of juvenile justice judges; bringing offices of the SBS closer to isolated communities in Guatemala. In Honduras, through coordination with IHNFA the new Integral Code of Children and Adolescents was able to move forward; and more training was provided to juvenile justice sector operators. In El Salvador a Coordination Protocol was signed between the juvenile justice judges and ISNA.

IND 1.5.4 Technical assistance to the Attorney General's Office to create awareness of the new juvenile criminal prosecution policy

The targets under this indicator are coordination workshops between the Supreme Court, AGO and PGR and 2. The Publication of the Attorney General's Office's new Juvenile Criminal Prosecution Policy.

RESULTS: Workshops completed.

The Youth Policy on Criminal Prosecutions was launched in coordination with several actors from the justice sector and more than 200 operators (Supreme Court of Justice, Attorney General's Office, Public Defender, Defense Attorney for human Rights and ISNA). This prosecution policy embodied the desire for full respect for the principles of the Juvenile Criminal Process, as having the ultimate aim of the effective integration of Adolescents in Conflict with the Law. This guiding instrument becomes a useful tool for the Attorney General's Office and the National Police in their capacity as partner of the prosecution in the investigation of crimes and misdemeanors, and all other institutions involved in criminal proceedings juveniles in response to the principle of responsibility, especially in the treatment and in compliance with the principles and values that guide the investigation and prosecution of the adolescents. The event was held in coordination with the Attorney Training School.

In January 2013, in coordination with the School for Training at the Attorney General's Office held four regional workshops. The process aimed to create awareness of the new juvenile criminal prosecution policy. This process will seek a Strategic Plan for the recently established juvenile criminal prosecution policy.

Various justice sector institutions were convened for these workshops, all of whom work in the juvenile justice system, in order to provide the complete picture of care that should be provided to youth and standardize criteria of the various institutions of the juvenile justice system .

Technical assistance was provided by Ms. Maria Antonieta Josa, expert consultant, who was hired in order to develop the strategic plan of the juvenile criminal prosecution policy and socialize with the juvenile justice sector operators the Juvenile Justice Criminal Prosecution Policy.

AJR held several workshops to demonstrate the Juvenile Criminal Prosecution Policy in coordination with the Prosecutor Training School. Workshops were held in San Salvador on January 17 and 24 2013; Santa Ana on January 18, 2013; and in San Miguel on January 23, 2013. Participants included the Prosecutor's office, the Supreme Court of Justice, the Office of the Defense of Human Rights, the Attorney General of the Defense of Human Rights, the National

Council for Children and Adolescents, and the Salvadoran Institute for the Integral Development of Children and Adolescents.

These workshops generated spaces for coordination, sharing best practices as well as shared problems through inter-institutional communication.

Inputs gathered from the workshops supported the development of the Strategic Plan for Criminal Prosecution on Juvenile Criminal Matters. The document contains five strategic goals which translate into actions that must be undertaken to comply with the Policy. This action plan and policy is in direct response to the need of decision makers operationalize the policy in a transparent way.

IND 1.5.5. Technical assistance to ISNA to create a monitoring system enabling ISNA to follow-up on the norms and procedures

The targets under this indicator are coordination workshops between the Supreme Court and the PGR; and the publication of the Attorney General’s Office new Juvenile Criminal Prosecution Policy.

RESULT: Workshops conducted to create awareness of the national policy and procedural rules and a strategic plan sought to operationalize the policy.

AJR conducted several workshops to create awareness for the national juvenile criminal prosecution policy , thereby covering the middle, east and west of the country. Workshops were conducted in the Central Area with operators on July 9-10 and in the Para Central area, on July 17-18. In the Western Area of the country AJR conducted workshops on July 26, thus enabling 91 people on ISNA’s staff-among whom delegates, coordinators, educators, psychologists, legal, social workers and technical specialists of SIPI -ISNA, to take part.

Once AJR had created awareness for the procedural rules through workshops conducted in the Central Area of the country it also worked with the Subunit of Social Insertion of the Salvadoran National Institute of Children and Adolescents (ISNA) and the insertion entities, to identify weak points in the norms and procedures with regards to its implementation. In October the norms and procedures were modified for a stronger application by the teams.

With the implementation of this instrument, a file tracking mechanism for youth in conflict with the law has also been developed by the Subunit of the Social Insertion Department of ISNA in coordination with the Unit for Institutional Development. This youth file traceability mechanism has become equal to a work plan for the norms and procedures which have been adapted to the ISNA’s a file tracking mechanism for youth in conflict with the law.

A project was presented for the implementation of a Monitoring and Evaluation System of the norms and procedures, in order to effectively measure the implementation of the new norms and procedures. The specifics of the monitoring system were designed with ISNA. However,

ISNA Advocacy Workshops to Validate Action Plan Juvenile Justice Policy Recommendations			
Place and date	Number Female	Number Male	Total Number Participants
Hogar del Niño San Vicente de Paul 09-07-12	7	7	14
Hogar del Niño San Vicente de Paul 10-07-12	6	14	20
Ciudad de los Niños Santa Ana 17-07-12	8	14	22
Ciudad de los Niños Santa Ana 18-07-12	6	13	19
Universidad Gerarado Barrios San Miguel 26-07-12	6	9	15
Total	33	57	90

ISNA did not allow the implementation of this system, citing “institutional difficulties and duplicity of efforts” as reasons for this stance. Both these difficulties were previously discussed with ISNA and it was agreed that an M&E system for the norms and procedures would have to be adapted to local technical capacity and technology. With regards to duplicity of efforts, ISNA expressed that the SIPI system, aimed at providing timely and reliable information on children and adolescents treated directly by ISNA, or through private institutions, in order to promote and defend their rights and to generate information for the development of public policy and social childhood and adolescence in El Salvador. SIPI, however did not offer the ability to track files of youth and does not measure the response of multidisciplinary teams with regards to juveniles in conflict with the law.

On the other hand, the implementation of the norms and procedures has allowed for an improved response by ISNA’s social insertion units, providing an improved treatment for the processing of cases that have been presented. It has been possible to identify the competencies of ISNA and the Courts of implementation of the measures and that by its teams. During AJR’s workshops, it was learned that the other Subunits of ISNA wish to replicate the work done by AJR with the Subunit for Social Insertion, since the norms have become a useful tool for the work done by the Subunit of Social Insertion.

The AJR held meetings with the Social Reinsertion Office of ISNA in order to start discussions regarding an action plan to follow-up on the implementation of the rules of procedures for the implementation of alternative measures. As a result an Action Plan was validated and agreed upon with ISNA. These workshops were held in the central and para-central, eastern and western area of the country with teams ISNA.

COMPONENT TWO: CARSI INITIATIVE ON PREVENTION: ALLIANCES SUPPORT MUNICIPAL-LED, COMMUNITY-BASED PREVENTION INITIATIVES TO PREVENT GANG RECRUITMENT AND YOUTH VIOLENCE

Sub-Activity 2.1: Strengthen the vision and capacity of the CMPVs to expand prevention efforts

In 2012, the Crime and Violence Prevention Follow-Up Project built upon the foundation laid by AJR with the Municipal Crime Prevention Committees (CMPVs) in 2011. AJR strengthened the internal organizational aspect of CMPVs, bolstered their external profile and ensured they had internal capacity to monitor activities and use data for analysis and planning of additional prevention work. Throughout the life of the project, the CMPVs demonstrated improved capacity in the following areas: external relations, alliance building, municipal collaboration, identification of local prevention resources, as well as the use and dissemination of prevention project results.

IND 2.1.1 2012 Action Plans developed with Municipal Violence Prevention Committees based on Review of 2011 Results and including new community prevention actions

The targets under this indicator are 2012 Action Plans completed and approved.

RESULT: Three 2012 Action Plans completed, approved and implemented.

Santa Ana

In February 2012, the AJR held an initial planning workshop with the CMPV of Santa Ana to present the results and expenditures for the Action Plan 2011 and use this as a basis for revising the prevention strategy and strategic activities identified in the municipality to develop the 2012 Action Plan. AJR submitted for consideration to the CMPV the inclusion of six new communities for 2012 which included Planes del Ranchador, La Empalizada, Colonia Lamatepec, Colonia La Unión, Colonia Santa Isabel and Colonia El Nazareño.

AJR team conducted field visits to the six communities to understand the reality of intervention communities through the perspective of community leaders and key actors in the municipality; through interviews with community leaders and local actors. Based on results of the diagnostics, validated with the CMPVs, four of six communities assessed were selected for final inclusion in the 2012 Action Plans. These communities included Planes del Ranchador, La Esperanza Cantón la Empalizada, Colonia Lamatepec, and Colonia La Unión.

A revised Municipal Violence Prevention Plan and Action Plan for 2012 was discussed and approved by the CMPV. A letter of understanding for the new Action Plan was signed between AJR and the Santa Ana CMPV, which ratified the commitments of both parties to the 2012 action plan implemented in 14 communities.

AJR held a meeting with the Mayor and Coordinator of the CMPV Santa Ana to review the activities of the prevention plan 2012 which required special attention and action by the CMPV. These included conditions for installation of new outreach centers, the need to strengthen the staff and appointing CMPV persons to be trained in prevention interventions. The municipality negotiated counterpart funding for infrastructure projects and outreach centers and an agreement was reached on funds to implement the Rio Sarco OC by the CMPV. Rio Sarco was not one of AJR's target communities, but as there were no conditions to establish an OC in El Carmen, Chilin, one of the 10 initial selected communities, AJR agreed to allow the CMPV of Santa Ana to establish the OC there, with their own funding.

Chalchuapa

In February 2012, AJR held a planning workshop with the CMPV of Chalchuapa to present the results and expenditures for the Action Plan 2011 and use this as a basis to revise the prevention strategy and strategic activities identified in the municipality for the 2012 Action Plan. AJR submitted for consideration to the CMPV four new target communities for 2012: Colonia Tazumal II, Colonias Unidas, Colonia Buena Vista II, y Colonia Cuscachapa. Three of the four communities studied were selected for inclusion in the 2012 Action Plans- Colonia Tazumal II, Colonia Buena Vista II and Colonia Cuscachpa.

AJR revised the Municipal Violence Prevention Plan and Action Plan for 2012 and submitted for review and approval by the CMPV. A letter of understanding was signed for the implantation of the new Action Plan.

AJR held a meeting with the Mayor and the Coordinator of the CMPV Santa Ana to review the activities of the 2012 Prevention Plan 2012. Activities that required CMPV support included the remodeling of two community houses where two outreach centers were developed and the recruitment of short term technical assistance for the preparation of an infrastructure project for prevention. The Mayor of Chalchuapa throughout the year was fully committed to prevention activities and supported the development and implementation of the 2012 Action Plan.

El Congo

In February 2012, AJR held a planning workshop with the CMPV of El Congo to present the results and expenditures for the Action Plan 2011 and use this as a basis for revising the prevention strategy and strategic activities identified in the municipality to develop the 2012 Action Plan. AJR also submitted for consideration to the CMPV the inclusion of two new communities for 2012. These communities included Colonia Altos de La Cruz y Colonia Santa Anselma. In consultation with USAID, it was decided that rather than expand upon work in El Congo, AJR would deepen efforts in its 2011 implementation communities of Las Brisas, Santa Rita and El Carmen.

In March 2012 the second edition of the Municipal Violence Prevention Plans and Action Plan for 2012, were submitted for review and approval by the CMPV. A letter of understanding for the new Action Plan was signed between AJR and the CMPV of El Congo.

IND 2.1.2 Municipal Violence Prevention Committees strengthened to improve internal capacity and external profile and monitor prevention activities

The targets under this indicator include: 1. Three Committees demonstrate improved capacity including in the following areas: external relations; municipal collaboration; alliance building; use/dissemination of prevention project results; identification of local prevention resources/ funds. 2. Three crime prevention budgets in place by CMPVs

RESULTS: 1) Three committees demonstrate improved capacity; 2) Line items for prevention were included in the 2013 Municipal budgets in Santa Ana and Chalchuapa

Santa Ana

During the process of preparing the 2012 Action Plans, the CMPV demonstrated strong motivation including the appointment of staff to accompany the site visits to each of the communities under consideration for possible inclusion in 2012. Additionally, the municipality committed to designate human and financial resources for their successful implementation.

The municipality hired two staff to support the CMPV in the field and approved funds to supplement the infrastructure of the Santa Claudia and Lamatepec Outreach Centers, and committed to implement an OC with its own resources. Two engineers worked for 2 months to develop 8 infrastructure projects in the communities. The CMPV contracted two observatory staff, an administrative assistant to support the CMPV, and appointed a Councilor as a liaison between the Municipal Council and CMPV.

Recourses were identified within the municipality, which committed its own resources and other resources that have been made for prevention activities. To improve infrastructure, the CMPV committed more than \$ 60,000.00. The CMPV in Santa Ana committed to provide rent payments for 12 Outreach Centers at around \$700/month per Center. By the end of the project, the CMPV had hired 21 full-time staff for various activities under the Prevention Plan; evidence of the collaboration of the Municipality and the CMPV, and a growing conviction of the prevention plan tenets and their impact over time and continued potential. On average this personnel costs Santa Ana \$ 8,000.00 per month.

AJR supported the CMPVs in their goal to establish alliances for sustainability. Alliances between the CMPV and municipality are strong. This was evidenced in the two social department staff assigned full-time to the CMPV as well as the Coordinator and support for activities under the

Prevention Action Plan like prevention through sports activities and the provision of engineers to implement and provide technical assistance to small community infrastructure prevention projects.

The CMPV sought a partnership with violence prevention program implementers funded by USAID and has established a partnership with the IDB for institutional strengthening. An alliance was achieved with the departments of social promotion, engineering and sports of Santa Ana. The CMPV built partnerships with institutions such as the MOE, PNC, PREPAZ, INJUVE, MINSAL, ISNA, among others that are active CMPV member institutions. A strategic alliance with Radio Milenio and Canal 23, two local media, was key to the development of the CMPV's image. Alliances built with faith-based and community organizations were vital to the implementation of activities at the community level, even if the political polarization sometimes significantly affected these relationships.

In 2012-2013, the municipality of Santa Ana took several important steps to ensure the sustainability of prevention activities. These actions included:

1. The appointment of an advisor as a representative for prevention for the municipality and the CMPV,
2. The inclusion of the CMPV in the media, especially Radio Milenio and Canal 23. These alliances were key to the municipality that would like to continue working in prevention in the future.
3. Prevention is now part of the municipality's electoral offering and work plan until 2015,
4. Developed a relationship with Alba Petroleum to implement a scholarship program for youth
5. Developed a relationship with the IDB for institutional strengthening.

The CMPV's four trained Monitoring and Evaluation Officers (OMEs), as a result of their training process, have made two routine data presentations in front of the CMPV; have drawn up a Monitoring and Evaluation Plan for 2012; coordinate internally to determine field monitoring of prevention plan activities and have an online monitoring and evaluation system www.SISMONPREV.NET which incorporates the five strategies of the prevention plans allowing the tracking of all beneficiaries under the plan as well as activities, including all OC's in the municipality and their data. A special CMPV user profile for the system, allows CMPV members to access data and results under the plan and print reports in real time. At another level, media awareness campaigns under strategy five, have involved youth on radio and in campaigns that hit home the cost of violence in imaginative new ways. Lastly, the Santa Ana violence and vulnerability observatory has been strengthening and shared its results on a new website.

Chalchuapa

During the process of preparing the 2012 Action Plans, the CMPV appointed staff to accompany the site visits to each of the communities under consideration for possible inclusion in 2012. Additionally, the municipality committed human and financial resources for the successful development of action plans. The CMPV and PREPAZ came to important agreements for the execution and leveraging of prevention resources on a park and community center in Colonia Cuzcachapa, one of AJR's new prevention communities in 2012.

During the process of preparing the Action Plans, the Chalchuapa CMPV demonstrated strong interest and motivation in appointing staff to accompany the site visits to each of the communities. The municipality hired additional staff and committed financial resources to the successful development of action plans. The CMPV strengthened its presence in communities and in the four

schools assisted with the prevention plan. The CMPV expanded its partnerships with local leaders and religious leaders in the new communities following the launch of the new OCs. The CMPVs built partnerships with schools being assisted with funds from the program. Partnerships and collaboration of local private entrepreneurs started in 2011 and are being maintained and strengthened.

The CMPV approved funding for over \$100,000.00 to reinforce prevention plan activities. It committed to covering rent and Coordinator salaries for all 2012 OCs as it did for those implemented in 2011. The CMPV recruited staff working in the Eco Park, hired staff for monitoring and evaluation of the prevention plan, employed music teachers for the Philharmonic, committed resources to implement the Tazumal II OC, among others.

The CMPV identified resources in the municipality and local businesses that have been made for prevention activities. A combined investment of over \$200,000 made with PREPAZ in Cuzcachapa, an investment in the largest playground in the municipality (Estadio El Progreso) which has been returned to the youth and adult population of the municipality, after having been abandoned for years.

The CMPV approached the national federations of key sports practiced in the municipality, a major area of emphasis under the prevention plans. It sought an alliance with the national federations of Judo, weightlifting and Tae Kwon Do, to strengthen the practice of these sports by youth in the municipality.

In July 2012, AJR, the CMPV and the municipality of Chalchuapa's Department of Projects began carrying out community infrastructure projects in collaboration with ADESCOs and community leaders. Materials for four community based prevention projects were provided by AJR, whereas supervision and realization of the projects was overseen by the CMPV and municipality. A fifth community-based prevention infrastructure project was incepted and financed solely by the municipality. A grant was signed to carry out four school- based small infrastructure refurbishment projects in the eight school of AJR's implementation communities. The CMPV also won a grant from the Salvadoran Institute of Sports (INDES) in support of prevention through sports.

The CMPV built strong partnerships with faith-based partners and ADESCOS in communities where they have implemented Outreach Centers as well as with two local media, Radio Tazumal and Channel 24. The alliance with the municipality which is its main source of economic and political support, and partnerships with institutions of central government including: MINSAL, PNC, PREPAZ, INJUVE, Ministry of Culture, INDES, ISNA, and Justice of the Peace, all of whom are active members of the CMPV.

The CMPV's two trained Monitoring and Evaluation Officers (OMEs), as a result of their training process, have made two routine data presentations in front of the CMPV; have drawn up a Monitoring and Evaluation Plan.; coordinate internally to determine field monitoring of prevention plan activities, have an online monitoring and evaluation system www.SISMONPREV.NET.

Media awareness campaigns under strategy five, have involved youth on radio and in campaigns that hit home the cost of violence in imaginative new ways. Lastly, Chalchuapa's violence and vulnerability observatory surpassed its result for number of decisions made with data from observatories, by almost 200%.

El Congo

The CMPV suffered an internal restructuring and the mayor has limited involvement. In 2012 there was limited funding for the CMPV and the Municipal Council suspended the contracts of two people working in the CMPV. AJR worked with the Municipality to restore both people until March 2013.

New alliances and partnerships have been established and are affiliated with the CMPV. These include ASAPROSAR, Ayuda en Acción, INDES, churches, youth associations, community leaders, and schools. Where members of the CMPV had been appointed by the former Mayor to be on the CMPV, they have lost much of their influence under the new administration. While the new Mayor, municipal council and CMPV have verbally expressed great interest in supporting the Action Plan beyond the assistance of the AJR, substantive additional resources have not been assigned by the Committee. The absence of relevant sectors of the municipality in CMPV remained a gap in the integration of CMPV. For 2013, the CMPV has a budget of \$155,000.

The CMPV’s two trained Monitoring and Evaluation Officers (OMEs), as a result of their training process, have made two routine data presentations in front of the CMPV. While they have drawn up a Monitoring and Evaluation Plan for 2012; coordinate internally to determine field monitoring of prevention plan activities and have an online monitoring and evaluation system www.SISMONPREV.NET. The OMEs were not supported by the Mayor as Head of the CMPV. The lack of apparent demand for data and complete lack of interest by the Mayor in this monitoring function has regrettably affected the OMEs’ monitoring work. The violence and vulnerability observatory has not been functioning well, also a result of lacking interest by Mayor and CMPV, whom have not taken an interest in reports.

Monitoring and Evaluation of CMPV Activities

As a part of efforts under IND 2.1.2, Municipal Violence Prevention Committees were strengthened to improve internal capacity and external profile and monitor prevention activities, and the target, use/dissemination of prevention project results. AJR build a practical database for monitoring of municipal crime prevention plans online by the OMEs and CMPVs. The new OC system has a dashboard and allows Coordinators to access online with a password and can be worked on simultaneously from multiple computers. It integrates registration of youth and volunteers and allows Coordinators to assign youth in the system to courses, introduce new courses, tag youth not active in Centers, register activities of entrepreneurial initiatives and register youth to life skills training.

IND 2.1.3 Municipal Crime Prevention Committees are being strengthened to monitor and evaluate the results of crime prevention plans and use results

The target under this indicator: Three Municipal Crime Prevention Committees are monitoring and evaluating activities under crime prevention plans and sharing data.

RESULT: Three Crime Prevention Committees receive monthly report monitoring the results of crime prevention plans and SISMONPREV, Prevention Plan Monitoring and Evaluation Database has been completed.

Training of Monitoring and Evaluation Officers (OMEs) and Activities 2012-2013				
	SANTA ANA	DATE COMPLETED TRAINING	DESERTION	DATA MONITORING PRESENTATIONS TO CMPV
	SANTA ANA			

1	CAROLINA MIRANDA	JUNE 2012	ACTIVE	TOTAL=2 PRESENTATIONS August 30, 2012 (JULY-AUGUST DATA) October 11, 2012 (SEPT DATA)
2	MIGUEL GOMEZ	JUNE 2012	ACTIVE	
3	YESENIA CABEZAS	JULY 2012	ACTIVE	
4	KARLA FIGUEROA	JULY 2012	<i>FOUND ANOTHER JOB DEC 2012</i>	
CHALCHAUAPA				
6	KRISSIA RIVERA	JUNE 2012	<i>FOUND ANOTHER JOB JAN 2013</i>	TOTAL=2 September 6, 2012 (JULY-AUGUST DATA) October 13, 2012 (SEPT DATA)
7	VANESSA DE PAZ	JUNE 2012	ACTIVE	
8	REPLACEMENT OME	Feb-13		
EL CONGO				
9	DAYSI RAMIREZ	JUNE 2012	ACTIVE	TOTAL=2 August 26, 2012 (JULY-AUGUST DATA) November 11, 2012 (OCTDATA)
10	MAURICIO SERMEÑO	JUNE 2012	<i>NOT ABLE TO FULLFILL FUNCTION DUE TO COMMUNITY OBLIGATIONS</i>	
11	MABEL ESCALANTE	NOVEMBER 2012	ACTIVE	

As a part of the project's mandate in working with the CMPVs of Santa Ana, Chalchuapa and El Congo, AJR committed to developing the human capacity to conduct monitoring and evaluation processes at each Committee. As a part of this strategy it sought that in each of the three municipalities, the CMPVs designate two Monitoring and Evaluation Officers (OMES). In the chart above, the final status of the strengthening process is reflected. ELEVEN total OMEs were trained and THREE are no longer functioning. (One as a result of community level responsibilities and two as a result of having found another job.)

In all three municipalities, OMEs presented two rounds of monitoring data of prevention plans to CMPVs. In all three cases the presentations were much improved from the first round, with more effective presentations according to format, improved presentation skills practiced by OMEs and stronger questions asked by CMPV members. OMEs all made group presentations; taking turns presenting data and showing improved confidence.



Two major challenges faced this result area during the year: 1) Given that new monitoring and evaluation officers lacked basic administrative and organizational competencies coming into these positions, one year has not been sufficient in working with them. 2) It must be noted that municipalities are unable to offer competitive salaries to employees, two OMEs, as a result, found other positions with NGOS. While poor pay is a macro level condition, this is an important macro condition for Crime Prevention Committees and municipal and national crime prevention plan environments.

Online Prevention Plan Monitoring and Evaluation Database WWW.SISMONPREV.NET

On September 27th, the first portion of a new online OC monitoring database was shared with all OCs in the west of the country in two half day training sessions. On October 2, 2012 the capital area OCs were trained in this system. Each OC has a profile that is used by the Coordinator and allows creation of courses, registration of youth and volunteers and registration and tracking of services provided in Center and registration of entrepreneurial initiative funds. All this information is accessible at the municipal level, where OMEs are already generating data reports from the system for OC Monitoring and Evaluation Meetings.

In October the OC Monitoring Database moved into its next phase, starting with the addition of each of the other strategies of the Prevention Plan to the systems. The AJR Monitoring and Evaluation Coordinator held weekly face-to-face meetings with the consultant designing the system and near daily contact by email. The result is **www.SISMONPREV.net**, an online system for the monitoring and evaluation of activities under the crime prevention plans that includes data captured at the 39 OCs and allows the monitoring of financial and other results of the three plans. Three distinct profiles of this system offer various levels of access to data and the systems have been presented to Crime Prevention Committees.

On December 19, 2012 the system was presented to the CMPV in Santa Ana, where the Mayor could not be on hand but the system and its profiles were presented to the CMPV. The Mayor of Chalchuapa was on hand for a presentation of the system to him and key members of the CMPV in Chalchuapa also on December 19. The presentation was an online tour of the profiles and features including the ability of CMPV members to print various reports under the strategies including on the performance of OCs, mentors, training of youth Clubs and every other activity under the plans. One useful feature is the ability to track activities, funds allocated by donors, % completion of activities and counterpart contributions. In January 2013, the final system was handed over to the OMEs, CMPVs and Coordinator of the OC Network, the systems primary users.

IND 2.1.4 Technical assistance provided to support adoption and implementation of Municipal Crime Prevention Policies

The target under this indicator is to provide technical assistance so that Municipal Crime Prevention Policies are adopted and implemented

RESULTS: In February 2013 the CMPVs approved and launched the Municipal Policy for the prevention of violence as well as developed an action plan for 2013.

Santa Ana

On January 9, 2013 the Municipality of Santa Ana approved the Municipal Crime Prevention Policy. The following day, the CMPV held a working group to discuss the 2013 Action Plan. The CMPV and AJR held three total meetings in January to finalize the Action Plan and presented it to the Mayor on February 12, 2013. The meeting with the mayor, as well as other municipal entities such as the PNC, was necessary to ensure that as AJR exited the municipality of Santa Ana, the plans had adequate support and were able to be carried out. On February 28, 2013, the CMPV of Santa Ana and AJR publicly launched the 2013 Action Plan. The Municipality committed to working in these communities and consolidated the Crime Prevention as a Unit within the municipal structure, similar to the Unit for Children and Adolescents.

Chalchuapa

In Chalchuapa, the CMPV met on January 11, 2013 to discuss the 2013 Action Plan. On January 22nd, the CMPV presented the Municipal Council a report outlining the main points of the Action Plan that formed a basis for the Municipal Crime Prevention Policy. On February 27th, the CMPV and AJR presented publicly the Municipal Crime Prevention Policy for Chalchuapa. In 2013, the Municipal council approved around \$170,000 in funds to continue working in the 10 communities served by AJR.

El Congo

On January 4th, the Municipal Council of El Congo approved the Municipal Crime Prevention Policy. On January 16th and 17th, the CMPV met to discuss inputs to the 2013 Action Plan. On February 26th, the CMPV presented a draft Action Plan and the third Municipal Crime Prevention Plan. The Municipal Council assigned \$155,000 to provide follow up to AJR's activities in 2013. This municipality suffers from internal conflicts between the various entities and decision makers. The challenge for 2013 remains in ensuring that municipal and community entities work together for prevention.

IND 2.1.5 Entrepreneurial Initiatives for Prevention are fostered in the three Municipalities

The target under this indicator is two entrepreneurial initiatives incepted (Santa Ana, and Chalchuapa,) and supported

RESULTS: An entrepreneurial initiative was supported in Chalchuapa, but it was decided by AJR and the municipalities to not pursue the indicator

This indicator was inspired by the EcoParque Cuzcachapa which was incepted by AJR and the CMPV in Chalchuapa as a micro entrepreneurial initiative run by at-risk youths, and whose proceeds go to prevention interventions. AJR worked with the Foundation for the Promotion of Small and Medium Enterprises (FUNDES) to diagnose and support entrepreneurial initiatives incepted by AJR in 2011; strengthen entrepreneurship and productive chain efforts; and provide training and expertise. As a part of training and expertise, FUNDES provided technical assistance to the EcoParque La Laguna, helping them in their goal of enhancing their business model and generating sufficient income to allow them to finance prevention activities through the small business.



In Chalchuapa, CMPV members, Chalchuapa entrepreneurs, Eco Park youth guides and other local stakeholders received training in tourism and business management and had an exchange meeting with major, national tour operators. As a result of the activities, the CMPV ECO-PARK has been able to approach travel companies in the municipality. An agreement was reached with nine tour operators to generate tourist routes, and to begin to establish the municipality as tourist spot with MITUR, directly improving the EcoParque's business strategy and the opportunities for youth employment.

The EcoParque La Laguna has a significant challenge in generating sufficient income to allow them to finance prevention activities through the small business, it also must find solutions to structural challenges of the lagoon, including its rising tide, which has required high-level engineering assistance and will continue to require maintenance.

Sub-Activity 2.2: Operational capacity of Violence and Vulnerability Observatories in analyzing and effectively disseminating data improved

The goal of the observatories, as a part of municipal crime prevention plans, is to serve the municipalities in providing CMPVs, government officials and others with data and analysis about crime and vulnerability in their municipalities to inform policy and the design of interventions. While all three observatories had dedicated human resource, received an equipment grant and produced three reports each in 2011, additional technical assistance is required to achieve a greater level of depth in reporting, analysis and use of data at the municipal level and to begin to foster demand for the observatories as part of a prevention solution.

IND 2.2.1 Number of local observatories and Technical Committees strengthened through training and materials to improve the collection of data; data analysis and dissemination of data for the monitoring of violence and vulnerability in intervention communities/municipalities.

The targets under this indicator: 1. Three observatories and technical committees trained for improved analysis and dissemination of data for monitoring violence and vulnerability and 2. Three observatories producing user friendly reports and disseminating reports for decision-making with regards to violence prevention by institutions, CMPVs and or municipalities.

RESULTS: Three observatories and technical committees were trained 2) Manual produced, indicators streamlined and vulnerability included, Risk Maps created and report formats introduced for use.

AJR conducted an evaluation of methods used for the collection, treatment, analysis and dissemination of data as is being practiced by the observatories at present. The diagnostic demonstrated that the observatories were able to maintain the flow of information and data to the observatories. AJR and the observatories developed an initial strengthening plan for the observatories along three lines: information analysis strengthening, which included strengthening of the data inputs received from institutions; technical committee strengthening; and strengthening in the dissemination of data for use by CMPVs and/or municipalities. In the work that was done in 2012 and 2013, CMPVs see Observatories as another tool to reduce crime rates in the municipalities.

AJR assessed the results of a diagnostic of the Observatories of Santa Ana, Chalchuapa and El Congo. The process of diagnosing the observatories (the way they collect and process data)

included visits to observatory operators to gather information; interviews with operators and municipal officials to hear their views on the observatories of violence and vulnerability; work with members of the Technical Committee of the Observatories and CMPV, through surveys and focus groups and analysis of Instruments and data. Reports were requested the operators to know the format, the indicators presented and the way the data analyzed

Recommendations for enhancing the work of the observatories included:

- Developing a mechanism for submission of data
- Additional qualitative analysis techniques
- Access to training in the field of observatories both nationally and internationally
- Training Analysis of quantitative and qualitative data
- Work on typology of violence and vulnerability
- Work on Instruments used in data collection
- Positioning of the tool at the municipal level
- Mobilize public and decision makers with regards to capitalizing on the Observatory

The three observatories and technical committees began to access AJR training for improved analysis and dissemination of data for monitoring violence and vulnerability. Training included ensuring observatories had the right organizational structure to be able to fulfill its role. With observatory operators and counterparts having received over 72 hours of varied training, they have increased capacity which has led to stronger analysis of the information produced. Observatory staff have been trained in the construction of risk maps. These maps are used to understand areas with high criminal activity. In Chalchuapa, through training and development of risk maps, areas where alcohol is sold near schools, have been tagged for closer monitoring. In Santa Ana, operators did not just analyze data; they also analyzed the environment to recommend changes in vulnerable areas.

One major challenge is that the CMPV must become fully involved in the observatories in all three municipalities and must see the observatory as a provider of municipal data on violence and vulnerability and thereby as a decision making tool.

In El Congo specifically, the lack of administrative support on the part of the Mayor affected the functioning of the observatory. The Coordinator of the Observatory did not demonstrate required interest, as a result at least in part, of not receiving support. Notwithstanding, the CMPV Coordinator has demonstrated significant interest in the work of the observatory.

AJR USAID-SICA with the Observatories also jointly developed violence and vulnerability indicators to be used for monitoring in 2013. (See charts below.) These were validated with the Technical Committee of the Observatories in January and began use in February. Some are complementary in nature to those indicators already in use and allow analysis of the local context, changing social dynamics and thirteen risk factors in the three municipalities.

Indicator	Variables	Observation Factors	Data Sources	Frequency
Families and Violence	Location	Address, Number of Families	ECOS	TBD
	Family Members	Gender of Head of Household, Number of Family Members.		
	Head of Household	Age, Level of Education, Vocation/Job, Employed/Unemployed.		
	Education Level Members of	Basic, Medium, High, None.		

	Family			
	Recreational and Family Entertainment	Number of public spaces, type of spaces, conditions and investment	Mayor's Office/Cadaster	Annual
	Teen Pregnancy	Age, Education Level, circumstances of pregnancy, married or single, week and place that youth had last medical pregnancy exam.	Ministry of Health	Monthly
	Intra-familiar and Domestic Violence	Type of violence, parent, age, gender, (between victim and victimizer), frequency of abuse, places occurred, denouncements.	Justice of the Peace	Monthly

Indicator	Variables	Observation Factors	Data Sources	Frequency
Education	Education Offer	Number of Public and Private Schools, Location, Total number of students per school by gender, Education Level.	MINED	Annual
	Desertion	Number of Students by grade and gender, Number of students and grades by school, opinion on desertion causes by teachers, parents and families of students.	MINED	Trimestral
	Repetition of Grades	Enrollment by age and gender, Number of students by grades per school, coinciding factors with regards to desertion and repetition on why desertion as per, teachers, parents and family of students.	MINED	Annual

Indicator	Variables	Observation Factors	Data Sources	Frequency
Training and Employment	Population	Age, gender, education level.	Ministry of Labor Office of Labor Mediation, Business sector, surveys and interviews.	Semestral
	Conditions	Employed/Unemployed		
	Employment Offer	Employment search help, employment sources, (informal, private, public, urban, rural.		

Indicator	Variables	Observation Factors	Data Sources	Frequency
Common Crime	Homicides	Victims by gender, age, location, day, time of occurrence, victim, type of gun. .	PNC (National Police)	Monthly
	Injuries	Victims by gender, age, location, day, time of occurrence, victim		
	Robbery	Victims by gender, age, location, day, time of occurrence, victim		
	Extortion	Victims by gender, age, location, day, time of occurrence		
	Threats	Victims by gender, age, location, day, time of occurrence, victim		
	Use of and carrying guns	Carrier by gender, age, location, day, time of occurrence, decommissions		
	Sexual abuse	Victims by gender, age, location, day, time of occurrence, victim, denouncements.		

Indicator	Variables	Observation Factors	Data Sources	Frequency
Norms and Public Policies	Ordinances	Number of Ordinances, Name of Ordinances, Applicability of Ordinances	Donors	Semester
	Prevention Programs	Name of Program, Coverage, Beneficiaries, Executing Agency, Time and Investment.		

Protocols for collection, cleaning and analysis

Parallel to streamlining indicators, the Observatories developed protocols for collection, cleaning and analysis and having a collection tool to fill in which will allow a more effective data capturing process. This tool has been implemented by the three Observatories of violence. The tool consists of a set of data tables which allow more effective analysis of data, the tables were designed with inputs from the operators of the observatories and it is expected that once these are in full operation, they will help facilitate operators' work.

With regards to the protocols for data capturing, cleaning and analysis, two moments were seized, 1) with the technicians of the Observatories and 2) with the Technical Committee of the Observatories, the latter has taken into account in various processes to be a fundamental part of the work. Data mapping was conducted with Santa Ana, El Congo Chalchuapa enhancing identification and follow-up to vulnerable areas.

Data Dissemination

AJR and the observatories through technical assistance, designed a data dissemination strategy that embraces three aspects: 1) practice annual public presentations of data to foster institutional knowledge and use of data; 2) design of a webpage in order to disseminate data and create awareness of violence and vulnerability indices and challenges to municipal institutions and policies; and 3) the Observatory as a micro region of information.

In 2012, the three Observatories in Santa Ana, Chalchuapa and El Congo produced four reports. In Santa Ana and Chalchuapa the reports have been recognized by both municipalities. The Santa Ana Mayor met with the Observatory every month to receive a data collection debrief. In order to disseminate their information better, each observatory has a space within each CMPV website. The coordinators of Santa Ana and Chalchuapa have both been trained, and El Congo received a training manual.

Ensuring Observatory Data Utilization

Although trained professionals who understand the benefits of an observatory are necessary to ensure that it is properly used the following conditions are necessary to ensure sustainability:

1. Political will from decision makers in the municipality
2. Observatory data should be used in the decision making process
3. Indicators should be revised annually to ensure that adequate data is captured
4. It is important that the mayor and other municipal institutions provide information for the observatory;
5. Observatory outputs should be analyzed at face value without a political lens;
6. All other observatories, ex. gender, should be developed in conjunction and as part of existing mechanisms and infrastructure.

IND 2.2.2 Data produced by observatories is utilized for decision-making with regards to violence prevention by institutions, CMPVs and or municipalities.

The target under this indicator is that at least three decisions in each municipality with regards to actions, programs or policies, have been generated with analysis produced by the observatories.

RESULT= Nine decisions were made in the municipalities of Santa Ana and Chalchuapa.

The three Observatories have produced four reports in 2012 covering the periods of January – March, April-June, July- September and October –December. These reports have been received and recognized by the municipalities of Santa Ana and Chalchuapa where mayors have met every month to discuss the data.

On October 31, 2012, the first presentation of data from 2011 and 2012 in Santa Ana was held, showcasing the work of the Observatories for violence and vulnerability. The event highlighted data from the three municipalities to decision makers, Observatory Technical Committees, media and interested parties. The Mayor of Chalchuapa, a representative from the municipality of El Congo and the Governor of the Santa Ana were among the guests. A number of government institutions (INJUVE, MOH, MOE, Supreme Court representatives, prosecutors and others) were also on hand as well as members of civil society. Several key indicators of violence had seen drops in levels of violence attributable to multiple factors.

The following decisions were made with data gathered from the observatories:

Name	Date	Data Gathered	Action Taken
Santa Ana	May 2012	Georeferencing	Identification of risk areas as places where the municipality could install cameras and monitor criminal activity.
Santa Ana	July 2012	Early Pregnancy	Develop a strategy in partnership with the health and education sectors, ISDEMU, MINED and the municipality.
Santa Ana	September 2013	Robbery	Increase police patrols in the area around the San Juan de Dios hospital
Chalchuapa	July 2012	Burglary and theft	It was discovered that in the months of July, August and September robbery rates went up. Robberies became fore frequent around midday. It was recommended that police patrols increase around this time of the day
Chalchuapa	July-September 2013	Early Pregnancy	The Municipality of Chalchuapa noticed that early pregnancy rates were 140 in July, 125 in August and 120 in September. Given these rates, in partnership with the Gender and Health Units, the municipality

			will hold informational talks.
Santa Ana	October 2012	Common Crimes	In an abandoned area of the municipality, the observatory noticed a spike in crimes. To combat these crimes, the municipality rehabilitated the space.
Chalchuapa	December 2012	Common Crimes	This increase in crime was met with an increase in police patrols in areas of high crime activity.
Chalchuapa	October 2012	Indicators	Information collected resulted in the defining of areas in need of Outreach Centers.
Chalchuapa	November 2012	Risk Mapping	The risk maps identified areas that were not well lit. The municipality took positive action in these areas.
El Congo	In El Congo there have not been any actions based on the information collected from the Observatory. This is due to a lack of political will among decision makers. Decision makers in the municipality do not yet see the benefit in the observatory and the data it could produce. A next step is to help these decision makers understand how the observatory could be useful to their policy decisions.		

Sub-Activity 2.3: Training Opportunities provided as a driver for prevention for at-risk youth and municipalities

Under Strategic Area Three of the Municipal Prevention Plans, AJR provided vocational training to 3,631 youth in 28 vocational disciplines. Forty-seven youth trained by AJR took two training courses, demonstrating the hunger for training that is a reality in El Salvador's municipalities. AJR used its Outreach Centers as vocational training venues, which enable training organizations to become more involved in prevention, rather than training for development more generally. The follow-on project provides an opportunity to shape additional vocational training partners as *stakeholders in prevention* while providing access to training additional at-risk youth in the municipalities and in new communities.

1. AJR focused on completing a local labor market survey in Santa Ana, Chalchuapa and el Congo in order to understand the local labor market and inroads into it to ensure employment for youth beneficiaries. Results of the survey provided a basis for vocational training efforts and employment placement and are further detailed under indicator 2.4.1.
2. AJR's second focus area, began with providing a *Training for Jobs (Taller Habilitación Laboral or THL)* workshop and services to youth that address the barriers to accessing jobs. In El Salvador, depending on the employer, youth are required to present police records, judicial solvency and blood tests, all of which must be requested and present a collective cost of about \$15 for a disadvantaged youth. AJR provided employment training and preparing CVs with 500 youth and will help 200 access jobs documents. After completing the workshop and preparing CVs and accessing documents to access jobs, youth moved into jobs or into self-employment through a kit.

3. AJR considered it crucial that youth be identified as having the skills that would allow them to succeed at entrepreneurial initiatives or self-employment. Youth, who accessed vocational training and were interested in entrepreneurial initiatives and self-employment, all received business training provided by the *Comisión Nacional para la Micro y Pequeña Empresa* (CONAMYPE). The training aimed to create a consciousness of branding, processes of formalization of entrepreneurial initiatives and to create a basic understanding of business practices. This applies to previous entrepreneurship initiatives and new ones. Youth who had sufficient skills and interest in entrepreneurial initiatives were considered for a formal business training course with CONAMYPE. These youth received in-depth training on business development, sales and marketing, use of social networks, seed investment, basic finance and small business administration skills. Once this training is completed, youth that opted for auto or self-employment received basic kits to begin working for example as cosmetologists, sales of foods, shoe repair, etc.

IND 2.3.1 Number of youth accessing vocational training and training through Outreach Centers

The target under this indicator is to provide 1,000 new youth with access to training. Some 500 will with access training for jobs through OCs and 500 will access vocational training provided by AJR.

RESULT: 3,631 Youth accessing training through OCs. 1037 through the OCs and 2,594 for jobs.

Training through the Outreach Centers was predominantly focused on English language and computer skills training. OCs began planning courses in these two areas. In San Cayetano, a bread making workshop kicked off with more than forty youth applying. In the new community Cuzcachapa in Chalchuapa, more than fifty youth signed up for a computer skills class and in La Providencia and Tazumal computer training courses began. All courses were provided by volunteers at the Outreach Centers. Outreach Centers have been equipped with the basic Larousse English program in order to maintain language training.

The vocational training strategy is seen as a short-term educational training that is focused on developing skills and abilities, enabling youth to obtain employment, self-employed or start a micro enterprise. The program shaped its strategy on the local Labor Market Survey it conducted in Santa Ana, Chalchuapa and El Congo earlier this year and data provided by CONAMYPE, and identified those economic sectors showing growth in the municipalities: the service sector (food and technology); commerce (garments/miscellaneous) and industry (shoe making and textiles).

AJR conducted an open competition of this course offering with local institutions. Two institutions emerged to provide seven courses, the ITCA-FEPADE (cited by local labor market survey as most trusted training provider in this region) and the Centro de Formacion y Talleres Municipales Santa Ana (Center for Municipal Training Santa Ana). Courses were slated to be three months in duration and 80% practical training /20% theoretical. The grant was signed by all three CMPVs of all three municipalities.

263 youth (96 M/167 F) graduated from thirteen separate vocational training courses at the ITCA- and the Centro de Formacion y Talleres Municipales Santa Ana (Center for Municipal Training Santa Ana). A graduation ceremony was held in mid-December where



all students received diplomas. Courses were provided on Saturday and Sunday to accommodate youth who were also working. Youth received a minimum transportation stipend in order to reach courses, a key factor to ensuring they arrive at training. (Stipend was \$1.50 per week in Santa Ana and \$2 a week for Chalchuapa and El Congo.) The AJR's technical officer conducted some thirty monitoring visits during the period. Of the 501 youth originally enrolled, 300 initiated vocational training and 263 graduated.

AJR purposefully sought to work through two large municipal institutions to provide training in order to strengthen local partners to provide training and leave them equipped to take training further. Mobile Phone Repair and Client Services courses received equipment and training materials enabling them to continue training youth next year. AJR and the Centro de Formacion y Talleres Municipales Santa Ana discussed this sustainability early on. The heads of the Crime Prevention Committees met with Director of the Centro de Formacion y Talleres Municipales Santa Ana to discuss this year's training courses for youth in the three municipalities.

AJR USAID-SICA VOCATIONAL TRAINING COURSES								
TRAINING PARTNER	VOCATIONAL TRAINING COURSE	NUMBER OF HOURS OF TRAINING	Santa Ana	Chalchuapa	El Congo	MALE	FEMALE	TOTAL NUMBER OF YOUTH GRADUATES FROM TRAINING
Center for Vocational Training Santa Ana	Course START-DATE OCT 6, 2012 (2 COURSES) AND NOV 25, 2012 (1 COURSE)							
	CEL PHONE REPAIR	32	30	9	9	45	3	48
Center for Vocational Training Santa Ana	Course START-DATE OCT 13, 2012 (2 COURSES)							
	CLIENT SERVICES (SPECIALIZED TO SUPERMARKETS)	32	14	2	1	4	13	17
Center for Vocational Training Santa Ana	Course START-DATE OCT 7, 2012 (2 COURSES) AND NOV 12, 2012 (1 COURSE)							
	BASIC COSMETOLOGY	32	48	32	13	0	93	93
Center for Vocational Training Santa Ana	Course START-DATE OCT 7, 2012 (2 COURSES)							
	TAILORING AND SEWING	32	9	4	0	1	12	13
ITCA-FEPADE	Course START-DATE NOV 3, 2012 (2 COURSES)							
	BASIC COOKING	24	28	13	0	10	31	41
ITCA-FEPADE	Course START-DATE NOV 3, 2012 (2 COURSES)							
	BASIC AUTO MECHANICS	40	12	5	12	27	2	29
ITCA-FEPADE	Course START-DATE DEC 1, 2012 (1 COURSE)							
	COOKING (GEARED TO EAT AND GO)	24	15	2	5	9	13	22
TOTAL			156	67	40	96	167	263

In parallel, young people participating in the training received vocational training in business management (costing, marketing, basic finance); these trainings were provided by CONAMYPE under the agreement signed between it and AJR. They have also received life skills training through the Challenge of Dreaming My Life (DSMV) curriculum.

IND 2.3.2 CMPVs are strengthened with skills to generate vocational training opportunities in the municipalities.

The targets under this indicator are 1) training in how to generate vocational training opportunities in the municipalities provided and 2) At least one training session generated by the CMPV independently. (Santa Ana, Chalchuapa, El Congo)

RESULT: Vocational training tool provided and three training sessions generated by CMPV

AJR identified a methodology for this component which is a survey and training identification tool called "Market Assessment Toolkit for Vocational Training Providers and Youth". The three-part Market Assessment Toolkit for vocational training Providers and Youth was a combination of resources, questionnaires and activities to gather information on market demand and translate it into programming that responded to a dynamic business environment and youth needs.

All three CMPVs signed the present training grant at the Centro de Formacion y Talleres Municipales Santa Ana (Center for Municipal Training Santa Ana). The Center committed to providing customer services/supermarket and sales; cosmetology; sewing and cellphone repair training next year to students from Santa Ana, Chalchuapa and El Congo. AJR provided materials for these courses.

AJR provided a grant to ITCA-FEPADE and the Municipal Centre for Vocational Training Santa Ana, in the form of equipment and supplies to conduct four trainings. This left a total installed capacity input for tailoring shop, shop supplies for cosmetology, and the mounting of two new workshops: cell phone repair and customer service. The Municipal Center for Vocational Training Santa Ana pledged to provide training to young people from the three intervention municipalities in 2013. In Chalchuapa and El Congo, because their micro-entrepreneurial associations were not operating, they decided to take the grant focused on these and instead use it to help outfit training workshops for future use.

The greatest challenge for sustainability is that the three CMPVs agree to a training Schedule for youth in 2013 and that this be approved by the Mayor of Santa Ana. The second greatest challenge is that the training would take place in Santa Ana and absent a stipend, imply cost for youth coming from the other municipalities. (The Director of the Municipal Centre for Vocational Training Santa Ana was willing to offering training in the other two municipalities, this would however imply cost of moving equipment and supplies and staff.) The third challenge is that the municipalities would need to identify a new funding source to provide additional training supplies to insure no additional cost to youth.

IND 2.3.3 Number of youth accessing “Transition to Work” training

The target under this indicator is to provide 300 youth with training that addresses the barriers to at-risk youth accessing jobs.

RESULT: 84 Youth (29 M/55 F) with training and 52 youth with documents (24 M/28F)

In El Salvador, depending on the employer, youth are required to present police records, judicial solvency and blood tests, all of which must be requested and present extraordinary cost for youth. AJR approved a grant that provided at-risk youth with a one-day training on curriculum writing, personnel presentation and job interview skills through a Human resources expert and AJR's training and Jobs Coordinator. Youth, on finishing the training will have a CV and be able to access employment documents through AJR. All youth in the jobs and self-employment strategy are to be enrolled in this workshop.

AJR conducted the registration for Transition to Jobs training through Representatives of the CMPVs, ADESCOS, faith based partners, and Coordinators of OCs, yet enrollments remain lower than the targets established for each community. Coordinators were saturated with other activities at the end of the year and were unable to begin providing these courses in their communities. Coordinators did assist youth asking for help in developing CVs or the forms required for *Bolsa de Trabajo*, lists that youth can join in the hopes of being identified for jobs.

Sub-Activity 2.4: Strengthen job preparedness and economic opportunities as a driver for prevention for at-risk youth and municipalities

IND 2.4.1 Municipal Labor Market Analysis conducted

The target under this indicator is a labor market analysis which identifies economic opportunities locally in the three municipalities developed.

RESULT: Labor market survey completed

In 2012, AJR conducted a local labor market survey in Santa Ana, Chalchuapa and El Congo. The firm selected to conduct the survey was *Ask LatinAmerica*, which has more than a decade of experience analyzing labor markets in the region. The firm conducted 121 interviews. Firms were identified based on the Seventh Economic Census of 2005 using a classification of small medium and large businesses. Some 94% of businesses in the three municipalities classify as microbusinesses that are informal and follow a subsistence model. This limited the universe of study to 438 micro, small medium and large businesses in Santa Ana, Chalchuapa and El Congo.²The sectors represented were 83 firms in the industrial sector; 160 firms in the commercial sector; 157 firms in the service sector; 26 in the transportation sector and 12 in the construction sector. Some 88% of the micro, small, medium and large businesses interviewed were in Santa Ana, 9.3% in Chalchuapa and 2.3% in El Congo.

Key findings of the study include the following:

General

- With regard to documents that youth need to have to access jobs, it was found that aside from the DUI, two more documents are needed, which are: copy of Criminal Record and Personal Recommendations. The required documents by businesses in order for youth to access jobs are: DUI (102 mentions), Criminal Record (77 mentions) and personal recommendation/s (63 mentions).

² Micro businesses have 1-9 employees; small businesses have 10-49 employees; medium sized businesses have 50-100 employees and large businesses are considered as those counting more than 100 employees.

- Some 70% of businesses surveyed in the three municipalities were from the trade and service sector other 20% corresponds to the industry sector. In all, these 3 sectors make up 90% of businesses in the area.
- Businesses surveyed indicated overwhelmingly that the most important qualities required of youth in order to access jobs, are *Entrepreneurial/Proactive disposition*, while *Training and Experience* came in in sixth place.
- A high rate of acceptance of training programs for youth was detected. 91% of businesses surveyed would consider trained youth as potential employees.
- 23% of businesses had heard of the violence prevention program that Regional Youth Alliance USAID-SICA implements, in collaboration with the Municipal Committee of Violence Prevention for the benefit of youth.

Job Opportunities

- 82% of interviewed businesses currently employ youth that fall between 18- 29 years of age. Of the 18% of businesses that do not have youth employed, 47% said it's because they are irresponsible, while 19% said it's because they cannot find trained youth.
- 24% of businesses require someone for a vacant position in the next three months; this limits job opportunities for youth, with an average of four vacant positions identified per business—for a total of 104 possible posts. Additionally, of the four positions available on average, only 2.2 positions are made available to youth, limiting youth's opportunities to 64 immediate openings.
- In these 29 companies, the average number of vacant positions available is four per company. Small businesses have an average of 2.7 vacant positions, the medium businesses have 4.8 vacant positions available, and the large companies have 6.6 vacant positions available. Of these 29 companies, 100% affirmed that they would provide an opportunity to a trained youth for any position.
- The sectors that stand out the most among the immediate needs of the companies are: office employment, technical employment, non-technical employment and operational employment.
- ITCA was the most mentioned training institution (58 mentions), and is considered by many businesses, to be the best technical training source for youth.

Hiring Youth

- Some 85% of businesses said YES they would hire TRAINED YOUTH BENEFICIARIES OF ALIANZA JOVEN REGIONAL USAID-SICA.
- Of the 15% that said NO to hiring youth from the program, 29% said they do not have any vacant positions, 24% said they do not hire young people, 17.5% said they do not hire young people due to company policies, 17.5% said they do not do this due to the economic situation in the country, and 11% said it's because they do not trust youth.
- Of the 18% of businesses surveyed that DO NOT HAVE YOUTH, 91% stated that if a source of trained youth were to exist, they would take them into account for possible job opportunities.
- Some 70% of businesses are willing to provide internships to TRAINED YOUTH so they can acquire work experience. Internships are concentrated in: Office employment (70 mentions), technical employment (27 mentions), and sales employment (26 mentions), the rest of the responses have 16 mentions or less.
- With regards to external and internal training, according to responding businesses, both internal and external training are required by companies in equal proportion.
- When asked if businesses would accept trainers facilitated by AJR USAID-SICA without any additional cost to their companies in exchange for providing jobs to youth from the program, 96% said YES they would.

This survey was the first of its kind according to the firm contracted and firms interviewed. The survey was carried out in record time with a solid methodology and enabled AJR to work directly with those employers identified as having job slots or having the disposition to hire AJR trained youth. The survey offered a basis for the training and jobs components of AJR.

IND 2.4.2 Number of youth accessing job opportunities or income generating activities

The target under this indicator is to provide 150 new youth with access to job opportunities or income generating activities including 14 new micro-entrepreneurial initiatives developed.

RESULT: Five Youth accessed a job and 98 receive self-employment kits to work independently. AJR decided not to develop new Micro entrepreneurial initiatives.

With the support of the Outreach Center coordinators, 300 youth participated in this program component. Of these youth, 263 graduated from vocational training and 98 opted for a “kit” for self-employment. During the vocational training process, young people were given the choice to opt for either self-employment through an employment “kit” for self-employment, entrepreneurship or job search support. Of the total group of youth trained in vocational training, just four youth enrolled in food preparation courses from Chalchuapa applied as interested in micro-entrepreneurial initiatives. Youth expressed that in a micro-entrepreneurial initiative a group of people-even if they were friends- would have difficulty agreeing with regards to the venture. Some expressed that their backgrounds would ensure they would have difficulty getting jobs (did not have high school education or completed the 9th grade).

In order to receive a “kit” for self-employment, AJR established that youth had to have 80% attendance in the training, have been recommended by the trainer reference count of the facilitator, provide at least ten hours of service at an OC and participate in a day-long costing training session. In December, purchasing ensued for kits in the areas of mechanics, cosmetology and cooking began.

Two hundred signed up for a job opportunity with a job bank administered by SEARCH. Of these 28 were chosen for a potential job placement and 5 received jobs. The greatest challenge to this process is achieving that what youth learned in vocational training and subsequently those in entrepreneurial initiatives, on costing and business skills, be applied so their ventures are sustainable and generate income.

IND 2.4.3 Number of micro-entrepreneurial initiatives strengthened

The target for this indicator is that the three Casas de Emprendedurismo and 13 micro-entrepreneurial initiatives established in 2011 are strengthened according to their already established business plans and with regards to administration, sales and marketing of products.

RESULT: Three Casas de Emprendedurismo and 13 micro-entrepreneurial initiatives strengthened

RESULT: 17 micro-entrepreneurial initiatives at OCs strengthened

TOTAL: 34 micro-entrepreneurial initiatives strengthened in OCs according to their business plans and with regards to administration, sales and marketing of products.

Last year AJR established *Casas de Emprendedurismo* or associative groups, clusters of youth entrepreneurs working together in a workshop. Three were established in Santa Ana, two in

Chalchuapa and one in El Congo. They were developed with the support of the Fernando Llort Foundation. The development was complex because groups had as many as 30 people, some were too young and youth lacked business training.

In 2012, the youth in remaining groups were consolidated into a single associative group in each municipality which included:

- Santa Ana: Five productive lines; silk screening, glass works, decorative wood and a bakery.
- Chalchuapa Raíces Ancestrales (Chalchuapa Ancestral Roots): Four productive lines; silk screening, jewelry making, baking, papermaking.
- El Congo Fiestas y Frutas (Parties and Fruits): Two productive lines: Silk-screening and jewelry making.

AJR conducted a complete analysis of the 3 *Casas de Emprendedurismo* established by AJR in late 2011. Seven field monitoring visits that included conducting inventory of materials, interviewing youth and determining how to better commercialize products and train youth further in administration of processes were made.

Associative Groups/Casas de Emprendedurismo

The Casas de Emprendedurismo have seen several challenges. Several of the youth trained for entrepreneurship last year were not near enough to employment age. Some 60% of youth originally associated with the businesses were no longer enrolled in trainings. This was largely related their enrollment in school and/or not ready to take on micro-entrepreneurship. Nonetheless, a solid base of willing and inspirational youth remained which was trained through CONAMYPE and FUNDES.

AJR determined the need to move the associative groups or Casas de Emprendedurismo, based on a determination of their ratio of fixed costs to income. This ratio was not feasible for the groups nor the municipalities. This began with an analysis of the groups' cost of rent. (\$200 monthly in El Congo, \$ 400 monthly in Chalchuapa and \$ 600 monthly in Santa Ana). In consensus with CMPVs, it was decided to stop renting the spaces being occupied by the groups, more economic spaces were identified in the municipalities.

During the month of April, AJR began to store the equipment, primary materials and products of the Casas de Emprendedurismo, with a view to moving. In May, the Mayor of El Congo, provided a temporary space for sales and production, a permanent was be set up by the municipality in a former community house. In June, the associative group of Chalchuapa, with the CMPV, began renting an economic sales space near the Pyramids of Tazumal that was inaugurated on June 16, 2012. Two entrepreneurial initiatives of the associative group were temporarily working from their homes; all started receiving training from CONAYPE. In Santa Ana and Chalchuapa on April 24, 2012, CONAMYPE provided training on Business Formalization for associative groups and groups have received computer training and training provided by training CDMYPE /CONAMYPE.

Santa Ana

In November the Mayor of Santa Ana approved the rental of a space for the group in the center of Santa Ana. Ten youth of the Santa Ana associative group moved to a new location in December a new soon to be inaugurated Outreach Center in the center of the city near the Central Market. AJR analyzed the initiatives' needs and made focused investments in some of their equipment and inputs for production.

Youth people identified their main sources of income come from the silk screening screen and the bakery, while the activities that generated cash flow losses were: pottery, art glass and wood art. Operations again will focus mainly on the production of screen printing and bakery, and leave as minor activities art glass and wood, and ceramics.

Chalchuapa

Twelve youth of the Chalchuapa associative group, which moved spaces earlier in the year, requested and received training in drawing and silk screening. AJR also helped the group with the rent payment for their space for the months of December and January. In January, the group (which cannot afford rent, was moved to Incafe, where they will continue to have a workshop to produce their goods, but will also help teach other youth silk screening, jewelry making, baking, papermaking. (The latter is a solution suggested by the Mayor and CMPV). (Sales are about \$151 a month.)

El Congo

The 25 youth that made up the associative group in El Congo in 2011 did not continue working together, some left for their studies, or change of address, one preferred to begin working individually. The youth and CMPV of El Congo requested resources be redirected, to take advantage and build a workshop in which young people from different communities benefit from the program and have access to a space in which to learn production techniques. The CMPV pledged to help support the marketing of goods as through two of the new tourism kiosks that will house youth from the program and will open in January.

Eco-Parque La Laguna

AJR placed emphasis on the continued development of the Eco-Parque La Laguna. Follow-up provided to this initiative occurred through direct interface with the CMPV in Chalchuapa and through their weekly meetings. AJR urged that the CMPV commitment to direct monitoring of the initiative with its own resources. The municipality committed to helping the CMPV with aspects of the management of the EcoParque. The AJR continued monitoring visits and the EcoParque will receive entrepreneurial training and technical assistance.

Micro-entrepreneurial Training

AJR submitted a proposal to USAID for the strengthening of existing and new micro-entrepreneurial initiatives under the program. It released terms of reference, competed and identified a key partner for strengthening; FUNDES, which strengthens the technical business capacity of a wide range of micro-enterprises to improve their market insertion and seek ways to transform sectors. Parallel to this AJR signed a memorandum of understanding to work with CONMAYPE, an organization affiliated with the Ministry of Economics and one El Salvador's leading trainers of micro-enterprises on focused on the legalization and business administration/organizational skills of micro-entrepreneurial initiatives.

Under a grant and in agreement with FUNDES, micro-entrepreneurial initiatives in all three municipalities received two phases of strengthening. Between June and August 2012 they received business strengthening training. At the end of this phase, FUNDES presented results until this phase and recommendations for the micro-entrepreneurial initiatives to the CMPVs for their reaction and

support of the initiatives through the assigning of business mentors, participation in business fairs and more personal accompaniment to help youth implement business action plans they drew up. This strategy was approved by the CMPV Coordinators and during phase II of FUNDES assistance (September-November 2012) a business consultant of FUNDES was assigned to meet every week with the youth entrepreneurs and assign practice activities to each, weekly.

Below are lists of the services to be provided to AJR by each group:

AJR STRENGTHENING OF SMALL-ENTERPRISES AND ENTREPRENEURIAL HOUSES	
FUNDES SERVICES	CONAMYPE SERVICES
Situational Diagnostic of ventures	Elaboration Business Plan (New entrepreneurs 2012)
Work plan to be implemented according to the nature and state of maturity of each project group (association, enterprise and eco-park). Plan of action for each micro-entrepreneurial initiative	Use of social media for promotion and marketing products/services from entrepreneurs (Entrepreneurs 2011 and 2012) Strategies of marketing.
Mapping, customer identification and selection of potential buyers and / or sales channels that can provide the demand for products that young people are producing.	Definition of sustainability elements/ entrepreneurial initiatives (New entrepreneurs 2012)
Development of functional and appropriate organizational structures for each of the companies.	Introduction to cost control systems, inventory control and cash management (New entrepreneurs 2012)
Creation of cost control systems, inventory control and cash management. Mentoring Plan, Database, Sessions	
Improving the practice of manufacturing and development services, from requirements and expectations of the actual demand. Line of products and services defined for market launch	
Catalogue of products and services	
Organization and logistics fair	

Strengthening of Micro-Entrepreneurial Initiatives

CONAMYPE conducted training with the thirteen existing micro-entrepreneurial initiatives. Training sessions are listed below:

TRAINING CONAMYPE APRIL-JUNE 2012 AJR USAID-SICA									
Course	Date of Start Training	Date of ending Training	Santa Ana		Chalchuapa		El Congo		TOTAL NUMBER OF YOUTH TRAINED
			M	F	M	F	M	F	
Means of legalizing small-businesses	24/04/2012	24/04/2012	11	15	2	3	2	0	33
Use of social networks for the promotion of products and services	11/05/2012	18/05/2012	7	16	0	2	1	3	29

FUNDES began work under their six-month grant in late May. Activities during the period through June, focused on the development of operational planning for project implementation, evaluation and selection of tools used during the execution of the project, and small business diagnostics of the thirteen existing micro-entrepreneurial initiatives and three Associative Groups or *Casas de Emprendedurismo*.

The latter were validated with young people. Key findings from the Diagnostics, and which served as key inputs in the strengthening process, include:

- 50% of entrepreneurs are between 18-25 years of age, 58% are females.
- 17% of entrepreneurs have sales of more than \$500 per month; another 17% has sales of between \$101-500 a month; 8% has sales of between \$51-100 per month, and 41% has sales of between \$1-50 per month. Seventeen percent, at the time of study did not have sales on record.

Recommendations and findings include:

Marketing and Sales

- Need for equipment and tools.
- Opportunity to market products through craft dealers.
- Entrepreneurial training required to improve the quality of products and variety.
- Opportunity for partnership with area partnership group for the marketing of products.
- One of the entrepreneurial initiatives' main suppliers is also a key competitor.
- For fear of extortion cannot place telephone numbers on any advertising material.
- Location does not favor the sale of products, think about moving location.

Operations

- Entrepreneur is lacking in search for new clients.
- Lacking knowledge of providers
- Production process is not defined
- Little or no knowledge of product security and hygiene

Finance

- Entrepreneur lacks costing skills.
- No assigning of salaries.
- Inadequate financial recordkeeping.

Thirteen Micro-entrepreneurial Initiatives

The Training and Entrepreneurial Initiatives Officer collected information on monthly sales per entrepreneurial initiative. As the chart adjacent demonstrates, the initiatives produced some sales. However, as the FUNDES diagnostic found, challenges in costing of product, sales of product, identifying customers and linking to supply and demand chains and administrative practices, withheld the initiatives from increasing sales, breaking even and moving towards earning a profit. Some youth faced internal conflicts that

Micro businesses	Monthly Sales	Number of Youth		
		Male	Female	TOTAL
ElectroFlash	5	4		4
Arte Metálico "Los Amigos"	50	2		2
Estampados "Los Conquistadores"	37	1	1	2
Panadería "Los Amigos"	145		2	2
Piñatería "Las Estrellas"	10		2	2
Piñatería "Mundo Mágico"	13		3	3
SUB-TOTAL SANTA ANA	260	7	8	15
Panadería Bendición de Dios	0			0
Bisutería Génesis	10			0
Cerámica Prehispanica	0	1	1	2
Sastería "Los Dinámicos"	90	1	1	2
SUB-TOTAL CHALCHUAPA	100	2	2	4
Jugos El Tabudo	225		3	3
Electricongo	0	1		1
Shalom Arte & Cuero	20	2		2
SUB-TOTAL EL CONGO	245	3	3	6
TOTAL	605	12	13	25

arise between members of the enterprises. AJR and its training partners addressed these points and have focused training efforts on achieving efficiency in manufacturing processes and costing to achieve good profits / income. In some cases, enterprises had sales of more than \$50 a month, but failed based on their costs to make more than \$5 in profit.

Outreach Centers

Thirty four of 39 existing Outreach Centers developed income generating initiatives or microenterprises strengthened through the procurement of equipment and materials, as well as training and capacity building. In the months of January and February 2013, 7 OCs began their income generating activities. These OCs included: Los Apoyos, Nazareno, Calvario-Mercado, and Dalia in Santa Ana; and Los Olivos, Calvario-Mercado and Col. Unidas in Chalchuapa.

Of the Outreach Centers inaugurated in 2012, 10 were assisted in opening income generating activities. These included: Lomas del Tecana, La Union, Santa Claudia, Ranchador, Empalizada, and Lampatec in Santa Ana; Buena Vista II, Tazumal II and Cuzcachapa- La Cruz in Chalchuapa; and La Cruz in El Congo. Of the 16 OCs inaugurated in 2011, 15 were strengthened.

IND 2.4.4 Number of new micro-entrepreneurial initiatives established and strengthened

The target for this indicator is 14 new micro-entrepreneurial initiatives established in 2012 and strengthened according to their business plans and with regards to administration, sales and marketing of products.

RESULT: 0 new micro-entrepreneurial initiatives established in 2012.

When evaluating the 2011 micro-entrepreneurial initiatives established, where a range of support services were provided including seed capital, small business training, technical assistance, and strengthening. The majority of these initiatives did not yield profit. This can be attributed to the poor communities where initiatives are situated, limited time that youth can commit to initiatives (many are also income earners for their families through other initiatives) and even security. One of the entrepreneurial initiatives established last year for example, was too close to the area of a gang and youth could not safely reach the workshop.

Sub-activity 2.5 Conflict Mediation, drug awareness prevention talks and Clubs are provided in schools to restore the school's role in prevention

Some of the most important risk factors at the community level are those that lead to youth dropping out of school. In December 2011, AJR's evaluation survey for El Congo, 51% cited lacking resources as the principal reason for youth dropping out in 2011, with 41% in Santa Ana and 39% in Chalchuapa saying the same. Violence, family disintegration, disinterest by family members and early pregnancy are also cited.

Schools represent a sacred space for youth living in turbulent communities. Yet in El Salvador school-based homicides, gang threats and even rape in schools, make the school setting a requisite of any prevention effort. Schools lack a feeling of cohesion for youth and are not platforms for community initiatives. Bearing this in mind, AJR introduced clubs in schools. Conflict mediation among teachers and students, and reduction of dropout rates is key. AJR identified eleven schools where youth from the selected communities are enrolled, to offer alternatives to mitigate those risk factors through a number of interventions.

IND 2.5.1 Number of youth joining youth-driven organizations or clubs that are established aim schools to provide youth with a sense of belonging and identity

The target for this indicator is that new youth clubs are established in the eleven schools identified in the communities.

RESULT: 16 established youth clubs in 11 schools

AJR this established 16 youth clubs in its 11 schools. Clubs became increasingly integrated with the schools that housed them and have improved the school environment in ways previously unseen. At the Tazumal School in Chalchuapa, sports mornings were held twice a week to play football. Some teachers collaborated as Coordinators of Clubs, meeting after class a few times per week. The changes in the will of teachers and students to want to spend time in schools and has vastly improved the school environment.

Every school Club includes in the Mission, Vision and Activities, and an interest in including the Clubs to all students at schools. In each school, each Club had behavioral norms established and agreed to these between directors, teachers and students. Tournaments demonstrated what the Clubs are about so that new youth get involved. In the 2013 school year, all clubs continued their activities and students returned to participate as they had in the previous school year. The clubs are being supported by parents, student councils, teachers, the community and the CMPV. Below is a chart of the established clubs.

AJR-USAID SICA NUMBER OF YOUTH IN CLUBS								
	NAME OF CLUB	NAME OF SCHOOL	DATE EST.	MUN	COMMUNITY	PARTICIPANTS CLUBS		
						No. M	No. F	TOTAL
1	AMIGOS DE LA PAZ	C.E. ANGELA MEDINA GOMEZ	JULY	SANTA ANA	LA EMPALIZADA	15	6	21
2	RAQUETEANDO	C.E. SALVADOR AYALA	JULY	SANTA ANA	GARCIA I	30	14	44
3	ARTE DE MIOS PINCELES	C.E. CASERIO LLANO LARGO, CANTON AYUTA	JULY	SANTA ANA	EL RANCHADOR	25	19	44
4	A TODO RITMO	C.E. CASERIO LLANO LARGO, CANTON AYUTA	JULY	SANTA ANA	EL RANCHADOR	15	22	37
5	PINPONEANDO	C.E. JUAN JOSE BERNAL	AUGUST	SANTA ANA	SAN JOSE UNIDAS	17	12	29
6	CITLALI	C.E. HACIENDA SAN CAYETANO	AUGUST	SANTA ANA	SAN CAYETANO	20	22	42
7	SAN CAYETANO CLUB DE TENIS	C.E. HACIENDO SAN CAYETANO	AUGUST	SANTA ANA	SAN CAYETANO	25	11	36
8	JUVENTUD BAILANDO	C.E. ARNOLDO SERMEÑO	AUGUST	SANTA ANA	LAMATEPEC	21	35	56
9	MANOS CREATIVAS	C.E. ARNOLDO SERMEÑO	AUGUST	SANTA ANA	LAMATEPEC	20	27	47
10	NUEVA GENERACION	C.E. LOMAS DEL TECANA	AUGUST	SANTA ANA	LOMAS DEL TECANA	32	15	47
11	CIUDAD DE JADEITAS	C.E. BENITO JUAREZ	AUGUST	CHALCHUAPA	SAN ANTONIO	20	28	48
12	CLUB ESCENICO TAZUMAL	C.E. COL. TAZUMAL	AUGUST	CHALCHUAPA	COL. TAZUMAL II	15	12	27
13	TAZUMAL EN COLORES	C.E. COL. TAZUMAL	AUGUST	CHALCHUAPA	COL. TAZUMAL II	15	17	32
14	SANTA CRUZ	C.E. COL. SANTA CRUZ	AUGUST		CUZCACHAPA	42	22	68
15	RITMO Y VIDA	C.E. COL. LA MIELERA	AUGUST	CHALCHUAPA	BUENA VISTA II	16	19	35
16	COLLAGE DE SUEÑOS	C.E. COL. LA MIELERA	AUGUST	CHLACHUAPA	BUENA VISTA II	17	21	38
TOTAL						104	112	174

Youth from AJR School Table Tennis Club Wins Gold at National Competition

A Table Tennis Club at the Santa Cruz School in Cuzcachapa, Chalchuapa, which was equipped through AJR USAID-SICA is now national homegrown fame. The Club reached national level competitions for table tennis, the First National Nittaku Competition. The competition took place between November 30-December 2, 2012 at the National Sports Hall in the capital with 6 kids from Chalchuapa competing (3M/3F). Youth competing won three gold medals, two silver medals and two bronze medals and Francisco Santos of San Ignacio and Silvia Ortiz of an AJR neighborhood in Chalchuapa, were declared individual champions.

Silvia practices through the AJR Club at the Santa Cruz school every Tuesday and Thursday, only when they are on break from classes. The competition was held with the National Sports Institute INDES, the International Program for the development of Table Tennis and the Japanese company, Nittaku, which co-sponsored the event as part of a special project to support table tennis as a healthy way to use free time for youth in underprivileged neighborhoods of El Salvador. I am so proud of my neighborhood”, says Silvia Castro of the Club of her individual gold medal and win. “The Club gives me a space to share and practice in a healthy way, when I’m not in school, I do my homework and then come to school to practice and teach table tennis at the Outreach Center.”

IND 2.5.2 Selected schools are reached with conflict mediation and drug prevention awareness training

The targets for this indicator are that 1,000 youth through schools and conflict mediation training to 200 teachers.

RESULT: 1) Two organizations chosen to deliver activity (FUNDASALVA/FUNPRES); 112 teachers trained (49M/63 F); 3,519 Youth Trained Drug Prevention (1,812 M/1,707 F); 650 Youth Trained in Creative Conflict Resolution (332M/318F); 1,915 Parents Trained Drug Prevention (218M/1,725F)

AJR decided to take a dual path to work in schools. 1) Through conflict resolution to youth, teachers and parents; and 2) by addressing the degradation of the school as a basis for positive growth. FUNDASALVA and FUNPRES, co-presented a strategy focused on conflict resolution and mediation and drug prevention training in eleven schools in two municipalities.

The accompanying chart shows a breadth of results and targets that were surpassed for both FUNDASALVA as well as for FUNPRES. FUNDASALVA provided ten training workshops including on topics that include teamwork, effective communication and drug prevention training to some 3,519 students (1812M/1707F) across the municipalities—defying the odds of rampant desertion rates at some 20% by kids attending school in Santa Ana and Chalchuapa. During these training sessions, it was not uncommon for youth to listen to prevention talks through the fencing of open classrooms. FUNPRES reached some 650 youth (332M/318F) training them in creative conflict resolution skills. In Santa Ana 104 youth attended advanced training.

As many as 2,293 (1,192M/1,101F) youth in Santa Ana and 964 (476M/488F) youth in Chalchuapa were trained to strengthen social skills including on co-existence, interpersonal relations and self-esteem workshops, prior to taking RCC training. Additionally some 83 youth (52F/31M) in Santa

Ana and 34 youth (18M/16F) in Chalchuapa accessed acute psychological counseling services offered by FUNPRES in the municipalities.

General Objective This proposal is aimed at 11 schools and local leaders in 18 communities of Santa Ana and Chalchuapa.				
Indicator	FUNDASALVA TRAINING		FUNPRES TRAINING	
	DRUG AWARENESS		CREATIVE CONFLICT RESOLUTION SKILLS	
Indicator	TARGETS NOVEMBER 2012	RESULTS NOVEMBER 2012	TARGETS NOVEMBER 2012	RESULTS NOVEMBER 2012
Selected schools are reached with conflict mediation and drug prevention awareness training	11 schools	11 schools	11 schools	11 schools
	2,700 STUDENTS SANTA ANA	2,609 ACCESSES BY YOUTH TO TRAINING SESSIONS SANTA ANA	340 STUDENTS TRAINED CONFLICT MEDIATION SANTA ANA	385 STUDENTS TRAINED CONFLICT RESOLUTION SANTA ANA
	1,544 STUDENTS CHALCHUAPA	1,464 ACCESSES BY YOUTH TO TRAINING SESSIONS CHALCHUAPA	160 STUDENTS STUDENTS TRAINED CONFLICT MEDIATION CHALCHUAPA	265 STUDENTS TRAINED CONFLICT RESOLUTION CHALCHUAPA
	TOTAL 4,244 STUDENTS	TOTAL 3,905 STUDENTS 92% OF TARGET	TOTAL 500 STUDENTS TRAINED CONFLICT MEDIATION	TOTAL=650 STUDENTS TRAINED CONFLICT RESOLUTION
	80 TEACHERS SANTA ANA	70 TEACHERS SANTA ANA 87% OF TARGET	68 TEACHERS SANTA ANA	132 TEACHERS SANTA ANA TRAINED CONFLICT RESOLUTION
	45 TEACHERS CHALCHUAPA	42 TEACHERS CHALCHUAPA 94% OF TARGET	35 TEACHERS CHALCHUAPA	56 TEACHERS CHALCHUAPA TRAINED CONFLICT RESOLUTION
	TOTAL 125 TEACHERS	TOTAL 112 TEACHERS 92% OF TARGET	TOTAL 103 TEACHERS TRAINED	TOTAL 188 TEACHERS TRAINED CONFLICT RESOLUTION
	127 SANTA ANA PARENTS,LEADERS TRAINED	1,313 ACCESSES BY PARENTS,LEADERS TOTRAINING IN SANTA ANA	98 SANTA ANA PARENTS LEADERS AND MENTORS TRAINED	43 SANTA ANA PARENTS TRAINED CONFLICT RESOLUTION
	73 CHALCHUAPA PARENTS,LEADERS TRAINED	539 ACCESSES BY PARENTS,LEADERS TOTRAINING IN CHALCHUAPA	52 CHALCHUAPA PARENTS LEADERS AND MENTORS TRAINED	6 CHALCHUAPA PARENTS TRAINED CONFLICT RESOLUTION
	TOTAL= 200 PARENTS,LEADERS AND CIVIL POPULATION	TOTAL=252 PARENTS PARENTS,LEADERS TRAINED 126% OF TARGET	150 TOTAL PARENTS LEADERS AND MENTORS TRAINED	49 TOTAL PARENTS TRAINED CONFLICT RESOLUTION
	ADDITIONAL RESULTS	1,943 PARENTS TAKING PART IN PARENT SCHOOLS IN EACH OF 11 TARGET SCHOOLS	ADDITIONAL RESULTS	
		11 RECREATIONAL ACTIVITIES HELD		
		11 BASIS COMMITTEES TRAINED (ONE IN EACH SCHOOL)		
1,200 YOUTH PARTICIPATED IN MURALS COMPETITION				
22 VOLUNTEERS WORKING IN 11 SCHOOLS TO TRAIN YOUTH				

FUNDASALVA

- Focused heavily on its five workshops with addressing team work and effective communication reaching 3,399 youth trained on team work (1668M/1731F); 3,399 youth trained on cooperation (1668M/1731F); 3,105 youth trained on effective communication skills (1536M/1569F) and 3,105 trained on listening skills (1536M/1569F).
- Training on Drug Use Prevention; with 3,108 total youth receiving resilience training (1,554M/1,554F); 3,108 total youth receiving leadership training (1,554M/1,554F) and some 3,227 youth hearing the testimonial of an ex-gang member and addict of drugs (1,629M/1,598F).
- Training also emphasized Use and Abuse of Drugs with 2,408 (1,695M/1,603F) youth receiving a workshop on the causes and effects of drug use and the same number receiving a separate workshop on the classification of illegal substances.
- Reached 1,915 parents (218M/1,725F) with training on how to proceed when children exhibit symptoms of drug use. FUNDASALVA learned that to invite parents to come to drug prevention talks did not produce attendance unless it was combined with the collection of grades. When they learned this, they adapted its approach and increased turnout rates.
- Reached 112 Teachers (49M/63F) educating them on the prevention of drug and identifying those using drugs.
- FUNDASALVA's eleven volunteer third and fourth year students of psychology made up a strong part of their team, as did seven trainers from *Trabajemos Por La Paz* (Working for Peace), several Break Dance experts used in skits and training sessions.
- A poster and drawing competition saw participation by more than 500 youth, three prizes were awarded for most effective drug prevention illustration.
- A murals competition saw more than 1,200 youth participate, working in groups of four they designed murals in mini versions for judging. One winner from each school received a wall in their school for painting.
- Some 11 recreational activities including a rap against violence, social drama and break dance. Socio dramas were oriented to strengthen decision making, resilience and self-esteem. Music was used to promote a culture of peace and saying no to the consumption of drugs, 4,844 youth took part.
- Eleven *Schools for Parents* were trained, one in each school. In these schools, healthy practices by parents in the home were taught to adults enabling them to model more positive behavior, punish effectively and without resorting to violence and how to recognize if youth are using drugs. Some 1,943 parents took part in these schools.

FUNPRES

- Focused heavily on providing social skills training to 4-8 grade youth students in Santa Ana and Chalchuapa through their methodology that includes, Shaping my Community; Japanese Bamboo (exercises in patience and perseverance); The Tree of Violence and Non-Violence

(interactive analysis of violence in the community); The Power of Transformation (I and II) (Transforming violent behavior); We are all Different (accepting change); My personal Shield (How to resolve differences for youth); My Dreams.

- Basic Creative Conflict Resolution Training (RCC) has been provided to teachers and targets have been reached in eight of eleven schools in Santa Ana and Chalchuapa. In Santa Ana, FUNPRES has also provided Advanced Training. According to two teachers, they aspired to taking advanced training in order to understand even better how to resolve conflict in the classroom. Sixty six teachers in Santa Ana have received advanced training.
- Basic Creative Conflict Resolution Training (RCC) has been provided to 7-11 grade students and targets have been reached in eight of eleven schools in Santa Ana and Chalchuapa. FUNPRES worked in one school in July, five in August and one in September.
- Advanced Creative Conflict Resolution Training (RCC) has been provided to 100 (53M/47F) students in one school in Santa Ana in September.
- Basic Creative Conflict Resolution Training (RCC) has been provided to 43 parents (10M/33F) in Santa Ana.
- Advanced Creative Conflict Resolution Training (RCC) has been provided to 42 community leaders (23 M/19F) in Santa Ana and Chalchuapa.
- FUNPRES has held meetings to prepare a Coexistence Manual in different schools. These meetings have been attended by faculty members, parents and mothers and students from different grades. The meetings have been moving step by step to develop a Student Handbook and disseminate to the entire student population. Commitment has been shown by CMPV members for the development and implementation of the Student Handbook, taking into account all the contributions of the three sectors involved.
- Crisis Intervention and psychological counseling has been provided to a total of 83(52M/31F) youth in Santa Ana and 34 (18M/16F) in Chalchuapa, but also to two teachers (2F) and 22 parents (2M/20F). In the case of youth counseled, problems include family problems: poor communication, sexual harassment and abuse and various behavior problems including aggression.
- With students, faculty and parents , in November trained mothers formed Mediation Committees in each school. These volunteers all received an RCC Mediation workshop, in order to learn to practice mediation and management of the same, given the kinds of problems that may arise in schools.

Marches Against Drugs

On October 24-25, 2012, in Chalchuapa and Santa Ana over 1700 youth took part in a March Against Drugs. Youth participants included those in Clubs, OCs, ADESCOs and youth from schools in each municipality and the neighborhoods near to schools. The main streets of both cities saw the passing of the parades.



Sub-activity 2.6: Establishment of new "Por Mi Barrio" Outreach Centers, Strengthening of Existing OCs

AJR established a total 39 Outreach Centers in El Salvador by March 2013 in Santa Ana (17), Chalchuapa (10), El Congo (3), Nahuizalco (2), Soyapango (2), Mejicanos (1), Apopa (1), San Salvador (1), Colon (1). Three OCs – CFO and Melendez in Soyapango, and La Trinidad in Nahuizalco are currently inactive.

IND 2.6.1 Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities

The target for this indicator is twelve new Outreach Centers established in the AJR target communities.

RESULT: 17 new Outreach Centers established in 2012 and 2013.

	SANTA ANA	CHALCHUAPA	EL CONGO
1	Lomas del Tecana	Buena Vista II	Altos de La Cruz
2	La Empalizada	Cuzcachapa- La Cruz	
3	Planes del Ranchador	Tazumal II	
4	La Union	Los Olivos	
5	Santa Claudia	El CalvarioMercado	
6	Lampatec	Las Unidas	
7	Nazareno		
8	El CalvarioMercado		
9	Los Apoyos		
10	La Dalia		

Outreach Centers Inaugurated

1. **Lomas del Tecana/ Santa Ana** The first 2012 OC was inaugurated on June 7, 2012 in a late-day ceremony attended by the Pastor of the partner church of the OC, AJR, the CMPV and a full street of community members. The AJR-supported drumming Club provided music at the event and a young boy dressed as a clown had the community laughing throughout. Eduardo Seramiento of the ADESCO said at the inauguration, “In my youth I would have wanted

something like this, it has been a long road and hasn't been easy getting here, we have been shown about how to implement an OC for a year." By project's end the Center counted 120 beneficiaries and 11 volunteer, use of free time, computer training and tutoring were all being offered. In February 2013 the OC identified a larger space that will be paid by the CMPV and the ADESCO.

2. **La Empalizada/Santa Ana** The second 2012 OC was inaugurated to great fanfare on June 30, 2012, in the presence of an enthusiastic community, CPMV, ADESCO and AJR. The Center has a strong coordinator, a solid community base and a location in a house with ample space around the Center for use of free time, outside in the shade. The Center's only operational limitation is that coverage is hampered by Telefónica Company, which makes Internet installation a challenge. The CMPV is looking into the possibility of a satellite internet connection. This community has no local high school and no internet café's for youth. By project's 145 youth had accessed services at the Center and 29 community members had volunteered, use of free time, and tutoring were all being offered and daily computer skills training at the Center was in high demand.

3. **Planes del Ranchador/Santa Ana** This new OC was inaugurated on July 5, 2012 with neighborhood youth painting the large house identified for the Outreach Center and equipment arriving. The faith-based partner, Iglesia Elim, guided painting. This OC is located near a school. This OC has changed the community in which it is located, previously identified as one of the most violent in Santa Ana. By the end of the project 236 youth attended the OC and 22 community members participated as volunteers.



4. **La Unión/Santa Ana** This OC was inaugurated on July 10, 2012. In addition to the local ADESCO and CMPV, the local Catholic Church, Parroquia Nuestra Señora del Carmen is a partner in this Center. In January 2013, the OC changed locations to a newly built building donated by the municipality. This OC is supported by the community and has a small gym that serves as an income generating small business. Recently, the OC held a soccer tournament with support from the National Civil Police as volunteers. By the end of the project 181 youth benefited from the Outreach Center and 28 community members participated as volunteers.

5. **Santa Claudia/Santa Ana** This OC was inaugurated on August 21, 2012 and is located in a community house that was previously vandalized with gang signs. The building was renovated and now has a gym as a small business. By the end of the project, 151 youth benefitted from the OC and 11 community members volunteered.



6. **Lamatepec/Santa Ana** was inaugurated on October 30, 2012 in a ceremony attended by community members, the Center's FBO, the El Divino Salvador parish. The inauguration was special because the Center took several months to conceive. This OC is one of the most successful with 265 youth beneficiaries and 15 volunteers. It also has a small gym that functions as a microenterprise for income generation

7. **Nazareno/Santa Ana** was inaugurated on January 24, 2013 with the Nuestra Señora de Valvanera Parish, ACONA, the municipality and the CMPV. The ceremony was attended Yulu Nahuatl youth group. By the end of the project, 116 youth attended the OC and 18 volunteers participated donating over 1,119 hours.



8. **El Calvario Mercado/Santa Ana** was inaugurated on January 24, 2013. It has to date benefited 334 youth and has had participation from 56 community volunteers. This OC also has a small gym that serves as an income generating activity. This OC will be trained in after school support to better serve its youth.

9. **Los Apoyos/Santa Ana** was inaugurated on January 29, 2013. This OC has benefited 288 youth and has 10 community volunteers that provide trainings and courses. This OC is located in a rural area far from the city. Although it is a little further from the city, this OC has partnerships with local groups such as the Cooperativa de Produccion Agropecuaria and the Nuestra Senora de Lourdes Parish.

10. **La Dalia/Santa Ana** was inaugurated on February 22, 2013/ Given that the El Carmen Chilín and the Río Zarco did not have the basic conditions for operation, the Santa Ana municipality decided to inaugurate an OC in La Dalia. This OC has benefited 197 youth that have participated in 4,282 hours of activity and has involved 23 community volunteers.



11. **Buena Vista II/ Chalchuapa** was inaugurated on August 23, 2012. This OC is located in an area where gangs have been active. Political differences between community and municipality have been challenging, as well as past conflicts between municipality and community. In the OC's first month, there were unconfirmed rumors a gang member entered the premises with a gun. The incident was inadequately responded to by the police and the CMPV lacked confidence in the young OC Coordinator. All of this temporarily destabilized the OC. AJR worked closely with the CMPV, partners and the coordinator and recommended actions for this difficulty to be overcome. By the end of the project, this OC benefited 231 youth and worked with 14 community volunteers.

12. **Cuzcachapa- La Cruz/ Chalchuapa** began operating in August 2012 and was inaugurated on November 30, 2012. The OC was delayed in its inauguration as a result of it needing to be moved and disputes between the ADESCO and the faith based partner. Currently, the OC serves 439 youth beneficiaries and works with 60 community volunteers. It has a mountain biking youth club and a small gym that seves as its income generating activity.



13. **Tazumal II/Chalchuapa (Municipal funded)** was inaugurated on December 18, 2012 as a historic Outreach Center for Creative Associates, being the 100th to open in the Central America region.³ The inauguration was attended by USAID Mission Director Karl Dahlgren; USAID DG Director Barbara Ellington Banks; USAID COTR Mauricio Herrera; Tom Wheelock, Creative Associates VP and CIT Director; every one of the El Salvador OC Coordinators (a sea of blue Coordinator shirts) and the OC partners and community of Tazumal II along with the complete AJR team of staff. What made the event remarkable was the Youth Philharmonic and Choir of Chalchuapa, who played moving renditions of the Salvadoran and US national anthems—having learned them in just weeks. After the official part of the inauguration guests walked a short distance to the street of the OC, where coordinators lined the passage to the OC, waiting for dignitary guests to arrive at the Center for the traditional ribbon cutting. Currently, this OC serves 187 youth beneficiaries and has 12 community volunteers.



14. **Los Olivos/Chalchuapa** was inaugurated in January 18, 2013. It currently benefits 92 youth that have participated in over 8,496 hours of activities including arts, sports and values training taught by 16 community volunteers that have given 1,375 hours of their time.
15. **El Calvario-Mercado/Chalchuapa** was inaugurated in January 18, 2013 and is located in the urban center of Chalchuapa near the municipal market. It currently benefits 227 youth that have participated in over 2,873 hours involving a 31 community volunteers.
16. **Las Unidas/ Chalchuapa** was inaugurated on February 27, 2013. This OC has a small gym that serves as an income generating activity and has been equipped with Canadian funds and was implemented by the CMPV with AJR assistance. The OC has 104 youth beneficiaries participating in over 1,159 of activities, and 14 volunteers donating 325 hours of their time.
17. **Altos de La Cruz/El Congo (Municipal funded)** was inaugurated on August 29, 2012. The municipality maintains firm control over activities in the OC, although it



³ Creative Associates has established OCs in Guatemala, El Salvador

is managed day to day by a faith based partner. It has a small gym that functions as an income generating small business. To date, the OC has 370 youth beneficiaries and 49 community volunteers.

IND 2.6.2 Number of Established Outreach Centers that will be strengthened in prevention services

The target for this indicator is that all 33 Outreach Centers established in the AJR target communities will access technical assistance/training in business plans, administration, sales, and marketing concepts for micro-entrepreneurial initiatives and/or strengthening grants.

RESULT: 34 Outreach Centers have accessed technical assistance for entrepreneurial initiatives. 21 strengthening grants processed.

Throughout the year, AJR staff held monthly meetings with Outreach Centers to determine their needs for strengthening. In these monitoring meetings, financial reviews were conducted with Coordinator support to determine which OCs would receive Strengthening grants and their amounts. Strengthening grants were included for 21 OCs established between 2008 and 2011. These grants were geared towards strengthening the centers operationally with regards to the various components. Each grant was modeled to the most pertinent need for replacing equipment or supplementing board games or materials at Centers and also to the entrepreneurial initiatives, in some cases strengthening existing initiatives or providing one where it had not existed in order to provide each OC with a source of income for fixed costs. Chart detailing each grant is included below.

In addition, 34 of the OC's have been strengthened through technical assistance on entrepreneurial initiatives and/or strengthening grants. The OC's Melendez and 13 de enero in San Salvador were inactive and were strengthened. The OC La Trinidad in Nahuizalco lacked partners that are involved in its implementation and did not receive a strengthening grant. In order to provide continuing technical assistance to OCs, AJR staff held monthly monitoring meetings. In January and February 2013, CMPVs have participated and often times led these meetings in the OCs. Meetings are held in each municipality and all OCs are represented. In these meetings the CMPV and OCs discuss pertinent issues and potential municipal support.

AJR developed a partnership with CDMYPE (an offshoot of the organization CONAMYPE), which provided a one-day training session to OC Coordinators in the use of social networks to promote prevention services. OCs established Gmail accounts, revisited the branding of Facebook pages and all gained knowledge of how to promote OC services to youth, how to capitalize web presence to grow organizations and how to maximize communication.

	Outreach Center Name	Municipality	Submission date	BRIEF DETAIL OF STENGTHENING ACTIONS SUBMITTED	GRANT VALUE
1	Santa Anita	Santa Ana	January 2013	Outreach Center Image, stationary supplies, recreational area, computer maintenance, and microenterprise strengthening.	\$ 1,629.91
2	La Providencia		January 2013	Outreach Center Image, stationary supplies, recreational area, entertainment, sports area and microenterprise strengthening.	\$ 1,771.13
3	Argentina I		January 2013	Outreach Center Image, stationary supplies, recreational area, sports area, equipment maintenance, Outreach Center Remodeling Materials, and microenterprise strengthening.	\$ 2,452.43
4	San Cayetano		January 2013	Outreach Center Image, stationary supplies, recreational area, IT area, sports area, and microenterprise strengthening.	\$ 2,629.24
5	San José Unidas		January 2013	Outreach Center Image, stationary supplies, recreational area, sports area, IT area, and microenterprise strengthening.	\$ 2,042.14
6	García I		January 2013	Outreach Center Image, stationary supplies, recreational area, sports area, IT area, electronic equipment, and microenterprise strengthening.	\$ 1,594.81
7	Santa Teresa		January 2013	Outreach Center Image, stationary supplies, recreational area, entertainment, sports area, electronic equipment, and microenterprise strengthening.	\$ 1,909.43
8	Buena Vista III	Chalchuapa	January 2013	Outreach Center Image, stationary supplies, recreational area, sports area, musical area, and microenterprise strengthening.	\$ 2,366.90
9	San Antonio II		January 2013	Outreach Center Image, stationary supplies, recreational area, sports area, and microenterprise strengthening.	\$ 2,080.77
10	Tazumal I		January 2013	Outreach Center Image, stationary supplies, Outreach Center Improvement materials, sports area, recreational area, and microenterprise strengthening.	\$ 1,833.60
11	Las Victorias		January 2013	Outreach Center Image, stationary supplies, recreational area, sports area, entertainment, and microenterprise strengthening.	\$ 1,634.67
12	Las Brisas	El Congo	January 2013	Outreach Center Image, stationary supplies, recreational area, sports area, electronic equipment, and microenterprise strengthening.	\$ 1,413.49
13	Santa Rita		January 2013	Outreach Center Image, stationary supplies, recreational area, sports area, and microenterprise strengthening.	\$ 1,842.87
14	San José I, El Limón	Soyapango	January 2013	Outreach Center Image, electronic equipment, recreational area, stationary supplies, sports area, and microenterprise strengthening.	\$ 1,270.38
15	Meléndez		January 2013	Outreach Center Image	\$ 135.24
16	Barrio La Trinidad Nahuizalco	Nahuizalco	January 2013	Outreach Center Image, IT equipment, sports area.	\$ 331.98
17	Barrio El Calvario Nahuizalco		January 2013	Outreach Center Image, IT equipment, recreational area, sports area, microenterprise strengthening, stationary supplies.	\$ 2,240.28
18	Barrio Lourdes	San Salvador	January 2013	Outreach Center Image, stationary supplies, computer maintenance, recreational area, and musical area.	\$ 838.24
19	13 de Enero	Mejicanos	January 2013	Outreach Center Image, electronic equipment, recreational area, stationary supplies, sports area, cosmetology materials.	\$ 1,600.35
20	Chintuc II	Apopa	January 2013	Outreach Center Image, stationary supplies, electronic equipment, IT equipment, recreational area.	\$ 2,577.65
21	Lourdes Colón	Colón	January 2013	Outreach Center Image, stationary supplies, IT area, musical area, cleaning supplies for IT equipment.	\$ 789.56

IND 2.6.3 Number of volunteers working to provide prevention services in OCs

The target for this indicator is 100 new volunteers providing their time to existing and new Outreach Centers established in the AJR target communities.

RESULT: 366 new volunteers provide time in existing and new Outreach Centers.

Volunteerism is one of the most important aspects to the sustainability of Outreach Centers. With limited funding and support, community volunteers provide not only training for youth in their communities, they are adults who take an on an active role in becoming positive role models for at risk youth. Without these volunteers, the Outreach Centers would be unable to offer the breadth of courses, trainings, sports and arts events throughout the year.

This year alone, 366 new volunteers signed up to work in the Outreach Centers. In the months of January and February 2013 they volunteered 11,223 hours in their respective Outreach Centers and contributed to crime and violence prevention. AJR continuously trained volunteers in order to maintain high levels of motivation and participation.

IND 2.6.4 Number of youth gaining access to positive use of free time in Outreach Centers and through prevention sports activities

The target for this indicator is 905 new youth accessing positive use of free time in existing and new Outreach Centers and 1,305 youth accessing positive use of free time through sports for prevention activities.

RESULT: 8,625 youth accessed positive use of free time in new and existing OCs and 2,953 youth accessing positive use of free time through sports (detailed information on sports for prevention can be found in component 2.8).

This year, in the newly established and existing Outreach Centers, 8,625 youth benefitted from activities that range from academic reinforcement, English language and job training, to recreational activities through sports leagues, music, theater and arts. All these activities fulfill the objective of the Outreach Centers to transform communities into safe spaces for youth and ensure that youth have alternatives to joining a gang. The below chart summarizes the numbers of beneficiaries and volunteers in each OC, as well as the types of services each OC offers.

OUTREACH CENTERS EL SALVADOR MARCH 2013

OUTREACH CENTER INFORMATION			PARNTERS			COMPS/JOB TRAINING			OTHER COMPONENTS		
OUTREACH CENTER	MUNICIPALITY	INAUGURATON DATE	FBO PARTNER	CMPV / MUNI	CBO	ENGLISH	COMPUTER	OTHER	AFTER SCHOOL	VALUES	MICRO BUSINESS
1	Los Apoyos	Santa Ana	01/29/2013	✓	✓	✓	✓	-	✓	✓	✓
2	Nazareno	Santa Ana	01/24/2013	✓	✓	✓	✓	-	✓	✓	✓
3	Calvario-Mercado	Santa Ana	01/24/2013	✓	✓	✓	✓	-	✓	✓	✓
4	Calvario-Mercado	Chalchuapa	01/18/2013	✓	✓	✓	✓	-	✓	✓	✓
5	Los Olivos	Chalchuapa	01/18/2013	✓	✓	✓	✓	-	✓	✓	✓
6	Tazumal II	Chalchuapa	12/18/2012	✓	✓	✓	✓	✓	✓	✓	✓
7	Cuzcachapa-Santa Cruz	Chalchuapa	11/30/2012	✓	✓	-	✓	-	✓	✓	✓
8	Lamatepec	Santa Ana	10/30/2012	✓	✓	✓	✓	-	-	-	✓
9	Santa Claudia	Santa Ana	08/21/2012	✓	✓	-	-	✓	-	-	✓
10	Buena Vista II	Chalchuapa	08/23/2012	✓	✓	✓	✓	-	✓	✓	✓
11	Barrio La Cruz	El Congo	08/29/2012	✓	✓	✓	✓	-	✓	✓	✓
12	La Unión	Santa Ana	10/7/2012	✓	✓	✓	-	✓	-	✓	✓
13	El Ranchador	Santa Ana	5/7/2012	✓	✓	✓	✓	-	✓	✓	✓
14	La Empalizada	Santa Ana	7/6/2012	✓	✓	✓	✓	-	✓	✓	✓
15	Lomas del Tecana	Santa Ana	05/30/2012	-	✓	✓	-	✓	-	✓	✓
16	Santa Teresa	Santa Ana	5/11/2011	✓	✓	-	✓	✓	-	✓	✓
17	Las Victorias	Chalchuapa	11/17/2011	✓	✓	✓	✓	✓	✓	✓	✓
18	El Calvario	Nahuizalco	11/11/2011	✓	✓	-	✓	-	-	-	✓
19	San José I	Soyapango	2/9/2011	✓	✓	-	-	✓	✓	✓	✓
20	Tazumal I	Chalchuapa	07/26/2011	✓	✓	✓	✓	✓	✓	✓	✓
21	Santa Rita	El Congo	05/27/2011	✓	✓	-	✓	✓	-	✓	✓
22	Santa Anita	Santa Ana	05/17/2011	✓	✓	✓	-	✓	✓	✓	✓
23	San José Unidas	Santa Ana	05/18/2011	✓	✓	✓	✓	-	✓	✓	✓
24	San Cayetano	Santa Ana	05/18/2011	✓	✓	✓	-	✓	-	✓	✓
25	San Antonio II	Chalchuapa	05/20/2011	✓	✓	✓	-	✓	-	✓	✓
26	La Providencia	Santa Ana	05/24/2011	✓	✓	✓	✓	✓	✓	✓	✓
27	Las Brisas	El Congo	05/27/2011	✓	✓	✓	✓	-	-	✓	-
28	García I	Santa Ana	05/18/2011	✓	✓	✓	-	✓	-	✓	✓
29	Buena Vista III	Chalchuapa	6/5/2011	✓	✓	✓	✓	-	✓	-	✓
30	Bo. La Trinidad	Nahuizalco	05/20/2011	✓	✓	-	-	-	-	-	-
31	Argentina I	Santa Ana	05/31/2011	✓	✓	✓	✓	✓	✓	✓	✓
32	Chintuc II	Apopa	03/00/2010	-	✓	✓	-	✓	-	-	-
33	Meléndez	Soyapango	12/00/2009	✓	-	-	-	-	-	-	-
34	13 de Enero	Mejicanos	10/00/2009	✓	-	✓	-	✓	-	✓	✓
35	Barrio Lourdes	San Salvador	04/00/2009	✓	-	-	-	✓	-	✓	✓
36	Lourdes Colón	Colón	10/00/2008	✓	-	-	✓	✓	✓	✓	✓
37	CFO*	Mejicanos	07/00/2008	✓	-	-	n/a	n/a	n/a	n/a	n/a

OUTREACH CENTERS EL SALVADOR MARCH 2013

OUTREACH CENTERS EL SALVADOR MARCH 2013									
OUTREACH CENTER	OC HOURS					NO. BENS/VOLS.			
	BENEFICIARY HOURS OCT-DEC 2012	VOLUNTEER HOURS OCT-DEC 2012	TOTAL BENEFICIARY HOURS (FEB-DEC 2012)	TOTAL VOLUNTEER HOURS (FEB-DEC 2012)	TOTAL BENEFICIARY HOURS (JAN-MAR 2013)	TOTAL VOLUNTEER HOURS(JAN-MAR 2013)	TOTAL NO. BENEFICIARIE (Cumulative)	TOTAL NO. VOLUNTEERS (Cumulative)	
1	Los Apoyos	n/a	n/a	n/a	n/a	2324	266	288	10
2	Nazareno	n/a	n/a	n/a	n/a	1738	787	116	18
3	Calvario-Mercado	n/a	n/a	n/a	n/a	1746	604	334	56
4	Calvario-Mercado	n/a	n/a	n/a	n/a	1556	453	238	33
5	Los Olivos	n/a	n/a	n/a	n/a	1975	228	92	17
6	Tazumal II	2,251	163	2,251	163	8,068	463	188	25
7	Cuzcachapa-Santa Cruz	1,006	143	1,006	143	1,684	649	441	60
8	Lamatepec	1,366	210	1,366	210	1,450	175	265	15
9	Santa Claudia	2,757	187	4,229	406	3,746	226	151	11
10	Buena Vista II	1,508	4	2,368	4	1,085	232	231	14
11	Barrio La Cruz	2,311	265	2,654	397	2,149	89	376	49
12	La Unión	1,763	466	5,308	1,001	1,069	209	181	28
13	El Ranchador	1,420	412	3,173	1,281	2,219	359	236	22
14	La Empalizada	1,474	274	3,607	466	1,886	814	145	29
15	Lomas del Tecana	1,250	47	2,283	47	557	96	120	11
16	Santa Teresa	2,309	410	9,924	1,953	1,823	514	251	13
17	Las Victorias	11,190	574	55,741	5,336	11,199	1,224	384	29
18	El Calvario	60	0	5,393	1,180	0	0	308	24
19	San José I	1,295	452	6,856	1,411	1,991	8	554	37
20	Tazumal I	11,027	3059	51,305	29,574	8,870	5,218	294	48
21	Santa Rita	1,255	140	4,802	701	1,562	321	491	75
22	Santa Anita	1,785	454	5,787	955	1,490	341	365	75
23	San José Unidas	904	371	3,417	1,038	1,780	133	450	48
24	San Cayetano	2,302	662	8,874	3,864	1,825	238	161	45
25	San Antonio II	3,547	428	13,284	1,501	3,211	314	422	47
26	La Providencia	3,772	806	18,870	2,930	5,379	981	196	26
27	Las Brisas	1,394	200	7,668	943	2,110	148	533	43
28	García I	3,007	846	10,270	4,179	2,800	963	258	59
29	Buena Vista III	2,236	40	8,003	544	1,953	174	276	35
30	Bo. La Trinidad	911	0	1,413	0	0	0	376	26
31	Argentina I	3,265	200	9,208	505	2,262	320	218	12
32	Chintuc II	730	180	21,497	485	0	0	225	29
33	Meléndez	0	0	0	0	0	0	112	11
34	13 de Enero	334	64	2,655	170	0	0	226	45
35	Barrio Lourdes	0	0	1,703	2,168	0	0	150	32
36	Lourdes Colón	992	247	8,218	1,654	1,525	364	1010	81
37	CFO*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL		69,421	11,304	283,132	65,207	83,032	16,911	8,625	984

IND 2.6.5 OC Network with legal standing and trained to begin managing OCs

The target for this indicator is an OC network is developed to strengthen OCs as an entity with necessary administrative and other capacities is formalized and operating.

RESULT: Board of the Network of OCs elected and ratified by General Assembly, Coordinator hired and office space identified. OC network legalized and formalized.

AJR's objective with the Network was to foster an independent registered organization in El Salvador that helps to propagate and duplicate the Outreach Center Model, is able to receive funding from future donors and provides the Outreach Centers with a shared umbrella. Response was very positive with an almost complete turnout from OC management and faith-based and other partners.

On June 1, 2012 a meeting was held to introduce members of OCs to Marielos Palacios of CONAMYPE, which has been designated to provide technical assistance in the drafting of statutes and legal formalization of the Network and to establish the next steps.

On June 11, 2012 a subsequent meeting was held to draft an amendment to the bylaws, establishing the types of members and agreeing that a representative of each OC should be present for the next meeting and to become a founding member, vote and to refine the objectives of the Network to be included in the draft of the statutes.

On July 6, 2012 a meeting was held to discuss the by-laws for the formation of the OCs network.

On July 12, 2012, the Board was formed and on September 12 the by-laws of the Association were sent to a notary. The Board was formed with the following members:

- President: Jorge Meléndez (Iglesia Roca Fuerte) with 9 votes. He leads the Church and is Pastor Marlon Sanchez delegate for the three OCs in Chalchuapa.
- Treasurer: Carlos Silva (Caristatico) with 16 votes in the second round against Hector Rivas (Argentina ADESCO I), is currently a member of CDA San Antonio II, an expert in finance and administration employed by the City of Santa Ana
- Secretary: Vanessa de Paz (CMPV Chalchuapa) with 9 votes, current CMPV assistant and lawyer by profession.
- Board Member I: Hector Rivas (ADESCO Argentina) with three votes in the second round against Carlos Silva.
- Board Member II: Carolina Miranda (CMPV Santa Ana) with 6 votes, currently Monitoring and Evaluation Officer (OME)
- Board Member Alternate I: Pedro Sifontes (Elim Church) with 2 votes, partner of the Ranchador CDA.
- Board Member Alternate II: Deysi Ramirez (CMPV El Congo) with 1 vote CMPV current coordinator of El Congo.

In early October, a Board Meeting was held to identify notaries to transmit the legalization of the OC Network, determine the date and agenda for the General Assembly of the OC Network and define the profile of the Coordinator.

On October 27, 2012, a General Assembly was held to ratify the Board that was elected on July 12, 2012. The Board President and AJR also interviewed the now Coordinator of the OC Network, Luis

Mario Hernandez Arana. Mr. Arana is from Chalchuapa and worked for many years in the social development arena, locally. Mr. Arana began working immediately, getting to know the needs of the growing family of OCs in El Salvador. His office is located in Santa Ana, strategically based from the Calvario-Mercado OC. Mr. Arana developed the Mission, Vision and objectives of the Network. These included a custodian of the Outreach Center brand and methodology, fundraising to be able to increase the number of new OCs in El Salvador and targeted assistance to existing OCs.

The OC Network reached an agreement, facilitated by Creative with ADESCOs, FBOs, Mayor's offices and CMPVs, formalizing a new organization with national representation and the ability to strengthen OCs into the future. In January 2013, the document to legalize the Outreach Center Network was signed and notarized. On January 24, 2013, the Outreach Center Network was inaugurated at the same time as the Calvario Mercado OC in Santa Ana. The Network has been equipped with funds by the Municipality and CMPV of Santa Ana.

IND 2.6.6 Opportunities for employment/ income generation facilitated for OC youth and volunteers

The target for this indicator is that 200 at-risk youth and volunteers are accessing opportunities for employment.

RESULT: *Three youth employed through a job fair in Chalchuapa*

AJR and the CMPV conducted a job fair with the company RedFox in Chalchuapa. The fair was attended by about 30 young people from the intervention communities and over 400 other people from the rest of the municipality. Three youth from Chalchuapa were employed in different companies and 10 entered the training process of the company as a result of RedFox job fair. The three youth were employed August.

Sub-Activity 2.7: Expand AJR's range of integrated prevention programs for youth, led by the Municipality, the CMPVs, and youth themselves

IND 2.7.1 "Amigo de Cora" Mentorship program expanded to provide youth with guidance in communities

The target for this indicator is that 70 new Mentors trained and guide at-risk youth in the implementation communities.

RESULT: *207 new mentors trained to guide at risk youth in implementation communities.*

In 2012-2013, 207 community members committed to dedicating time to serve as crime prevention mentors to 276 youth under the "Amigo de Cora" mentoring program and methodology developed by Creative. This component is the first time mentoring is conducted in the target municipalities. AJR mentorship training involves lifeskills training for teachers, OC Coordinators and community members in target municipalities.

On June 30, 2012 a meeting was held in Santa Ana at



the CMPV office that was attended by thirteen mentors. The agenda for the day consisted of: Review of contents and methodology of the program, identification of the difficulties Mentors have and sharing of a new one-page mentoring format that allows the mentor to plan meetings and record follow-up with mentors on a single page. Mentors expressed the difficulty they have in using the Administrative Notebook that includes mentoring tools.

Teachers working with AJR under its conflict resolution and drug prevention efforts in schools were trained as Mentors. Mentors trained received a Mentors Kit and Administrative Notebook to track Mentees and progress. The mentors' kit, consisted of: 1 briefcase, 1 notebook, pens, polo shirt with logo and cap.

EVENTS AMIGO DE CORA MENTORING					
No.	DATE	LOCATION	MUNICIPALITY	#	TEACHERS
1	10/6/2012	TONO'S MERENDERO DSMV LIFESKILLS TRAINING	El Congo	28	NO
2	11/17/2012	HOSTAL LAS FLORES DSMV LIFESKILLS TRAINING	Chalchuapa	18	NO
3	12/1/2012	BALCONES DE DONA CRISTY/MONITORING AND RECREATION MENTORS AND MENTEES CHALCHUAPA	Chalchuapa	66	TEACHERS AND COMMUNITY MEMBERS
4	12/9/2012	RESTAURANTE RANCHO ALEGRE/MONITORING AND RECREATION MENTORS AND MENTEES EL CONGO	El Congo	62	TEACHERS AND COMMUNITY MEMBERS
5	12/19/2012	CECSA CAMPESTRE MONITORING AND RECREATION MENTORS AND MENTEES SANTA ANA	Santa Ana	155	TEACHERS AND COMMUNITY MEMBERS
6	1/18/2013	HOTEL TOLTEKA	Santa Ana	31	TEACHERS

Above are the numbers of training of Mentors this year, which focused on ensuring mentors received life skills training. In January 2013, at the request of municipalities and teachers, AJR carried out a training for 31 teachers from Santa Ana and Chalchuapa schools.

"God wanted me to help a young Mentee... young people, they are the future of our beloved El Salvador. There are frustrating moments, each girl has different problems. It's frustrating that one goes in wanting to support and then is unable to because it is not in my power to do so. There are times when there is no solution, maybe there are children unwanted by their parents. ---Amalia Guevara, Mentor, Las Victorias, Chalchuapa.

IND 2.7.2 Community Infrastructure for Prevention Refurbished in Schools and Communities through AJR support

The target for this indicator is seven community based infrastructure projects and eleven school-based infrastructure projects supported.

RESULT: Fourteen community based infrastructure projects and eleven school-based infrastructure projects supported

Community-based prevention infrastructure projects

In April, meetings were held separately with mayors, coordinators and the engineering departments of the municipalities of Santa Ana and Chalchuapa, for the purpose of identifying and tracing the route and preparing technical files for infrastructure prevention projects in each municipality. It was agreed to prioritize the renovations of the community houses (Casas Comunales) in the communities, Lamatepec; Santa Claudia in Santa Ana and La Cuscachapa in Chalchupa to install in two outreach centers. By late June, In Chalchuapa logistics began for six sub-projects for the prevention infrastructure in Tazumal 2, Loma Linda, Buena Vista 2 and Buena Vista 3, San Antonio and Cuzcachapa.

In El Congo, it was decided with the CMPV that funding for infrastructure projects originally provided in the action plan would be redirected aimed at strengthening the two CDAs implemented in 2011.

The implementation of community-based prevention infrastructure projects has been very positive in the municipalities of Santa Ana and Chalchuapa. In the case of Santa Ana, despite the financial difficulties encountered initially, AJR achieved an agreement and set a timetable for implementation of the works. In Santa Ana meetings with the Mayor and the municipal internal support team has been cause for project success.

In Chalchuapa, there has been no difficulty, on the contrary, the anticipated support allocation of human resources and financial support from the Municipality has facilitated the execution of infrastructure for prevention. Several projects were constructed with significant extra support. Meetings about the projects were discussed at length with the CMPV Coordinator.

	Project Name	Inauguration Date	Area	Counterpart
1	Improvement of school sports area	October 31, 2012	Lomas de Tecana, Santa Ana	\$4,596.03
2	Floor and Wall construction pedestrian sidewalks	September 30, 2012	La Providencia, Santa Ana	\$1,585.46
3	Improvement of green and netted BKB Court	November 30, 2012	Planes de Ranchador, Santa Ana	\$3,997.37
4	Improvement of recreational green area and construction of BKB field	November 30, 2012	La Empalizada, Santa Ana	\$9,908.76
5	Reconstruction of Community House for OC	November 30, 2012	La Union, Santa Ana	\$11,602.03
6	Refurbishment of Community House for OC	August 31, 2012	Lampatec, Santa Ana	\$6,815.88
7	Refurbishment of Community House/Bathroom Built	August 31, 2012	Colonia Santa Claudia, Santa Ana	\$3,871.74
8	Improvement of soccer field	September 30, 2012	Colonia Buena Vista III,	\$1,543.17

Chalchuapa				
9	Improvement of soccer field	September 30, 2012	Colonia Buena Vista II, Chalchuapa	\$2,115.09
10	Construction of protective fence in goals	September 30, 2012	Loma Linda, Santa Ana	\$1,605.82
11	Construction of protective fence in goals	September 30, 2012	San Antonio, Santa Ana	\$1,605.82
12	Construction of bleachers and lighting of soccer fields Futbol Rapido	August 31, 2012	Cuscachapa, Santa Ana	\$23,573.67
13	Reconstruction of Community House for OC	August 31, 2012	Cuscachapa, Santa Ana	\$5,000
14	Reconstruction of Community House for OC	December 18, 2012	Tazumal II, Chalchuapa	\$23,476.80

School-based prevention infrastructure projects

	Project Name	School	Inauguration Date	Area	Counterpart
1	Sports infrastructure equipment	Salvador Ayala Center School	July 19, 2012	Santa Ana Garcia I and Cologne Colonia Argentina San Jose Santa Ana	\$2,961.57
2	Adequacy of physical space to practice different sports	Juan Jose Bernal School	September 27, 2012	San Jose Santa Ana	\$2,962.57
3	Recovery of Band Instruments for peace	Hacienda San Cayetano School	August 31, 2012	Hacienda San Cayetano Santa Ana	\$2,961.57
4	Rescuing my Peace Band	Caserio Llano Largo School	August 31, 2012	El Rachador Santa Ana	\$2,961.57
5	Equipment Recreational Area	Angela Medina Gomez School	August 31, 2012	La Esperanza Santa Ana	\$2,961.57
6	Improvement recreation rooms	Profesor Jose Arnoldo Sermen School	August 31, 2012	Lampatec Santa Ana	\$2,961.57
7	Equipment table tennis room	Lomas de Centro Escolar Tecana	July 27, 2012	Colonia Lomas de Santa Ana Tecana	\$2,961.57
8	Roofing Improvement	La Mielera School	August 24, 2012	Col. Buena Vista 2, 3 and Loma Linda	\$1,000

9	Recreational space equipment	Colonia Santa Cruz School	August 24, 2012	Cuzcachapa Chalchuapa	\$1,000
10	In my school I enjoy my spare time	Tazumal School	August 24, 2012	Tazumal Chalchuapa	\$1,000
11	Sports, art and reading are best practiced outdoors	Benito Juarez School	August 24, 2012	San Antonio, Chalchuapa	\$1,000

Total Counterpart Contributions Infrastructure for Prevention Projects AJR USAID-SICA FEB- DEC 2012					
Infrastructure for Prevention Projects		Santa Ana	\$		192,771.45
Infrastructure for Prevention Projects		Chalchuapa	\$		289,011.21
Infrastructure for Prevention Projects		El Congo	\$		25,980.55
TOTAL			\$		507,763.21

Most infrastructure projects were completed by October 2012 in Santa Ana and Chalchuapa. One project in Cuzcachapa, Chalchuapa was not executed. In an agreement between the Mayor and CMPV, this project will be carried out in 2013 with municipal resources. The resources set aside for Cuzcachapa were distributed over four communities for the same number of projects were focused on improving recreation infrastructure. In Santa Ana, all nine projects were carried out successful.

Sub-Activity 2.8: Values, Youth Identity and Sense of Belonging are promoted to Prevent Youth from becoming involved in Gangs, Crime and Violence

IND 2.8.1 Number of youth who are trained in life skills

The target for this indicator is 1,000 new youth trained for life skills in the AJR target communities and 500 youth trained in schools.

RESULT: 2,265 Youth trained for lifeskills; 1,385 Youth trained in lifeskills in target communities and 880 trained in schools.

AJR made major advances across program strategies with regards to its life skills training methodology in all implementation communities. The program has sought to train across its components and has achieved this. The life skills methodology has penetrated to the eleven target schools, a realm where as a result of acute social crisis in schools. 880 youth in schools were trained during this year. The DSMV methodology includes follow up to the goals set out by each youth in their life plan. This requires emphasis by AJR. This did not happen during the year but is contemplated to be done by the CMPVs, whom have been trained by AJR to follow up to the life plans youth created. Teachers from the schools and community leaders trained this year as DSMV facilitators have also been trained to conduct this follow-up.

IND 2.8.2 Number of youth joining youth-driven organizations or clubs that are strengthened to provide youth with a sense of belonging and identity

The target for this indicator is seven new clubs established and strengthened and 28 existing clubs strengthened in the target communities.

RESULT: 7 new clubs established and 28 existing clubs strengthened.

Development of New Clubs in 2012

Youth Clubs have become recognized by communities as a part of the social fabric. In the case of the cycling club, *Cuzcacicliada* of the Cuzcachapa community in Chalchuapa, the Club organizes expeditions each weekend, always attended by an adult leader or designate. The dance Club *Nuevo Imperio* took part in a community celebration and the dance Club, *Al Ritmo de Nuestros Sueños* of the community Planes del Ranchador in Santa Ana participated in the inauguration of community infrastructure for prevention in November 2012. The Xtreme Soccer (Futbol Xtreme) Club in the Tazumal II community completed an “Afternoon with Soccer” activity in February 2013 among children and youth in the community. The winner of the tournament received a symbolic prize. The Buena Vista Bike Club in Buena Vista II began weekly cycling excursions every weekend. The excursions are accompanied by adult leaders who at the same time impart values lessons and give talks.

Aside from being recognized in the community, many are sought out by ADESCO community groups to take part in activities at the community level and also in community meetings in some cases. The latter works to fold Clubs into the fabric of communities where social fabric and trust is severely damaged or non-existent as a result of violence. Several Clubs have taken to beginning Club meetings by highlighting certain values like camaraderie, trust and others. All Clubs have taken part in DSMV life skills training and have Life Plans in place. They also all have norms that have been agreed to by members and Club leaders, all of whom are adults.

New Clubs and Participants in AJR USAIS-SICA Communities						
Club Name	Date Est.	Municipality	Community	Male	Female	Total
1 Empaliranza	10/12	Santa Ana	La Empalizada	22	0	22
2 Nuevo Imperio	9/12	Santa Ana	La Union	31	23	54
3 Al Ritmo de Nuestros Sueños	9/12	Santa Ana	El Ranchador	10	8	18
4 Lamatucada	9/12	Santa Ana	Lampatec	15	12	27
5 Cuzcacicliada	9/12	Chalchuapa	Cuzcachapa	17	3	20
6 Buena Vista Bike	9/12	Chalchuapa	Buena Vista II	15	2	17
7 Futbol Xtreme	10/12	Chalchuapa	Tazumal II	21	0	21

Strengthening Existing Clubs

In 2012, AJR continued support to existing youth clubs in target communities. Communities have recognized that these clubs are beneficial to the community and have supported and participated in their activities. In Santa Ana, for example, a youth committee was created to provide follow up and continuation to these activities and sustain AJR’s efforts. A list of all Clubs established in 2011 and strengthened in 2012 is included below.

AJR 2011 CLUBS AND CLUB PARTICIPANTS						
	CLUB NAME	MUNICIPALITY	COMMUNITY	No. F	No. M	TOTAL
1	ARGENTINA'S DANCE	SANTA ANA	ARGENTINA	7	5	12
2	JOVENES UNIDOS CONTRA LA VIOLENCIA	SANTA ANA	ARGENTINA	5	3	8
3	BMX SAN JOSE	SANTA ANA	SAN JOSE UNIDAS	4		4
4	BMX AJR	SANTA ANA	SANTA ANITA	3		3
5	SANTA NA NEWS	SANTA ANA	SANTA ANITA	4	3	7
6	GENERACION SAHALOM	SANTA ANA	LA PROVIDENCIA	6	7	13
7	DE COLORES	SANTA ANA	SAN CAYETANO	3	5	8
8	ADRENALINAS BIKE'S	SANTA ANA	EL CARMEN	4	3	7
9	RUMBA CLUB	SANTA ANA	SANTA TERESA	10	5	15
10	DARK MASTER	SANTA ANA	SANTA TERESA	7	6	13
11	PRIMERA GENERACION	SANTA ANA	GARCIA I	7	9	16
12	OMEGA	SANTA ANA	GARCIA I	6	7	13
13	THE FIRE	SANTA ANA	LOMAS DEL TECANA	4	5	9
14	BLACK RAIN	SANTA ANA	LOMAS DEL TECANA	5	4	9
15	ANGELES MUSICALES	CHALCHUAPA	LOMA LINDA	7	7	14
16	STAR BOYS	CHALCHUAPA	LOMA LINDA	8	4	12
17	TAZUCADA	CHALCHUAPA	TAZUMALI	7	---	7
18	DANCE FREE	CHALCHUAPA	LAS VICTORIAS	6	5	11
19	GETZEMANI	CHALCHUAPA	LAS VICTORIAS	5	6	11
20	DOMISOL	CHALCHUAPA	LAS VICTORIAS	7	5	13
21	CERO GRADOS BMX	CHALCHUAPA	SAN ANTONIO	6	--	6
22	S.A.D.	CHALCHUAPA	SAN ANTONIO	6	5	11
23	STAR	CHALCHUAPA	BUERNA VISTA III	5	4	9
24	YO SOY EL CONGO	EL CONGO	EL CARMEN	5	4	9
25	BENDICION DE DIOS	EL CONGO	EL CARMEN	6	4	10
26	POP	EL CONGO	LAS BRISAS	3	4	7
27	EL TABUDO	EL CONGO	LAS BRISAS	4	5	9
28	LAS PORRAS	EL CONGO	LAS BRISAS	3	2	5
TOTAL				130	106	237

Clubs established in 2011 participated in community activities. The Club *Tazucada* in Chalchuapa participated in inaugurations of OCs in the municipality and in a Clubs Festival. Other activities include bicycle excursions by Clubs, sports festivals and participation in community events. Several Clubs have been able to raise funds for their sustainability. The Club *Black Rain* in Santa Ana organized a community festival, at which time the community's commitment to the Club was evident. When the ADESCO community organization organized a soccer tournament, it was the Club that got youth to attend widely. The Club sang at the event which was attended by about 170 youth.

Several community clubs have developed activities, for instance: the radio club called "Radio Omega" from the community García 1, started a radio workshop facilitated by Salvador Rivera who is a radio announcer from a local radio in Santa Ana called "Radio Activa". The purpose of these workshops was to strengthen and consolidate a more professional radio. The workshops were held every Sunday from March to May from 4 to 6 pm inside the premises of radio Omega. Another club that should be highlighted is the music club "Angeles Musicales" from the community Loma Linda in Chalchuapa, they have been developing presentations in the community, motivating youth to integrate and form part of the club.

The previously established Clubs have had a longer cycle of existence in the communities, as is sometimes evidenced. Lomas de Tecana is prone to gangs, making youth particularly vulnerable here. Youth told the AJR Coordinator they didn't always feel motivated to go on in the Club, as it was not meeting regularly. The Coordinator worked with them, encouraging each member to keep going. Weekly rehearsals have ensued once again and the Club holds presentations when invited by the Mayor, CMPV, or to OC inaugurations. Clubs' integration in the communities is also evident in those music Clubs that are teaching music as volunteers in OCs teaching keyboard and guitar. Many youth in Clubs work as volunteers and all Coordinators have worked or work as volunteers at OCs.

Getting Ready to Foster Identity and Prevent Youth Crime through Musical development

On June 23, 2012, the Choir and the Youth Philharmonic Orchestra of El Salvador, was developed in Chalchuapa. The purpose of the implementation of the Choir and Orchestra, is associated with "promoting social reconstruction, raising awareness on social development issues including: gender, governance, citizenship, among others, and providing added value to the social construction of a country characterized by solidarity. Generation of an area of health of society and creation of reference groups for young people to take to counteract the impact on young people derived from the gangs" ([Http://www.cultura.gob.sv/temas/formacion-en-artes/coros-juveniles-e-infantiles.html](http://www.cultura.gob.sv/temas/formacion-en-artes/coros-juveniles-e-infantiles.html)).

In early October, the Committee for the Prevention of Violence, AJR and the Ministry of Culture, represented by the Secretary of Culture of the Presidency of El Salvador, signed an agreement to create a Youth Philharmonic of Chalchuapa and bring it into the fold of the national System of Choirs and Youth Orquestras. The historic agreement was signed at the archaeological site of Casa Blanca in Chalchuapa. 130 youth are registered and attending recitals and the CMPV has provided a home to the orchestra and two music teachers. By December, 2012 the Youth Philharmonic of played in eight public presentations, including at the Ministry of Tourism's nationally publicized BAKTUN Maya celebration on December 21, 2012 and a presentation at AJR's Tazumal II historic OC launch. The youth traveled across the country twice playing in Izalco, El Salvador and in the municipality of Comacaran.

The presentation in Izalco can be seen here: <http://www.youtube.com/watch?v=Viv2DziCu2A> and in Tazumal II here, <http://www.youtube.com/watch?v=eQR9crWKzWE>.

IND 2.8.3 Chapters of the Youth Movement Against Violence Movements established in the three municipalities

The target for this indicator is that two new chapters of the Youth Movement are established in Santa Ana and Chalchuapa.

RESULT: Two Chapters established

In August the youth of MJCVC El Salvador, held several meetings with key stakeholders in Santa Ana and Chalchuapa, to introduce the Movement, its objectives and the interest to opening local municipal chapters in the two municipalities. The purpose of forming local chapters of the MJCVC is to motivate participation of young people in the prevention of violence and to influence decision making especially regarding municipal policies to prevent violence.



To provide leadership to efforts in the municipality, the MJCVC El Salvador, Emilia Tobar was selected, as the Youth Movement liaison to track the activities to be held in Santa Ana and Ernesto Lopez to track the work in Chalchuapa. Both work closely with youth in each respective municipality, providing assistance and support.

The Movement and AJR also held several meetings with contact persons from the Municipal Violence Prevention Councils in each municipality in order to present this initiative. In Chalchuapa meetings were held with Jorge Ibáñez, Coordinator of the CMPV and in Santa Ana with Ms. Elizabeth Rodriguez, Coordinator of the CMPV.

In September Workshops were held with youth from different sectors and organizations in Santa Ana and were youth were invited to join the Movement through the establishment of local chapters. At the end of the workshops Municipal MJCVC Chapters were duly established interim coordinators for the respective groups were elected.



On Saturday, September 22 on the premises of the Balcones de Doña Cristy, the MJCVC / El Salvador with technical assistance from AJR, conducted a workshop called "Let's Stop Talking and Let's Act, Do Something for Chalchuapa". Ten new young volunteers from MJCVC / El Salvador, including the Country Coordinator and Area Coordinators conducted the workshop. The workshop was attended by 60 youth from different sectors, including Clubs BMX and Break Dance, OC staff and volunteers, modern dance, ADJOCHAL, Roca Fuerte and the FEDEPESAS Church.

The workshop created awareness about violence prevention, and included a presenting of a video of the activities held by the MJCVC in 2010 and 2011. It also included a presentation on what is a Movement and for what is its purpose. Later the youth formed working groups of: advocacy, communications and fund raising, inviting youth to participate in them, providing ideas to work in

each of these areas locally. The workshop ended with the election of the coordinating group of ten youths of Chalchuapa.

Similarly in Santa Ana on Saturday September 29, the same workshop was held "Let's Stop Talking and Let's Act, Do Something for Santa Ana" invited youth to participate in the Movement in Santa Ana. Fifty youth from various sectors attended the workshop, including youth from OCs, ADESQUITO, INJUVE volunteers, youth volunteers from the Municipality of Santa Ana and universities. Similarly at the end of the workshop an Interim Coordinating Group of ten young people was elected to represent the youth movement in Santa Ana.

On October 20, 2012, the municipal chapter of the Youth Movement Against Violence in Chalchuapa, was launched. Chalchuapa's park hosted more than 80 young people. CMPV member Jorge Ibañez encouraged young people to become active partners in preventing violence by making themselves heard through the Movement. Other Coordinator's from the El Salvador Movement were present as were members of youth Clubs who performed. The Coordinator of the Movement in Chalchuapa sits on the Technical Committee of the national Committee and participates actively. On November 15, 2012, the municipal chapter of the Youth Movement Against Violence in Santa Ana, was also launched with a press conference at the National Palace in Santa Ana. The National Coordinator, Jorge Diaz and Deputy Coordinator of the Movement, Rodrigo Moran were present along with René Urrutia, Chapter Coordinator of Santa Ana who called for youth involvement in in seeking solutions to violence in the country. It also spoke about advocacy work on violence prevention to be held in the municipality of Santa Ana.

On November 17, 2012 more than 400 young people joined a rally for the prevention of violence led by founding members of the Youth Movement Against Violence and Coordinating Group of Santa Ana. The march ended in the city park where youth were invited to join the movement. The event ended with a concert in favor of prevention.

Another very significant result is that the new Youth Movement chapter in Chalchuapa began taking part in CMPV meetings. This participation will be vital to the Movement's future. The relationship is win-win. The Movement offers the CMPV an unmatched awareness and advocacy arm into the municipality and the CMPV offers needed support for the Movement and youths' activities.

Youth from both municipal chapters took part in the historic First Forum Against Youth Violence in early December 2012, alongside colleagues from the regional Youth Movements.

In February 2013, members of the Youth Movements against Violence in Chalchuapa and Santa Ana laid over 1,500 hearts on trees in parks throughout their municipalities with tips for prevention. Community members could pick these hearts and take them home to implement the tips in their homes and communities.



IND 2.8.4 Values through Sports Program systematized and accessed by at-risk youth

The target for this indicator is 1,305 youth accessing positive use of free time through sports for prevention activities.

RESULT: 2,953 youth accessing positive use of free time through sports and 116 sports volunteers providing positive use of free time to youth through sports

Santa Ana

Between February 2012 and March 2013, AJR held activities in all target communities. Ten sports tournaments were held by the municipality's 63 sports volunteers, eight of whom are active police officers. Some 1,321 kids had accessed the values for sports program. Tournaments were held in Planes del Ranchador, Colonia la Unión, Colonia Argentina, Colonia Lamatepec, Colonia Providencia and Colonia Santa Claudia. Routine meetings with members of the municipality to make sure support is sustained for the program, were also held. The Department of Social Work and four members of the Department of Recreation and Sports of the municipality have been a tremendous support. During meetings they have committed staff resources to monitoring activities. AJR has traveled consistently to monitor activities alongside municipal partners, teaching them the values prevention through sports methodology and working with the sports volunteers. These sessions also review attendance formats used at sports events by volunteers to register youth.



Chalchuapa

AJR carried out activities in 100% of implementation communities. Seven sports tournaments were held this year by the municipality's 25 sports volunteers. Some 856 kids had accessed the values for sports program. Tournaments were held in San Antonio 2, Cuzcachapa, Buena Vista 2 and Buena Vista 3. AJR met with the CMPV's new Sports coordinator to design a calendar for visits to all the sports schools. The CMPV's Sports Coordinator learned AJR's method, which prioritizes the values promotion aspect over the competitive aspect of sports practice. One of the sports volunteers in Chalchuapa is a police officer.

El Congo

AJR carried out activities in 100% of implementation communities. Ten sports tournaments were in El Carmen and Las Brisas in the Polideportivo sports facility which hosts basketball, volleyball, Tae Kwon Do and table tennis.

AJR USAID-SICA VALUES TRAINING THROUGH SPORTS							
Number of Youth Practicing Sports- Youth Values Through Sports							NUMBER OF SPORTS TOURNAMENTS TOTAL
February 2012- March 2013							
SANTA ANA	M	756	F	565	TOTAL	1321	10
CHALCHUAPA	M	439	F	417	TOTAL	856	7
EL CONGO	M	416	F	360	TOTAL	776	10
TOTAL		1,611		1342		2,953	27
Number of Sports Promoter Volunteers Working with Youth Values Through Sports							
February 2012- March 2013							
SANTA ANA	M	34	F	29	TOTAL	63	
CHALCHUAPA	M	14	F	11	TOTAL	25	
EL CONGO	M	14	F	14	TOTAL	28	
TOTAL		62		54		116	

Sub-Activity 2.9: Revision of the National Violence Social Prevention Strategy in support of Municipalities

IND 2.9.1 ENPV is revised to identify the main aspects to be modified

The target for this indicator is to: 1) Revise existing laws and identify how these laws are related to the GOES Violence Prevention National Strategy (ENPV) at the municipal level and propose coordination mechanisms; 2) Develop a methodology for focus groups and implement this and 3) Develop, validate and publish the revised ENPV.

RESULT: ENPV revised, methodology for training developed, validated and published

At the request of Pre-Paz, AJR was asked to lead the revision of GOES Violence Prevention National Strategy (ENPV). In order to do this a Reference Technical Group made of Pre-Paz, UNDP, RTI and Creative was formed. AJR hired the consultants to reformulate the National Strategy for the Prevention of Violence. The group identified to undertake this work was AFAN, with extensive experience at the municipal level and in violence prevention.

AJR hired the consultant to reformulate the National Strategy for the Prevention of Violence. The contractor identified to undertake this work was AFAN, S.A., with extensive experience at the municipal level and in violence prevention.

In May, the consultants discussed the work plan prepared for the development of the consultancy and began work. Under the guidance of AJR and the Reference Technical Group, the consultants scheduled focus groups, workshops and interviews with a list of actors so as to obtain quality information on the main themes of the ENPV. AJR organized two meetings for the consultants at Hotel Mirador. The meetings were attended by personnel from PREPAZ, AJR, RTI, UNDP and members of Municipal Crime Prevention Committees. Later AJR organized a focus group in

Chalchuapa for the consultants to meet with key Municipal and CMPV actors of Santa Ana and Chalchuapa. RTI and UNDP organized additional focus groups for actors in other municipalities, A methodology for the development of the ENPV was agreed to and basic results and a timeline were defined.

In July, AFAN with the support of the Technical Group finalized the strategy draft. The draft was then presented to the Vice Minister of Justice and Security who by the end of the quarter was reviewing the draft prior to approval. The Vice Minister approved the draft in mid-October. The draft was reviewed by the President’s Legal Department and approved by the Vice-Minister of Justice and Security. The strategy was approved by the Vice Minister of Justice and Public Security and was published.

Sub-Activity 2.10: Cross-cutting Media Strategy

IND 2.10.1 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

The target under this indicator is that all 25 implementation communities have been reached through 15 campaigns.

RESULT: 28 implementation communities reached with 11 campaigns (activities of 4 campaigns were rolled into the 11)

1. **QUE NO TE ENGANCHEN (Don’t Let them Hook You)** became the main slogan of all drug prevention activities of institutions working in schools and municipalities within the Outreach Centers. This campaign was for two months in duration and was executed in partnership with FUNDASALVA. FUNDASALVA linked with actions in schools so that their prevention focus invoked the campaign thus positioning and reinforcing the campaign theme with hundreds of beneficiaries of drug prevention program. This campaign closed with a Drug Prevention March in late October in the municipalities of Santa Ana and Chalchuapa.



2. **TU CONSEJO, TE ACONSEJA (Your Council Advises You)** campaign became the first radio program in El Salvador, dedicated to the Municipal Violence Prevention Committees and the municipalities of Santa Ana and Chalchuapa. In addition, institutions that make up the CMPV like the Ministries of Health, Education, PNC INJUVE, etc. gave advice weekly to highlight the people in the intervention communities, but also of all the inhabitants of both towns. Each of the aforementioned institutions has a space of one hour per week, on Saturday that rotates with a Saturday. There are fourteen institutions that throughout the weeks, prepare reports, comments and responses to community members on violence prevention interventions.



Another important achievement is that people have started interacting with the Municipal Violence Prevention Committees. In Santa Ana, programs received an average of six text messages, three messages via face book and two calls per program. In Chalchuapa, an average of nine calls, two face book messages and four text messages were received per program. The messages and calls are about 60% to denounce dangerous places in some communities and the other 40% is divided into requests to the Violence Prevention Committees, including for interventions like the outreach centers model in other communities. Finally, the commitment of the media, in this case Millennium Radio and Radio Tazumal, is increasing. Both radio stations participated full-time in these campaigns and are already part of the Municipal Violence Prevention Committees.

3. **DE JÓVENES PARA JÓVENES** (*From Youth, To Youth*) campaign promoted youth commitment and participation in prevention activities. Fourteen young were people featured on each program, reaching 25 different intervention communities, with 11 text messages, an average of eight face book posts and 9 calls per program in the municipalities of Santa Ana and Chalchuapa. Calls are 80% to address an issue related to youth and 20% to solicit advice and music.



Another achievement was that the program's beneficiaries produced their own radio programming, talking to other young people in their municipalities about violence prevention activities; topics such as safe sex, dreams and life goals, substance abuse, community violence, Clubs, and Outreach Centers, among other topics. This provided a pivotal and completely unique platform to youth. Young people leading the program, have created a network in Outreach Centers for reporting on topics and to invite recipients to be part of the program and provide comment. The Outreach Centers are connected via the Internet to speakers for youth to follow the radio program. Two radio station partners have decided to maintain the program on the air in the future.

4. **TODOS SOMOS PREVENCIÓN** (*We all are Prevention*) campaign was designed to inform, sensitize and motivate 110 families per community, of the 25 communities covered by the program, in the municipalities of Santa Ana, Chalchuapa and El Congo to form part of violence prevention activities implemented in the communities.

In this action, CMPV representatives were face to face with the beneficiaries and talked with them. This was achieved through distribution of a colorful mini newspaper called, "We all are Prevention"; a publication that shared prevention gains in the intervention communities and invited people to be part of these actions.



Arranging the complex logistics of delivery door to door in 25 communities, as this had to be coordinated with exact times for ADESCO and other leaders who participated in the initiative.

5. **OUTREACH CENTER INFOMERCIALS** main achievement was to present to the Outreach Centers as a successful prevention model in the 25 intervention communities using an infomercial technique that presented the OCs in a dynamic way allowing viewers to quickly understand the functioning of this prevention tool.

6. **REDPREV- JÓVENES AL RESCATE DE VALORES** (*Youth Rescuing Values*) campaign was launched in November 9, 2012 as a way for youth from the target communities in Santa Ana and Chalchuapa to become visible as they promoted prevention. This network of youth communicators in violence prevention was supported by the Tazumal and Millennium Radio Stations and Channels 24 and 29 in Chalchuapa and Santa Ana. One of the biggest achievements of this intervention is that this network of youth that initially were part of a prevention campaign, was converted into a prevention tool where media play a central role.



To date, 120 youth from 25 target communities participated in this network and supported activities in these communities. These youth, some of whom are Outreach Center beneficiaries, now are skilled in talking and presenting on radio, televisión and reporting.

7. **VECINOS POR MI BARRIO** (*Neighbors for My Neighborhood*) campaign was launched in November 2012 and provide direct advice to beneficiaries to be put into action in the Outreach Centers. This campaign worked with adults in the communities to raise awareness of their responsibility toward their youth. Furthermore, the campaign promoted a culture of peace in the communities where everyone has a role to play. The campaign had a strong awareness component, but also actions and advice through a comic book distributed in communities. The message of the campaign was “*It’s not Normal*” that murders, extortions, robberies and other violent activities exist in a community.

<http://www.youtube.com/user/AJRMEDIAES?feature=plcp>

8. **ECHALE UN OJO** (*Keep an Eye on Him/Her*) In December 2012 the new radio campaign *Echale Un Ojo* (Keep Watch) was launched on Chalchuapa and Santa Ana radio airwaves. The campaign aimed to raise awareness among adults and of their role the actions of young people in the school holidays. Youth drawn into violence due to the lacking relationships with adults in their lives, many of whom are working and don’t pay attention even when in the home. This campaign was launched and links the mentoring tool in the 25 intervention communities. The campaign positioned the need for adults to actively ensure the wellbeing of youth in their communities. The campaign aimed to



raise awareness among adults and of their role the actions of young people in the school holidays. Youth drawn into violence due to the lacking relationships with adults in their lives, many of whom are working and don't pay attention even when in the home.

9. **CUENTA TRES** (*Count to Three*) The objective of these messages and the goal of the campaign was to seek influence and raise awareness among families about domestic violence; driving three values: patience, tolerance and respect. Through this campaign, channels 24 and 29 in Chalchuapa and Santa Ana dedicated a whole week to talking about domestic violence. The challenge of this campaign was in measuring the effect it had on reporting cases of domestic violence with the police.



10. **PIENSALO BIEN**-(*Think it Through Thoroughly*) was launched in February 2013 in partnership with the Ministry of Health and was designed to raise awareness about early pregnancy and the importance of responsible sexual activity. One of the major challenges of this campaign was in working with parents to talk to their children about the consequences of irresponsible sexual activity and sex at an early age.

11. **TU IDENTIDAD**: (*Your Identity*) was meant to increase accountability and for municipal prevention campaigns under the *Todos por Chalchuapa* and *Orgullo Santaneco* slogans. The call of this campaign was for community members to continue to work under these slogans to change the identity and association of their municipality from one mired in violence, to one where citizens are proud and participating in prevention.



Canceled Campaigns

12. **TURISMO ES PREVENCIÓN**: (*Tourism is Prevention*) AJR redirected and consolidated this campaign to be addressed as a part of the *Your Identity* campaign.
13. **PLAN AMIGO** (*Friend Plan*) AJR redirected and consolidated this campaign to be addressed as a part of the "We are all Prevention", campaign which informed families of the 25 intervention communities of prevention efforts.
14. **RADIO YO SOY EL CONGO** (*Radio Yo Soy El Congo*) This campaign was canceled, as the municipality could not provide the minimum infrastructure to house the radio booth.
15. **AGENTES DE CAMBIO** (*Change Agents*) The campaign, which aimed to directly motivate young beneficiaries of the program, to take action in their communities was redirected to the campaign "Neighbors For My Neighborhood" which provided direct advice to beneficiaries to be put into action in the Outreach Centers. As previously mentioned, this campaign has a strong awareness component, and will use a comic book for distribution in communities.

PREVENCIOPLY is a strategy to educate youth in the OCs, CMPVs, and other municipal actors on the risk factors associated with violence and the tools available to reduce violence in a dynamic group activity. Prevencionopoly is a game that has a final goal of converting players into actors for prevention. This game is available in every OC in the 25 intervention communities. The goal of the game is to relay prevention of violence to children and adults in a way that is fun to play and easy to understand. Learning outcomes from Prevencionopoly include:

1. There are 13 Risk Factors associates with violence.
2. There is a prevention and intervention model at the municipal and community level that involves four main strategies.
3. There are tolos available to reduce the 13 Risk Factors.
4. There are important actors that are responsible for the reduction of violence at the national, municipal and community levels.

