



## Table of Contents

Executive Summary .....	3
Resumen Ejecutivo .....	9
Key Developments.....	16
Grants .....	22
Activity 1: Jump-starting public-private initiatives for gang prevention.....	27
Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform .....	45
Activity 3: Assisting SICA to promote dialogue and coherence in citizen security .....	59
Activity 4: El Salvador Merida/CARSI Initiative on Prevention.....	60
Activity 5: Honduras Merida Initiative on Prevention/CARSI.....	78
Activity 6: Measure Program Impact on Gang-Related Crime and Develop a Framework for Program Replication.....	97
Activity 7: Restorative Justice for Juveniles.....	98
Communications Units .....	99
Indicators and Results .....	102
Program Impact.....	113
Next Steps.....	116

## Executive Summary

This report is quarterly report and covers activities carried out by the Regional Youth Alliance USAID-SICA from October 1, 2010 through December 31, 2010. The Regional Youth Alliance USAID-SICA received an amendment to its cooperative agreement, (CA) No. 598-A-00-08-00011-00, extending the program through September 30, 2011. Funding was increased from \$2.8 million to \$9.9 million. The program's scope was modified and the three original activities expanded to become six total activities. During the current quarter a seventh activity related to juvenile justice development and funded by the INL, has been added to the program's scope through Amendment number ten to the cooperative agreement.<sup>1</sup> Below, progress against EOPS indicators:

AJR USAID-SICA ORIGINAL EOPS TARGETS					
	Indicator	Baseline 2008	EOPS Targets (Sept 30, 2010)	EOPS Cumulative Achieved Targets (Sept 30, 2010)	Achieved Targets as of December 2010
<b>Activity 1: Jump-starting public-private initiatives for gang prevention</b>					
	Communities assisted in crime prevention	0	30	28	29
	Youth benefited by Outreach Centers	0	3750	6071	6,328
	Leverage contributions raised*	0	1:01	1:08	1:1

\*-Leverage target for the AJR USAID-SICA (per modification) May 27, 2010 was modified to 1:3

AJR has seen major programmatic gains regionally this quarter. Most notable with regards to the program's momentum in El Salvador and Honduras, has been its municipal prevention strategy and how this has led to an expansion of support for prevention interventions, beginning with CMPVs and communities, but also among civil society, faith-based and community-based organizations and the private sector to develop innovative, community-specific responses for at-risk youth and gang prevention.

In El Salvador, program activities have emerged from the ramp-up stage and are approaching full implementation after the programs' work with the municipalities in launching Violence Prevention Plans. AJR is finalizing a comprehensive training and jobs strategies in each of the municipalities and Outreach Centers partners in three new municipalities. In Honduras, Violence Diagnostics have been presented to newly formed CMPV's who have shown high levels of participation in the prevention plan preparation process in the three municipalities this quarter. Existing Outreach Centers see high levels of services provided and new Centers are being cultivated among private and public sector partners. In Guatemala, pilot prevention projects being implemented by the Youth Movement have provided diverse crime prevention training and in Peronia the rehabilitation and insertion project has seen the demobilization of more gang members. A second phase of work with the Youth Movement in Guatemala and ex-gang youth in Peronia is being prepared.

<sup>1</sup> See also Annex Financial Reporting.

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

In El Salvador a new Outreach Center was signed this quarter in Nahuizalco with regional funds. The strengthening of new and existing Outreach Centers is ongoing and has been boosted by an expanded agreement with Francisco Gavidia to provide English and IT volunteers and training at ten Outreach Centers in the three municipalities. The key components of the OC Model have been worked on this quarter including the readying of life skills training through the Outreach Centers.

AJR presented its Violence Diagnostic to 135 members of government institutions; members of the media; private businesses; youth organizations; higher education institutions; youth groups; churches; NGOs; Mayors; national sportsmen and artists. Sessions with the university and government sectors counted the highest turnout of attendees whilst those with the media and private sector had much lower turnout. Sessions included a video on the impact of violence on the country; key findings from the study; and a segment devoted to discussion of results and impact and feedback tools for use by AJR in processing data. Novel ideas to prevent violence emerged from the sessions, youth members of youth groups proposed a program that would serve as an incubator for youth microenterprises; sports people proposed a reactivation of student competitions with the participation of public and private schools; Mayors suggested revising education districts and redistributing them so students attend the educational institutions from their own municipalities as a means of promoting local development and preventing violence. Nine of every ten attendees expressed being interested in participating in activities to prevent violence.

In Guatemala, 125 diplomas were extended to ex-gang members trained through AJR. The last remaining gang in Peronia has approached the church in the interest of pursuing reconciliation and Creative is gearing up for a potential follow-on grant to consolidate this process.

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

During the period, FUNDASALVA's clinical team applied about 65% of its psychometric tests to candidates for reintegration identified by the program. It is still in the process of interviewing candidates to identify the suitability for project implementation.

Also in Guatemala, the Youth Movement Against Violence launched a new awareness campaign engaging the public in its pilot prevention projects, advocating the Congress for a prevention line item in the national budget and offering a range of innovative community workshops in prevention municipalities. With regards to the Youth Movement in El Salvador, the beginnings of this Movement are in place, an energized and diverse group is ready to set an exciting prevention agenda for moving forward over the next quarter.

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

In El Salvador, Honduras and Guatemala, the juvenile justice component is approaching a crucial phase in its planning with its first deliverables being finalized. AJR has continued work on its situational analysis, identifying and validating important information as mentioned

beforehand regarding each one of the phases of the system, from the investigation phase led by the prosecutor's office, to the instruction, sentencing and execution of measures phases led by the courts. AJR also identified closed cases in each country which will serve which will be carefully analyzed in order to identify problems and bottlenecks present in the juvenile justice process. Teams in the three countries have engaged in designing, and validating a proposal for rules of procedure for the implementation of alternative measures. Important research has emerged on the establishment of a post-graduate juvenile justice program and other professional- grade service training short courses/ programs and whom the partners on these endeavors may be.

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

During the last quarter, several workshops kicked off the process of a Central American Security Index (ICAS) as a much needed new instrument in monitoring security in the region. A working session, held with SICA, analyzed the methodology would be used to design the index. A table of indicators is set to be designed grounded in SICA's security activities, as noted in the Treaty for Democratic Security and Security Strategy for Central America and Mexico. In early January 2011, work on the ICAS will resume with technical assistance provided by } AJR.

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

The Municipal Crime Prevention Committees (CMPV's) were readied for the implementation of the Prevention Action Plans in El Salvador. Early in the quarter, Letters of Intent to carry out the Action Plans were signed by CMPV's, Mayors and AJR in the three municipalities (Santa Ana, Chalchuapa and El Congo). The Prevention Plan, its strategies and activities were the result of a consultative process, analysis, and agreements with the CMPV--processes that have allowed prevention conditions to develop. Prevention Plans were diffused across sectors to local groups, churches, private sector, business sector, transportation sector, and communities, a crucial and instructive process for the CMPVs. Strategic sectors were approached to analyze the objectives of the Plan. In the case of Chalchupa, as a result of this process, an explicit agreement was reached with media outlets (two radio stations and one TV channel) to accompany the prevention plan in a sustainable manner, providing spaces for interviews to CMPV members and broadcasting awareness to the population. As a part of strengthening the CMPV's, AJR worked with them to expand and enrich their membership bases. This occurred in El Congo and Chalchuapa over the quarter.

ADESCOS (the *Associations for Community Development*,) are the nearest organization to the people in almost any part of El Salvador. In the AJR's communities they are feeling AJR's presence. In Chalchuapa, the ADESCO of the San Antonio II neighborhood has been reorganized. After inactivity for more than two years, a new board of the ADESCO was sworn in. In Loma Linda, an ADESCO was already organized and sworn in. After being inactive for seven years; it now has 11 members, occupying all vacant posts. AJR has come to play an important role in facilitating municipal connections and in advising ADESCOs, who are a key partner in the municipalities.

In the three municipalities, conditions for the implementation of the three action plans were prepared, including: the identification of potential partners for vocational training and employment-generation opportunities, preparation of proposals for strengthening the CMPVs, and an extraordinary effort open call and accompaniment of new Outreach Center partners through technical assistance in the municipalities.

AJR has prioritized skills training and employment opportunities in the 18 implementation communities and their Prevention Plans. AJR is identifying locally based partners with experience in vocational training, with ability to track young people trained since the end of the program and to connect these with the labor market. Training will emphasize skilled labor. Among partners to be defined next quarter are Fundacion Lort; Francisco Gavidia University; Chamber of Artisans; Ibañez Industries; La Ciudad de Niños, and FUSALMO. Training will ensue in March across an expected 36 training areas. AJR is likely to collaborate with the CMPVs and municipalities to hold training fairs in January in each of the municipalities, inviting the youth over fourteen that were previously captured in the community census and in information forms filled out by youth in the communities, to enroll youth in training opportunities.

Culminating the municipal prevention process of this quarter, Prevention Plans were launched through public events in all three municipalities. Each launch carried a distinct energy and program; all shared several elements that AJR considers a part of its methodology. Municipal Prevention Actions must be set forth by CMPV and Mayors; a Slogan and Campaign that are identifiable for the community and a brand of Plan activities is shared; an awareness video is locally filmed, and raises awareness of municipal and community violence and serves as a call to action by communities; the public event sensitizes communities to the Prevention Plan; the Mayor positions the CMPV as main prevention entity and calls on communities to be part of solution and a pedagogic tool or communication tool is shared that aims to achieve behavior change and remind communities of call to prevention action. The events were attended by the three Mayors, national and municipal officials, USAID representatives and community members. In El Congo a parade of approximately 600 people was watched by young and old alike and the launching of the prevention plans at El Congo's Sports Facility brought the entire community together. In Santa Ana community members gathered for music in the city center's historical square and in Chalchuapa youth bands, a skate club; vendors and a fashion show precede the launching event. In all three municipalities the people gather together to listen to the Mayors, the officials and to watch the awareness videos and the call for action.

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

This quarter, AJR Honduras continued work with its three newly-formed CMPVs. Prevention Plans were presented to the respective Mayors and approved by each of them by December 15, 2010. The program redoubled its focus on relationships with Mayors and their offices and on collaboration with municipal and community partners to identify resources for crime prevention planning with Committees.

Additionally, in agreement with USAID-Honduras, AJR is assisting in the coordination of investment in most of the 25 AJR intervention communities, funds that will be destined to the FHIS-USAID Infrastructure for Prevention project. During the quarter, AJR conducted visits with the USAID official in charge and/or FHIS-USAID personnel and DG officials, to most of the communities of intervention and held meetings with those communities to help identify community infrastructure priorities.

A workshop was held to ready what will be 25 new OC proposals, sites and partners have been identified for each of the Centers.

AJR presented its Violence Diagnostics in all three municipalities. In the absence of solid violence data on San Pedro Sula, La Ceiba and Choloma- three cities making up for about 20% of the total population of and accounting for roughly 30% of all homicides in Honduras- the Diagnostics take on added meaning. Stakeholders were highly motivated to come up with the three Prevention Plans based on the findings of the Diagnostics. The data caused important reflection. In La Ceiba for example, the diagnostic found that La Ceiba has become the most violent major city in Honduras with a rate of 123 homicides per 100,000 inhabitants. The Diagnostic however, pointed to there being sufficient human, moral and financial capital in the city to confront what is perhaps the most serious rise in violence of any major city in Honduras. The information generated a heated debate in town, lasting for a few days on TV and radio call ins, etc. The concern of citizenry was such that the Mayor requested an urgent report from the police on the rising number of homicides in the city.

The AJR approach, by focusing on risk factors and working with stakeholders to allow them to believe that it is possible to contribute to violence prevention by reducing those factors has been key. AJR Honduras has managed to “focus” stakeholders on risk factors and youth vulnerability using the risk-factors and violence diagnostics; to foster “participation” at every turn of the prevention process, by developing a participative selection methodology that fully involves CMPV members and concentrates on those communities that are most at risk and to emphasize “action”. Communities themselves, tired of seeing their sons and daughters fall to violence at young age, are eager to ensure youth access opportunities.

The Lopez Arellano Outreach Center in Honduras which has been operational for more than six months was finally officially inaugurated in the presence of US Ambassador Hugo Llorens, the Church who is closely involved in the Center and community members. Between July and December 2010, documented 389 new beneficiaries and more than 10,000 hours of beneficiary services provided.

A proposal to implement and support a Violence Observatory in La Ceiba and Choloma has been received by AJR from the National Violence Observatory and is being processed. AJR believes there is an urgent need for San Pedro Sula to have a Violence Observatory. This is beyond AJR’s scope and resources, but nevertheless very important for the Municipality's prevention efforts.

A grant for AJR’s Coalition for Insertion, was approved and the agreement signed by members of the Coalition that include the Minister of Youth, Director of IHNFA, Director of PNPRRS, NGOs/FBOs representing civil society in the Coalition and CCIT. The Officer selected to work on the Coalition, will begin working in January in an office provided by the Chamber of Commerce (CCIT) in Tegucigalpa.

AJR has been very successful in advocating with the private sector that a quota for insertion be placed in the recently approved Hourly Wages Law. For this AJR worked through private sector allies, including Aline Flores, the President of the Tegucigalpa Chamber of Commerce and Industry (CCIT). This quarter five ex-gang youth were provided with employment opportunities.

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

Beginning in quarter three, this activity area was added to the AJR's scope. This quarter the Unit oversaw the carrying out of the program's Baseline Survey, implemented by Vox Latina in AJR's 18 implementation communities in El Salvador and its 25 communities in Honduras.

AJR provided major inputs to design of the survey and the list of communities where it has interventions and in which AJR needs information with respect to impact indicators.

Data on migration, training and social risks will serve great purpose in helping to inform programming when presented to AJR's technical teams in the two countries. (See Annexes IV and V of this report.)

**Activity 7: Restorative Justice for Juveniles**

During the period, the AJR USAID-SICA cooperative agreement received Modification #10, a new activity called "Restorative Justice for Juveniles". This Activity seeks to strengthen juvenile criminal justice in Honduras, providing assistance in proposing reforms to the legal framework and enhancing the capacities of juvenile justice system operators to apply restorative justice. Activities will ensue over the next quarter.

## Resumen Ejecutivo

El presente reporte trimestral cubre las actividades llevadas a cabo por Alianza Joven Regional USAID-SICA del 1 de octubre al 31 de diciembre de 2010. Alianza Joven Regional USAID-SICA recibió una enmienda al acuerdo cooperativo, (CA), No. 598-A-00-08-00011-00, extendiendo el programa hasta el 30 de septiembre de 2011. El financiamiento del programa fue incrementado de \$2.8 millones a \$9.9 millones. El alcance del programa fue modificado y las tres actividades originales se expandieron para convertirse en 6 actividades en total. Durante el trimestre en curso una séptima actividad relacionada con el desarrollo de la justicia penal juvenil y financiado por el INL, se añadió al ámbito de aplicación del programa, a través de la decima enmienda al acuerdo cooperativo<sup>2</sup>. Por debajo avances contra indicadores EOPS:

Metas Originales EOPS AJR USAID-SICA					
	Indicador	Linea de Base 2008	EOPS Metas (30 septiembre 2010)	EOPS Cumulativos Metas Logradas (30 septiembre 2010)	Metas Logradas (30 diciembre 2010)
<b>Activity 1: Jump-starting public-private initiatives for gang prevention</b>					
	Comunidades asistidas en prevención del crimen	0	30	28	29
	Jóvenes Beneficiados por Centros de Alcance	0	3750	6071	6,328
	Contrapartida Obtenida*	0	1:01	1:08	1:1

\*-La meta de contrapartida para AJR USAID-SICA (según modificación) del 27 de mayo 2010 ha sido ajustada a 1:3

AJR ha conseguido grandes logros programáticos a nivel regional en este trimestre. Lo más notable en lo que respecta al impulso del programa en El Salvador y Honduras, ha sido su estrategia de prevención municipales y cómo esto ha llevado a una expansión de apoyo a las intervenciones de prevención, a partir de los Consejos Municipales de Prevención de la Violencia (CMPV) y las comunidades, así como también entre la sociedad civil, organizaciones basadas en la fe, organizaciones comunitarias y el sector privado, para desarrollar respuestas innovadoras, específicas a nivel comunitario dirigidas a los jóvenes en riesgo y a la prevención de pandillas.

En El Salvador, las actividades del programa han surgido de la fase de aceleración acercándose a su plena implementación, después del trabajo del programa con el lanzamiento de planes de prevención de la violencia en los municipios. AJR está finalizando una estrategia de formación y generación de empleo integral en cada uno de los municipios y Centros de Alcance en tres nuevos municipios. En Honduras, Diagnósticos sobre la Violencia se han presentado a Consejos Municipales de Prevención de la Violencia (CMPV)

<sup>2</sup> Ver también Anexo sobre el reporte financiero

recién formados, los cuales han demostrado altos niveles de participación en el proceso de preparación de planes de prevención en los tres municipios en este trimestre. Los Centros de Alcance existentes han visto un alto nivel de servicios prestados y nuevos Centros de Alcance se están promoviendo entre los socios del sector privado y público. En Guatemala, los proyectos piloto de prevención implementados por el Movimiento de Jóvenes, han proporcionado capacitaciones diversas orientadas a la prevención de la violencia. En Peronia, el proyecto de rehabilitación e inserción ha visto la desmovilización de más ex pandilleros. Una segunda fase de trabajo con el Movimiento de Jóvenes en Guatemala y con los jóvenes ex pandilleros en Peronia está en preparación.

### **Actividad 1: Iniciativas públicas-privadas para la prevención de pandillas**

En El Salvador este trimestre se firmó un convenio para establecer un nuevo Centro de Alcance en Nahuizalco con fondos regionales. El fortalecimiento de los Centros de Alcance nuevos y existentes está en curso y ha sido impulsado por un acuerdo ampliado con la Universidad Francisco Gavidia para proporcionar voluntarios y capacitaciones en el idioma Inglés y en Tecnología de la Información (TI) en 10 Centros de Alcance en los tres municipios. Los componentes clave del modelo de CdA se han trabajado en este trimestre, incluyendo la preparación de cursos de habilidades para la vida a través de los Centros de Alcance. Con respecto al *Movimiento de Jóvenes* en El Salvador, el inicio de este movimiento está en su lugar, un grupo diverso de jóvenes, llenos de energía están listos para establecer un programa de prevención emocionante para avanzar en el próximo trimestre.

AJR presentó un Diagnóstico de Violencia realizado en los meses anteriores a 135 personas representantes de instituciones de gobierno, medios de comunicación, sector privado, organizaciones de jóvenes, universidades, Iglesias, ONGs, Alcaldes, deportistas, artistas y miembros de la cooperación internacional. Las sesiones con integrantes del sector privado y de las universidades contaron con el mayor número de asistentes mientras que aquellas con los medios y el sector privado contaron con el menor número. Las sesiones incluyeron un video sobre el impacto de la violencia en el país producido por AJR; la presentación de los hallazgos más importantes del estudio; una discusión de los factores de riesgo; y trabajo en grupos a través de instrumentos desarrollados para procesar las recomendaciones de los distintos sectores. Ideas novedosas para prevenir la violencia emergieron de las diferentes sesiones, los jóvenes propusieron programas que sirvieran de incubadoras para la creación de microempresas juveniles; los deportistas propusieron una reactivación de las competencias estudiantiles con la participación de escuelas públicas y privadas; los alcaldes sugirieron revisar la distribución de las escuelas y colegios para que los jóvenes asistieran a aquellas pertenecientes a sus propias municipalidades a modo de fortalecer el desarrollo local y prevenir la violencia. Nueve de cada diez de los asistentes expresaron interés en participar en actividades para prevenir la violencia. AJR propiciará que el movimiento de jóvenes pueda dar seguimiento a algunas de las iniciativas propuestas.

En Guatemala, 125 diplomas fueron entregados a ex pandilleros capacitados a través de iniciativas de AJR. La última organización criminal de Peronia se acercó a la iglesia con el interés de buscar la reconciliación y Creative está preparándose para otorgar una nueva donación para consolidar el proceso.

En el periodo, el equipo clínico de FUNDASALVA aplicó un 65% de exámenes sicométricos a candidatos para la inserción identificados previamente por el programa. En el trimestre algunos fueron admitidos y a otros se les solicitó que regresaran en unos meses con una carta de un líder religioso u otro que mostrara que en realidad habían abandonado las pandillas.

También en Guatemala, el Movimiento de Jóvenes lanzó una serie de talleres en las comunidades seleccionadas para luego desarrollar una campaña de sensibilización orientada a continuar los esfuerzos de incidencia sobre una política de prevención. Un gran logro del trimestre fue el desarrollo de una canción y su respectivo video producidos por Oglivy para sensibilizar y motivar a más jóvenes a involucrarse en el Movimiento. Con relación al Movimiento de Jóvenes en El Salvador, se han desarrollado las condiciones para su creación. Un grupo diverso y lleno de energía está listo para definir una agenda de prevención para lanzar el Movimiento el próximo trimestre.

### **Actividad 2: Evaluación de los marcos regionales legales y de justicia y la promoción de la reforma de las políticas de justicia juvenil**

En El Salvador, Honduras y Guatemala, el componente de justicia penal juvenil se está acercando a una etapa crucial en su planificación con sus primeros resultados que se estarán finalizando. AJR ha continuado trabajando en el análisis situacional, identificando y validando información importante como se mencionó previamente en relación con cada una de las fases del sistema, desde la etapa de investigación dirigida por la Fiscalía, a la instrucción, sentencia y ejecución de medidas. AJR también identificó los casos cerrados en cada país que serán cuidadosamente analizados a fin de identificar problemas y cuellos de botella presentes en el proceso de justicia penal juvenil. Los equipos en los tres países han participado en el diseño y validación de una propuesta de norma de procedimiento para la aplicación, monitoreo y seguimiento de las medidas alternas impuestas a menores en conflicto con la ley. Importantes investigaciones se han efectuado en cuanto al establecimiento de un programa de postgrado en materia de justicia penal juvenil y otros programas de capacitación para operadores de justicia penal juvenil, así como los posibles socios para este esfuerzo.

### **Actividad 3: Brindar ayuda a SICA para promover el diálogo y coherencia en seguridad ciudadana**

Durante el último trimestre, una serie de talleres dio inicio al proceso de establecimiento de un Índice Centroamericano de Seguridad (ICAS) como un instrumento muy necesario en el monitoreo de la seguridad en la región. En una reunión de trabajo, junto a SICA, se analizó la metodología que se utilizaría para diseñar el índice. Se está diseñando una tabla de indicadores basada en el mandato de seguridad del SICA, así como se señala en el Tratado de Seguridad Democrática y la Estrategia de Seguridad de Centroamérica y México. A principios de enero de 2011, el trabajo en el ICAS se reanudará el con el apoyo de la AJR

### **Actividad 4: Iniciativa de Prevención El Salvador Mérida/CARSI**

Los CMPV se prepararon para la implementación de los Planes de Acción para la Prevención en El Salvador. A principios del trimestre, Cartas de Intención para llevar a cabo los planes de acción se firmaron por los CMPV, Alcaldes y AJR en los tres municipios (Santa Ana, Chalchuapa y El Congo). Los Planes de Prevención, sus estrategias y actividades son el resultado de un proceso de consulta, análisis y acuerdos con los CMPV - procesos que han permitido el desarrollo de condiciones para la prevención. Los Planes de Prevención se

difundieron en todos los sectores, desde las iglesias, grupos locales, el sector privado, el sector empresarial, el sector transporte, y las comunidades, esto fue un proceso crucial e instructivo para los CMPV. Los sectores estratégicos fueron abordados para analizar los objetivos del Plan. En el caso de Chalchupa, como resultado de este proceso, un acuerdo explícito se alcanzó con los medios de comunicación (dos estaciones de radio y un canal de televisión) para acompañar el plan de prevención de manera sostenible, proporcionando espacios para las entrevistas a los miembros CMPV y generando conciencia a la población. Como parte del fortalecimiento de los CMPV, AJR trabajó con ellos para ampliar y enriquecer sus bases. Esto se llevó a cabo en El Congo y Chalchuapa durante el trimestre.

Los ADESCOS (Asociaciones para el Desarrollo Comunitario), son las organizaciones más cercanas a las personas en casi cualquier parte de El Salvador. En las comunidades en donde trabaja AJR, estas han sentido la presencia del programa. En Chalchuapa, la ADESCO del barrio San Antonio II, se ha reorganizado. Después de la inactividad de más de dos años, una nueva junta directiva de la ADESCO prestó juramento. En Loma Linda, una ADESCO ya estaba organizada y juramentada, después de estar inactiva durante siete años, ahora cuenta con 11 miembros, que ocupan todos los puestos vacantes. AJR ha llegado a desempeñar un papel importante para facilitar las conexiones municipales y en asesorar a las ADESCOS en cuanto a socios clave en los municipios.

En los tres municipios, las condiciones para la implementación de los planes de acción fueron preparadas, tales como: la identificación de posibles socios para la formación profesional y generación de empleo, preparación de propuestas para el fortalecimiento de los CMPVs, y un esfuerzo extraordinario de llamada abierta y acompañamiento de nuevos socios para Centros de Alcance, a través de asistencia técnica en los municipios.

AJR ha dado prioridad a la capacitación y las oportunidades de empleo en las 18 comunidades en donde se implementarán los Planes de Prevención. AJR esta identificando socios a nivel local con experiencia en la formación vocacional y con capacidad para realizar un seguimiento de los jóvenes formados y buscarles empleo en el mercado laboral. La formación enfatizará la mano de obra calificada entre los jóvenes, en relación con el sector de turismo.

Entre los socios que se definirán el próximo trimestre se encuentran: la Fundación Llorit; la Universidad Francisco Gavidia, la Cámara de Artesanos; Industrias Ibáñez, La Ciudad de los Niños, y FUSALMO. La Formación comenzará en marzo en lo que se espera serán 36 áreas de capacitación. AJR posiblemente colaborará con los CMPVs y los municipios para la realización de ferias de formación en enero, en cada uno de los municipios, en donde se invitaran a jóvenes mayores de catorce años según en el censo efectuado a nivel comunitario y fichas de información llenadas por los jóvenes en las comunidades, para inscribirse en oportunidades de formación.

Culminando el proceso de prevención municipal de este trimestre, se pusieron en marcha planes de prevención a través de eventos públicos en los tres municipios. Cada lanzamiento tuvo una energía distintiva y programa, además de elementos compartidos que AJR considera como parte de su metodología: Las acciones de prevención municipales deben ser lideradas por los CMPV y alcaldes; un lema de campaña que sea identificable para la comunidad y una marca para las actividades del Plan debe ser compartido; un vídeo de sensibilización filmado a nivel local para crear conciencia sobre la violencia a nivel municipal

y local, sirviendo además como un llamada a la acción por parte de las comunidades; el acto público para sensibilizar a las comunidades sobre el Plan de Prevención; el Alcalde posicionando al CMPV como la entidad principal de la prevención y pidiéndole a las comunidades ser parte de la solución; y una herramienta pedagógica o herramienta de comunicación compartida que tiene como objetivo lograr un cambio de comportamiento y recordar a las comunidades sobre la llamada a la acción en torno a la prevención. A los tres eventos de lanzamiento asistieron por los tres alcaldes, miembros del gobierno nacional y municipal, representantes de USAID y miembros de la comunidad y . En El Congo un desfile de aproximadamente 600 personas fue presenciado por niños y mayores y el evento de lanzamiento del plan en las instalación deportiva de El Congo unió a toda la comunidad. En Santa Ana, miembros de la comunidad se reunieron para escuchar música en la plaza histórica del centro de la ciudad. En Chalchuapa, un desfile de modas, bandas de jóvenes, un club de deportes extremos y vendedores precedieron el lanzamiento. En las tres municipalidades la población se sumó a escuchar las palabras de los alcaldes, los funcionarios y los videos de sensibilización y llamado a la acción.

#### **Actividad 5: Iniciativa Honduras Mérida en prevención/CARSI**

Este trimestre, AJR Honduras continuó el trabajo con los tres recién formados CMPVs. Los planes de prevención fueron presentados a los alcaldes respectivos y aprobados por cada uno de los tres al 15 de diciembre de 2010. El programa redobló su enfoque en fomentar las relaciones con los alcaldes y sus oficinas y además en colaborar con los socios municipales y la comunidad, a fin de identificar recursos para la planificación de actividades de prevención de la delincuencia con los Comités.

Además, en acuerdo con USAID-Honduras, AJR está ayudando en la coordinación de la inversión de fondos que serán destinados al proyecto FHIS-USAID de Infraestructura para la Prevención, que se efectuará en la mayoría de las 25 comunidades de intervención de AJR. Durante el trimestre, AJR realizó visitas con funcionarios de la USAID a cargo de FHIS-USAID y personal y funcionarios de la Oficina de Democracia y Gobernabilidad (DG), a la mayoría de las comunidades de intervención y se llevaron a cabo reuniones con las comunidades para ayudar a identificar prioridades de la comunidad en torno a la infraestructura.

Asimismo se realizó un taller para preparar lo que serán 25 nuevas propuestas para el establecimiento de Centros de Alcance (CdA). De esta forma los lugares para establecer los nuevos CdAs y los nuevos socios han sido identificados.

AJR presentó su diagnóstico de la violencia en los tres municipios. En ausencia de datos sólidos sobre la violencia en San Pedro Sula, La Ceiba y Choloma, tres ciudades que componen alrededor del 20% de la población total y aproximadamente el 30% de los homicidios en Honduras, estos diagnósticos tuvieron un significado especial. Las partes interesadas estaban muy motivadas para realizar planes de prevención basados en los resultados de los diagnósticos. Los datos presentados causaron una importante reflexión. En La Ceiba, por ejemplo, el diagnóstico determinó que ésta se ha convertido en la ciudad grande más violenta en Honduras con una tasa de 123 homicidios por cada 100.000 habitantes. El diagnóstico sin embargo, señaló que existe suficiente capital humano, moral y financiero en la ciudad para hacer frente a lo que es quizás el alza más grave en la violencia de cualquier ciudad importante en Honduras. La información revelada generó un debate acalorado en la ciudad, con una duración de unos días en la televisión, radio con llamadas

etc. La preocupación de la ciudadanía fue tal que el alcalde pidió un informe urgente a la policía sobre el creciente número de homicidios en la ciudad.

El enfoque de AJR, el cual se centra en los factores de riesgo y en el trabajo con las partes interesadas, ayudándoles a creer que es posible contribuir a la prevención de la violencia mediante la reducción de esos factores, ha sido clave. AJR Honduras ha logrado enfocar a las partes interesadas, en los factores de riesgo y vulnerabilidad de los jóvenes, utilizando los diagnósticos. Asimismo se fomentó la "participación" en cada paso del proceso de prevención, mediante el desarrollo de una metodología de selección participativa que involucró plenamente a los miembros de los CMPV y se concentró en las comunidades que se encuentran en mayor riesgo, haciendo hincapié en la "acción". Las propias comunidades, cansadas de ver a sus hijos e hijas caer en la violencia a edades tempranas, están dispuestas a garantizar las oportunidades de acceso de los jóvenes.

El Centro de Alcance de López Arellano en Honduras ha estado en operación por más de seis meses y fue inaugurado en presencia del Embajador de Estados Unidos Hugo Llorens, la iglesia, que está involucrada directamente en el Centro, y los miembros de la comunidad. Entre, julio y diciembre 2010 se documentaron 389 nuevos beneficiarios y más de 10,000 horas de servicio de voluntariado.

AJR ha recibido por parte del Observatorio Nacional de la Violencia propuestas para implementar y apoyar Observatorios de Violencia en La Ceiba y Choloma. Esto está actualmente en proceso de evaluación. AJR considera que San Pedro Sula tiene una necesidad urgente de contar con un Observatorio de Violencia. Esta tarea sobrepasa el alcance y los recursos de AJR, sin embargo se considera muy importante para los esfuerzos de prevención de la Municipalidad.

AJR logró un gran éxito al incidir con el sector privado para que se definiera una cuota para la inserción en la Ley de Salario Temporal. Para esto AJR trabajó de cerca con aliados del sector privado, incluyendo a Aline Flores, y al presidente de la Cámara de Comercio e Industria de Tegucigalpa (CCIT). Además, este trimestre 5 ex pandilleros fueron insertados en el mercado laboral.

#### **Actividad 6: Medición del Impacto del Programa con relación al Crimen de Pandillas y Desarrollo de un Marco para Replica del Programa**

Esta actividad se sumó a las responsabilidades de AJR en el tercer trimestre del año. Este trimestre la Unidad trabajó de cerca con Vox Latina para desarrollar la línea basal de AJR en 18 comunidades en El Salvador y 25 comunidades en Honduras. AJR aportó insumos claves para diseñar la encuesta y presentó la lista de las comunidades donde había que intervenir y en las cuales AJR requería información con respecto a indicadores de impacto.

La información obtenida a través de la encuesta sobre migración, nivel de capacitación y riesgos sociales va a ser de gran utilidad para aportar a la programación de AJR cuando sea presentada a los equipos técnicos de los dos países.

**Actividad 7: Justicia Restaurativo para Jóvenes**

Durante el periodo, el acuerdo de cooperación AJR USAID SICA recibió una la Modificación #10, una nueva actividad llamada “Justicia Restaurativa para Jóvenes en Conflicto con la Ley.” La actividad busca fortalecer la justicia criminal en Honduras dando asistencia en proponer reformas al marco legal y fortaleciendo las capacidades de los operadores del sistema de justicia juvenil en aplicar justicia restaurativa. Las actividades darán inicio el próximo trimestre.

## Key Developments

### Four Strategic Areas AJR Crime Prevention Plans

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

Last quarter, AJR reported being in the pre-diagnostic (Honduras) and violence diagnostic (El Salvador) phases. Both projects were involved in pre-implementation. This first quarter, El Salvador is on the cusp of implementation, having presented its Violence Prevention Plans to communities and preparing to assemble a package of vocational education and training services as per its three Violence Prevention Action Plans. In Honduras, Violence Diagnostics were presented to key stakeholders in the three municipalities and Prevention Plans have been penned and approved. Activities are full throttle to present Violence Prevention Plans in San Pedro Sula, Choloma and La Ceiba and alliances are in process that will allow the preparation of its education and training service package as per Violence Prevention Action Plans. Momentum is very apparent in both implementation contexts.

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

### Elements of a Municipal Crime Prevention Plan Launch

- ✓ **Crime Prevention Action Plan:** Umbrella for Municipal Prevention Actions set forth by CMPV and Mayors
- ✓ **Logo and Branding:** Slogan and Campaign identifiable for Community and Symbol of Plan activities
- ✓ **Awareness Video:** Locally filmed, raises awareness national and local violence and a call to action to communities
- ✓ **Event:** Sensitizes communities to the Prevention Plan
- ✓ **Mayors Call to Action:** Positions the CMPV as main entity and calls on communities to be part of solution
- ✓ **Pedagogic Tool:** Flashcard or other communication tool that aims to achieve behavior change and remind communities of call to prevention action

Prevention Plans were presented publically at three AJR, CMPV and municipality designed launches, designed to connect with communities by ; 1) mobilizing them around the causes of violence in their municipalities; 2) introducing them to the logo’s and brand embodying all prevention activities moving forward and, 3) presenting to communities and youth, the Municipal Violence Prevention Plans to be exercised by AJR, CMPV’s and the municipal leadership to confront violence and a lack of opportunities.

Below an extraction from each of the El Salvador Crime Prevention Plan Launches, and a taste of what is to come in Honduras:

**“Yo Soy El Congo” Launch Municipal Prevention Plan**  
**December 3, 2010 9 AM**



The parade to launch the Violence Prevention Plan gets underway in El Congo.

If ever there was a clear blue sky, it was impeccable on the morning that El Congo’s Municipal Crime Prevention Committee showcased its Municipal Violence Prevention Plan to its citizenry and El Salvador. Young girls in a marching band, parents helping their children take their places and youth proudly carrying hand painted banners got into place for a two hour march that started on the outskirts of town and would culminate in the municipalities’ new youth sports complex. As the parade began constituencies joined the parade, citizens sported “Yo Soy El Congo” t-shirts, shop workers and street vendors wore

aprons with the logo. As the parade marched forward.. “tuc tucs”, small local red taxis joined the parade, the logo emblazoned on the backs of the taxis, truck drivers also appeared with the logos on their window panes. At each bend in the road, the old and the young watched as youth sang and marched, the CMPV walking the parade alongside Milton Lombardo, El Congo’s Mayor.



Community members gather to hear the Mayor explain elements of the Municipal Crime Prevention Plan at a new sports complex that will house en OC.

Once at the Sports Center where the parade ended, parade participants, youth and community members, scrambled to enter and take their seats. The Mayor welcomed a packed Hall for the special occasion of this day, where new efforts would be focused on the training and opportunity creation needed for the municipalities’ youth. USAID Democracy Officer, Michelle Parker congratulated youth on their spirit and their will to reverse violence, pledging assistance through the AJR USAID-SICA. El Salvador’s Minister of Tourism, Jose Napoleon Duarte announced the Ministry’s commitment to training 100 youth tour guides in El Congo and his Ministry’s support of the prevention agenda.

Finally, Mayor Lombardo literally “showed his cards”. The Mayor presented a new campaign developed by AJR, “Bien Hecho/Mal Hecho” a communication campaign using flashcards to communicate good and bad deeds towards preventing violence. He challenged crowds to monitor his own behavior and showed him the bad card if need be. The event was palpably grounded in and organized by the community of El Congo. At mid-day a small reception held by the Mayor’s Office closed off the event in a room in the sports hall that will house a new AJR Outreach Center in a dedicated space for youth.



From left: Michelle Parker (USAID El Salvador); Francisco Polanco; (Mayor Santa Ana); Mario Ramos (Mayor Chalchuapa); Milton Lobardo (Mayor El Congo); Jose Napoleon Duarte (Minister of Tourism); Harold Sibaja; (Director AJR USAID-SICA) and Mauricio Herrera (USAID El Salvador).

### Analysis

It was determined the launch of the Prevention Plan would be a public event. Cognizant of the lacking identity suffered by El Congo, AJR and the CMPV agreed on a strategy that would allow community members to feel part of this city. This was the brand known as "Yo Soy El Congo". (“I Am El Congo”). The Municipality decided upon a parade, where the town's inhabitants walk the streets and demonstrate action and that El Congo has a brand new prevention focus. The Mayor and CMPV sought alliances with transportation for branding, with the Ministry of Tourism and with the population as a whole. The event was massive and it was a holiday for the Congolese. One of the

biggest achievements was the massive call for young people to attend the event, achieved through consistent work by the municipality and with AJR in the organization.

The expression of support from the population and sectors of the municipality for the prevention plan, reflected in the launch event and after it. This was reflected in: 1) the many hundreds of young people participating in the launch of the event; 2) the adoption by youth and the community at large of the slogan "I Am The Congo" and, 3) the participation of the transportation sector with the slogan (stickers) displayed on their units, as well as painting of murals sponsored by the private sector and the municipality. In this town, the commitment of Local Government in promoting the prevention plan as part of the local agenda, is notable.

**“OrguYo Santaneco” Launch Municipal Prevention Plan**  
**December 3, 2010 6 PM**



‘Santanecos’ watch AJR’s violence awareness video calling them to action to prevent violence in Santa Ana.

The city of Santa Ana is the capital of the municipality by the same name. El Salvador’s second largest city is among the countries’ most visually beautiful areas. A neogothic Cathedral sits beside a striking mint green colonial theatre. These beautiful monuments are seen by too few visitors to this region, in part as a result of spiraling violence that has robbed communities of their ability to feel hopeful about their security and that of the youngest generation. It was with this deficit in mind that the AJR, in collaboration with CMPV, developed the slogan “OrguYO Santaneco” as the brand to embody a Violence Prevention Plan that will feature vocational training, jobs, sports and use of free time for youth most vulnerable to

violence. “OrguYO Santaneco” was born in September 2010, when the AJR first met with Santa Ana’s large CMPV and its Mayor to develop the beginnings of the AJR Violence Prevention Plan. “OrguYo Santaneco” arose from what was said to be the common denominator of the “Santaneco”, his pride. AJR bet on that this same pride would move citizens to care for their young. A draft logo was presented to the CMPV and Mayor to be validated. After minor adjustments the logo and brand were finalized. A date was defined for the launch of the Violence Prevention Plan in Santa Ana’s grand central square, with citizens gathered around facing City Hall. Guests from all sectors of the municipality and community members would be on hand.



Multiple generations attend the Santa Ana launch of the Violence Prevention Plan.

Each organization represented in Santa Ana’s CMPV was involved in the launch from logistics to their participation in the event. AJR and CMPV established alliances with the private sector to seek sponsorship to produce graphic banners to be strategically placed around the city and reinforce the Prevention Campaign theme. And so it was that on December 3, 2010 at 6PM, the park square filled with community members and rows of teenage youth. After welcoming words from Mayor Francisco Polanco and the CMPV, youth sat discussing in whispers as a documentary prepared by AJR presented violence statistics in El Salvador and featured youth from Santa Ana, telling stories of how violence impacted their lives.

The Mayor explained the interventions that will fall under the new prevention plan to community members. The SICA representative commended the community for their commitment to violence prevention and Jennifer Link, Head of the Democracy and Government Office at USAID Honduras, spoke to community members, the CMPV and guests, with regards USG support and the need to embrace prevention collectively. The evening ended with the lighting of Christmas fireworks by the municipality.



USAID DG Director Jennifer Link addresses community members on their role in their community's plight to prevent violence.

**Analysis**

The greatest challenge found during this launch was in rallying Committee Member's around this launch. As is stated in a later section of this report, the CMPV in Santa Ana is large and inter-institutional in its structure. Unlike the CMPV's of El Congo and Chalchuapa, it lacks members representing municipal institutions. Commitment to the tasks and logistics that needed to be finalized on the part of some institutions, was not managed by the CMPV which lacked leadership in this regard. This caused event day logistics to be complicated, though major problems were solved with AJR's support. A lack of commitment by some institutions, can lead to weak logistics becoming a weak point of the event. Creative will work closely with the CMPV to deepen its cohesion and team spirit as a group, this is fundamental to the CMPV's ability to manage the Prevention Plan.

**"Todos por Chalchuapa" Launch Municipal Prevention Plan**  
**December 11, 2010 6 PM**



In the company of the CMPV and USAOD, The Mayor of Chalchuapa speaks to communities at the Launch of the Municipal Violence Prevention Plan

Chalchuapa in the municipality of Santa Ana is home to two archaeological complexes from the late Classical period. Yet the Tazumal and Casa Blanca pyramids, colonial church and cultural history are not a sufficient part of the local experience because security conditions are weak and communities and youth in particular, lack jobs and training opportunities. Where the city has tourism plans and welcomes visitors, communities and youth in particular, need to be brought into those plans through training and employment opportunities, facilitated by AJR, CMPV and the municipality. Consultations between AJR and the CMPV and Chalchuapa Mayor's Office quickly made it clear in September



Two friends in Chalchuapa watch the Violence Awareness video calling them to action in their Municipality.

2010, that solidarity would be a main theme in the city’s brand, “Chalchuapenecos” working together for the municipality, should feature prominently, it was determined. The Mayor and CMPV proceeded to plan the presentation of Chalchuapa’s Prevention Plan before its citizens. Responsibilities were divided among stakeholders and in the run-up to the December 11, 2010 launch of the Prevention Plan, AJR provided assistance as needed. Local actors showed commitment to planning and quickly the idea emerged for a combination, youth extreme sports, music art and fashion theme, culminating in the presentation of the Prevention Plan.

On December 11, women food vendors took up spots alongside the park, setting tables for guests as the sun began to set. A youth skating club set up ramps in street on the opposite side of the park and a youth drumming band made its way through the park, bystanders enjoying the passing music. A stage in front of City Hall facing the park, was lined with red and white balloons, the municipal colors and community members took their seats, followed by two rows of guests. The community was welcomed by the Mayor and a fashion presentation by a local school and inspiring musical presentation by El Salvador’s only police music band, played. An inspiring presentation by a leader of a local ADESCO or community social organization, was given. The speech was a call to better days for Chalchuapa’s youth.

Community members in the crowd placed their arms around each other while an awareness video presented violence statistics in Chalchuapa and featured youth from Chalchuapa telling stories of how violence impacted their lives. The objective of this video was a call to prevention action directly to community members. Deputy Director of the USAID Democracy Office, Michelle Parker, congratulated youth on their spirit and their cause in search of reversing violence, pledging assistance through the AJR USAID-SICA. As the Mayor of El Congo, his neighboring municipality, sat listening in the crowd, the Mayor called on every Chalchuapa citizen to come to the fore and commit to prevention for the sake of youth. He raised a communication tool, a didactic card stating “Bien Hecho” and “Mal Hecho” (*Well done and Badly done*) and invited everyone to use these to point out strong and weak violence prevention behavior of their fellow citizens. Cards will be widely circulated and part of a larger campaign on values. The evening ended with a traditional annual Christmas fireworks display by the municipality.



A local band made up of members of the police captures the audience at the Violence Prevention Plan Launch in Chalchuapa.

**Analysis**

The Mayor of Chalchuapa gradually adopted the prevention plan, which is to be expected. AJR noted a turning point after the change of venue and date of public release of the prevention plan. From this point forward, the provision of human resources, and financial resources to launch the event, and his willingness to assign staff to implement activities under the prevention plan, became very notable. This underscores the importance of the AJR’s facilitating role in all three launches.

The greatest challenge noted by AJR in the launch of the Violence Prevention Plan was the image of the municipality since the CMPV could not define the graphic image they wanted for their brand. Some members called for a tourist image and others sought a city brand. AJR sought to explain in detail that the brand was designed to underpin and support the violence prevention plan.

**Grants**

**I. GRANTS CLEARED THIS QUARTER**

The following grant proposals were presented to USAID for approval. All grants were approved as follows:

Country	Grant
El Salvador	OC Por Mi Barrio La Trinidad, Nahuizalco, Sonsonate, El Salvador
Honduras	Launching & Strengthening of Public/Private Coalition for Insertion of Ex-gang Members into the Labor Market- Honduras
Honduras	Outreach Center Por Mi Barrio Suazo Córdova, San Pedro Sula, Honduras
Honduras	Outreach Center Por Mi Barrio La Amistad, Choloma, Honduras
Honduras	Outreach Center Por Mi Barrio Los Ángeles, San Pedro Sula, Honduras

Grant agreements for all approved outreach centers in Honduras and in El Salvador, as well as other grants will be signed in the month of January.

Training for the grantees will be carried out by finance and administrative personnel to ensure proper management of funds.

## II. **STATUS OF OUTREACH CENTERS AND PREVENTION GRANTS**

Attached please find in Attachment I a breakdown of Grant funds obligated for outreach centers and prevention grants through December 31, 2010 in Guatemala, El Salvador, and Honduras.

### **Honduras**

During this period, the technical process for the selection of communities was finalized by the project for participating municipalities located in the north coast of Honduras. This in turn, allowed for the execution of the RFA (Request for Application) processes for implementation of Outreach Centers (OC's) in the cities of San Pedro Sula, Choloma and La Ceiba. The RFA process started during the last quarter, continued for the Central District (cities of Tegucigalpa (including the Comayaguela area).

The Honduras based Grants Manager prepared and finalized OC and micro-enterprise proposals, which at the time of this report, were generally in a final draft stage. By the end of this period, four proposals (one for prevention services and three for OC's with their respective micro-enterprises) had been given clearance by the USAID/Honduras and approval by the USAID/El Salvador offices.

In order to better visualize and keep control of grants in process or under negotiation, a Grant Status Report was designed by the Component Coordinator. The December 31, 2010 status report is attached to this submission.

The USAID/El Salvador office authorized the hiring of a bilingual local consultant in Honduras starting December 27, 2010 to provide assistance to the Component Coordinator in finalizing Spanish language proposals and preparation of English language Summaries. The support helps to avoid a bottle neck, as most grants proposals are coming to AJR at the same time.

Efforts to establish alliances in Honduras were very limited as concentration on proposals will continue to require full-time attention in order to commence and meet the OC implementation target date of March 2011. Thereafter, grants emanating from the Actions Plans of the Municipal Violence Prevention Committees (MVPC) will follow.

### **RFA processes guided in San Pedro Sula and Choloma, Department of Cortes and La Ceiba, Department of Atlantida**

During the period, RFA processes for implementation of Outreach Centers for the cities of San Pedro and Choloma in the Department of Cortes and La Ceiba in the Department of La Ceiba, all in the north coast of Honduras, were carried out. Considering the fact that most partners from selected communities had little or no experience in drafting project proposals, the AJR-Honduras team made the decision to follow a more direct approach and assistance in this regard. It was decided to have an informative training activity, where the RFA Process and OC proposals and budget documents were explained in detail in one-day workshops for each city. After this first workshop, future OC implementers received hard copies and an USB containing electronic versions of documents with instructions to commence gathering data and information required to write the proposals. A second workshop was scheduled to bring together future implementers and community volunteers to proceed, with project field

and technical staff support, to write a draft of each proposal. The workshops were carried out first with an Information and RFA Documents Presentation Workshop, October 16, 2010 in San Pedro Sula and Choloma, a Draft Proposal Preparation Workshop was held on October 22-23, 2010. In La Ceiba, the Information and RFA Documents Presentation Workshop was held on October 30, 2010, followed by a Draft Proposal Preparation Workshop on November 30, 2010. The grant proposal draft preparation process has been both time-consuming and difficult due to the distances and great deal of travel and effort required of project staff.

**RFA processes Central District (Tegucigalpa and Comayaguela)**

In Tegucigalpa, grant interventions do not occur under an explicit municipal process, concept papers were received from pre-selected possible implementers for OC's and Prevention Services.

A committee composed of the technical team and the Country Director, reviewed the concept papers received on October 12, 2010. After a thorough analysis and discussion, a number of organizations were asked to submit proposals for OC and/or Prevention Services using the same RFA guidelines. The Grants Manager provided support and liaison with OC and prevention services proposal preparation with partners for the Central District and Puerto Lempira. However, at this time with the amount of pending proposals to be submitted and approved, it is unlikely that this support will be able to continue given volume of new grants. Central District (Comayaguela and Tegucigalpa) and prevention services proposal preparation will require close attention by project technical staff during January 2011, in order to have these finalized and ready for submission to USAID/EI Salvador.

**ACTION PLANS FOR EL CONGO, CHALCHUAPA, AND SANTA ANA, EL SALVADOR**

The action plans to carry out Youth Violence Prevention Programs in El Congo, Chalchuapa, and Santa Ana, El Salvador were approved this quarter and a Letter of Understanding was signed with the municipal authorities of El Congo, Chalchuapa and Santa Ana. The launches of crime prevention action plans, before community members in each of the municipalities, is described in subsequent sections.

Funds totaling \$875,000 were obligated under the Grants line item to carry out the respective youth violence prevention activities of the Action Plans.

## V. ACTIVITIES IN THE PIPELINE

### New Outreach Centers

#### El Salvador

- (1) New outreach center proposals will be presented for approval next quarter. It is expected that a total of 35 outreach centers will be established, 10 in El Salvador and 25 in Honduras.
- (2) Small and Medium Grants for municipal activities will be carried out.
- (3) A new proposal to carry out a continuation of the Volunteer Support project by Universidad Francisco Gavidia will be prepared and sent to USAID for approval this quarter. This support will consist of Information Technology and English language training for outreach center coordinators, volunteer workers, and beneficiaries.

## VI. COST SHARING

Cost sharing for the project through December 31, 2010 is as follows:

Country	Previous Amount	Oct-Dec 2010	Total
El Salvador	\$ 350,993.02	\$ 55,302.83	\$ 406,295.85
Honduras	\$ 380,892.49	\$ 93,389.87	\$ 474,282.36
Guatemala	\$ 108,657.81	\$ 28,696.57	\$ 137,354.38
TOTAL	\$ 840,543.31	\$ 177,389.27	\$ 1,017,932.59

## VII. PROCUREMENT FOR OUTREACH CENTERS

Procurement of IT equipment for outreach centers in Honduras and El Salvador will be made in coordination with our home office to ensure that all required regulations are met.

Other procurement for outreach centers will be carried out by AJR local offices in coordination with the outreach centers.

Annex 1, Grant Status Report December 31, 2010, provides a detailed overview for each of the grants by municipality.

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

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

#### El Salvador

The majority of OCs will fall under Activity Four Merida/CARSI funds. The next OC to open its doors under Activity One is located in Nahuizalco, in the north east of El Salvador. In the municipality of Nahuizalco, about half of the population of 49,000 are children and young people. Ten of Nahuizalco's fifteen districts are considered hot beds of crime and youth violence. High illiteracy rates, teenage pregnancy, and lack of education, are common place.



AJR Regional Director, Harold Sibaja joins partners of a new OC in Nahuizalco after the signing ceremony.

The AJR team continued technical assistance meetings with the Nahuizalco OC partner to discuss the proposal and budget for the implementation of the *La Trinidad* OC. At the beginning of the quarter, the team met with the Mayor who confirmed his interest and commitment to the Outreach Centers in the municipality. The *La Trinidad* OC proposal was finalized and signed by the

expected partners: the church pastor and the mayor of Nahuizalco. The signing occurred on November 13<sup>th</sup>, and the signatories included Mayor Dr. Jorge Patriz; Harold Sibaja, AJR Regional Director; Roberto Rivera, Pastor Iglesia Cristiana Josué Nahuizalco; Danilo Menéndez (Pro Secretario CMPV); Lidia Rauda, CMPV's Vice President; José Mirón, Pastor at Josue Sonsonate Christian Church; and Florentino Zetino, community leader. Once operational in February 2011, this Outreach Center will provide music classes, drawing and painting classes, dance classes, tutoring, computer and English Classes, education equivalency classes and training in electricity and baking. The Outreach Center will commit to providing youth with several jobs as a part of an effort to strengthen this aspect of Outreach Centers.



En OC Coordinator receives her digital grade/computer maintenance diploma at the University of Gavidia, an AJR partner in El Salvador.

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

As reported last quarter, at the end of this quarter, on the campus of Francisco Gavidia University, the closing of the course in Computer Maintenance took place. Certificates were provided to an extraordinary fourteen young people and Coordinators from the "For My Neighborhood" Outreach Centers (Lourdes Colón, Barrio Lourdes, January 13, Melendez and Chintuc II).

These youth and Coordinators, through their training at OC's by University students, all received their digital grade certification provided through the University. A scanner and USB flash drives were delivered to each Outreach Center on behalf of the University after the graduation.

Established Outreach Centers are being strengthened under the AJR. These OC's include Barrio Lourdes (San Salvador); Lourdes (Colon); Melendez (Soyapango); 13 de enero (Mejicanos) and Chintuc II (Apopa).

The AJR in El Salvador is doing this according to benchmarks of a strengthened OC Model. The model includes a number of services which are referenced below:

1. **“Challenge of Dreaming My Life” Desafio Soñar Mi Vida Life Skills Training:** The AJR is in the process of designating a schedule and selecting participants for the provision of this life skills TOT training through OC's. Results distribution has been determined by community, and training will be linked to outreach centers in the communities. In February 2011, AJR expects to train 75 multipliers in the municipalities of Santa Ana, Chalchuapa and Congo, and later schedule workshops in the communities of the municipalities and Outreach Centers.
2. **IT Skills Strengthening:** As a result of the extension agreement with the Universidad Francisco Gavidia, 300 beneficiaries will be trained in IT in the Outreach Centers that will be implemented in the municipalities of Santa Ana, Chalchuapa and the Congo (100 in basic IT, 100 in advanced IT, and 100 in Advanced Computer Maintenance), 10 coordinators and 10 volunteers in basic IT, advanced IT and computer maintenance. The idea is that training will be multiplied through volunteers attending the first round of training and thereafter teaching at Centers. AJR will provide guidance to this process. Nahuizalco is the only new Outreach Center that will not fall under this agreement, AJR will seek an alternate solution for IT courses to be provided at this Center. This grant will be signed imminently.
3. **English language Skills Strengthening:** As a result of the extension agreement with the Universidad Francisco Gavidia, 100 beneficiaries will receive English training. (50 in Basic English I and 50 in Basic English II) through courses provided by student volunteers who will travel to the Centers. The idea is that training will be multiplied through volunteers attending the first round of training and thereafter teaching at Centers. AJR will provide guidance to this process. Nahuizalco is the only new Outreach Center that will not fall under this agreement; AJR will seek an alternate solution for IT courses to be provided at this Center.
4. **Developing youth-focused microenterprise models:** This component of strengthening, which includes the creation of a micro-enterprise to help with the support of OCs and with the training of youth, is being studied. In existing OC's new micro-enterprises are not slated to be supported as in new OCs. Some OC's have micro-entrepreneurial initiatives. AJR is considering how these can be supported.
5. **Volunteerism development-** AJR will establish contact with volunteer driven institutions that have a presence or reach in the intervention communities, generating training to be

provided by volunteers. It will work with OC's to develop a Plan for Volunteerism and that new volunteers are generated through existing training at each OC.

6. **OC Sustainability-** This component of strengthening *includes the creation of a micro-enterprise to help with the support of OCs but also with OC's having a stronger understanding of how to leverage resources, work in alliances and maximize local support. Creative will be analyzing this over the coming period.*
7. **OC Network Development-** This Network component has not yet initiated. AJR intends to begin building this component in the new year, beginning with frequent meetings with the Coordinators of existing OCs, who are in touch amongst each other and who count several natural leaders that could be key to this component. Next quarter, when new OC's open, existing Coordinators will be invited to launches and will get to know Coordinator colleagues. AJR sees these steps as crucial to establishing an OC Network.

During this quarter, communications was maintained with "Outreach Centers in Lourdes Colón, Barrio Lourdes, 13 de enero, Melendez and Chintuc, as well as through visits and technical assistance in order to identify strengths and weaknesses and to plan the first quarter of 2011. The five established Outreach Centers are weak in the area of recreation, especially with regards to games and other recreational activities. Recreation is among a list of areas that will be strengthened; volunteerism, English, IT and micro-entrepreneurial initiatives are other key areas according to the OC Model.

In December, a list was made for the adequate equipping of new Outreach Centers. The list includes games, music, computers, sports, tutoring, English and entrepreneurship training. This list is based on the components of the Outreach Center Model. Outreach Centers will be improved and standardized in the coming months, according to the experience gained in developing proposals for the new Centers. In order to systematize the methodology of the OCs, AJR evaluated the content of courses and workshops taught in OCs, the creative use of leisure time, as well as the volunteering strategy to establish a model based on experience. AJR acknowledges the need to provide tools to its Outreach Centers, offering some content for certain training provided at Outreach Centers, including that provided in English and IT, for example. Terms of Reference are being drawn up for a consultant to assist in developing curricula for certain courses at OCs.

At the Chintuc II Outreach Center, several meetings were held in October and November with the president of ADESCO, the city's councilman, and the local promoter and Coordinator of Outreach Center in Chintuc II, Apopa with the aim of advancing the implementation of the Outreach Center, finishing its equipping and finalizing leverage procedures and payments. The Center's performance since it opened in August is yielding results, however the process for it to be fully operational has been rather slow due to the pace of municipal processes. The Center will be considered fully functional once all equipment and all courses or activities are in place.

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

**El Salvador OCT-DEC 2010**

Beneficiaries OCT-DEC 2010								
OC	Signed up	Male		Female		Total	Hours	Hrs/Ben
Barrio Lourdes	21	37	61%	24	39%	61	1,311	21
Melendez	0	58	72%	23	28%	81	3,158	39
Chintuc II	21	12	60%	8	40%	20	500	25
Lourdes Colón	112	122	43%	160	57%	282	6,683	24
13 de enero	29	40	53%	35	47%	75	1,730	23
<b>TOTALS</b>	<b>183</b>	<b>269</b>	<b>52%</b>	<b>250</b>	<b>48%</b>	<b>519</b>	<b>13,382</b>	<b>26</b>

Volunteers OCT-DEC 2010								
OC	Signed up	Male		Female		Total	Hours	Hrs/Vol
Barrio Lourdes	0	7	70%	3	30%	10	84	8
Melendez	0	2	67%	1	33%	3	32	11
Chintuc II	0	18	90%	2	10%	20	934	47
Lourdes Colón	4	13	39%	20	61%	33	2,097	64
13 de enero	0	8	40%	12	60%	20	1,054	53
<b>TOTALS</b>	<b>4</b>	<b>48</b>	<b>56%</b>	<b>38</b>	<b>44%</b>	<b>86</b>	<b>4,201</b>	<b>49</b>

During the quarter October to December, in OCs in El Salvador 183 youth registered for services, 519 young people were beneficiaries\* of the various services offered in the OC. Disaggregated by gender, 52% are male and 48% are female. Recipients of services attended the OCs for 13,382 hours, representing an average of 26 hours participating in the activities of OC per Beneficiary. It is important to note the participation of volunteers in the OCs, four youth registered as volunteers during the period, 86 are active volunteers\*\* across the Centers. Disaggregated by gender, 56% are male and 44% are female. Volunteers were at the OCs for 4,201 hours, representing an average of 49 hours per volunteer.

\*-AJR defines an OC beneficiary as having accessed at least ten hours of training or services.

\*\*- AJR defines an OC volunteer as having provided at least ten hours of training or services.

At OCs in Honduras, 794 youth registered for services, of which 403 young people were beneficiaries of the various services offered in the OC. Disaggregated by gender, 51% are male and 49% are women. Recipients of services attended the Outreach Centers for 13,025 hours, representing an average of 32 hours participating in the activities of Outreach Centers per recipient of prevention services. It is important to note the participation of volunteers at the Outreach Centers, 121 youth registered, and 69 are active volunteers. Disaggregated by gender, 39% are male and 61% are female. Volunteers spent 9,937 hours at the Outreach Centers, representing an average of 144 hours per volunteer per week. Outreach Centers in El Salvador have less than a fourth the volunteer hours of Honduras recorded in the M&E tracking system and the percentage of male/female volunteers is exactly inverted between Centers in El Salvador and those in Honduras. In the coming months this system will allow the AJR to analyze the use of services at Centers and attendance by beneficiaries and volunteers alike.

*--Note: The Outreach Center, 13 de enero in El Salvador is not included in the data collected as a result of complications with data; we will seek to include it in the next report. In Honduras, the Buenas Nuevas OC will not be reported upon in the coming quarter pending resolution of a key operational issue.*

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

**El Salvador**

**Violence Diagnostic Presented to Ten Sectors of Salvadoran Society . Reading Terrain for Youth Movement for the Prevention of Violence**



Armando Jimenez, Public Policy Coordinator, presents findings of the Violence Diagnostic to stakeholders from various sectors of Salvadorian society.

As reported last quarter, an important building block for this result area lies in creating an advocacy base for this Movement in El Salvador and Honduras. Between November 22 and December 1, 2010, AJR presented the results of this extensive diagnostic, conducted completed in the Spring of 2010. Though studies have been conducted before, they have not been used to create awareness within and across sectors. By presenting findings to various sectors, AJR aims to revive discussions and foster new solutions to violence, analyzing and discussing solutions to violence.

AJR presented its Violence Diagnostic to 135 members of government institutions; members of the media; private businesses; youth organizations; higher education institutions; youth groups; churches; NGOs;

Mayors; national sportsmen and artists. Sessions with the university and government sectors counted the highest turnout of attendees whilst those with the media and private sector had much lower turnout. Sessions included a video on the impact of violence on the country; key findings from the study; and a segment devoted to discussion of results and impact and feedback tools for use by AJR in processing data. Novel ideas to prevent violence emerged

from the sessions, youth members of youth groups proposed a program that would serve as an incubator for youth microenterprises; sports people proposed a reactivation of student competitions with the participation of public and private schools; Mayors suggested revising education districts and redistributing them so students attend the educational institutions from their own municipalities as a means of promoting local development and preventing violence. Nine of every ten attendees expressed being interested in participating in activities to prevent violence.

A document has been prepared based on proposals at the sessions with the objective of stimulating sectors in attendance to become a part of prevention solutions. The compilation will serve as a primary input to the new Youth Movement for the Prevention of Violence. Sectors like churches, who have shown great interest in participating, will be targeted in future strategies. One hundred and ninety four ideas and means of putting them into practice, were proposed. A general perception at the sessions was that "prevention starts at home". Dozens of proposals around this perception include campaigns supporting values in the home and preventing intra-familial violence. Other proposals include the introduction of short courses to address lacking labor and training opportunities and greater focus on labor innovation with regards to the energy and artisanal sectors. Lacking prevention policies featured squarely in discussions, participants suggested international donors and national actors redouble efforts to develop local, municipal and national prevention policies that are interlinked and constructed by civil society in order to improve the use of resources.

In El Salvador young people between 13-25 made up more than 44% of homicides in 2009. More than seven young people are killed for every ten Salvadorans. An alarming percentage of cases (around 90%) go unpunished and detrimental effects on the economy, social patterns and civil society are increasingly felt. Communities are leaving their neighborhoods as a result of insecurity, causing a strain on resources in other parts of the country and leading to illegal emigration. AJR supported the in-depth study of violence in El Salvador, with a view to using these statistics to generate momentum for its efforts to support a national prevention policy in El Salvador and Honduras, Youth Movements for the Prevention of Violence and to support efforts to incept a Regional Policy for the Prevention of Violence.

### **First Preparations Youth Movement El Salvador**

This quarter, AJR convened a group of youth whose names came to Creative through various organizations, AJR staff networks and the Youth Secretariat with whom AJR has an alliance. AJR brought the group of youth leaders together to present the Youth Diagnostic and listen to issues the group sees as deterring action on the part of youth to deter violence in the countries as well as discuss opportunities. Among those issues raised by youth was support to legislation to neutralize the signal of cellular phones in prisons; to establish the Movement as a watchdog of public policies on prevention and security policies; the need for the design of media campaigns to confront the stigmatization many youth face and the need to develop programs that will improve the income and skill sets of youth and others. It was decided a follow on meeting would be held in early 2011 to begin actively forming a Youth Movement for the Prevention of Violence in El Salvador to a take up violence prevention advocacy.

**IND 2.1.1 Number of Youth Trained in Life Skills**

Four training sessions were held at three Outreach Centers this quarter in the “Challenge of Dreaming My Life” *Desafio Soñar Mi Vida* Life Skills Training. Twenty-four males and 17 females were trained for a total of 41 youth trained. As mentioned previously, the AJR is in the process of designating a schedule and selecting participants for the provision of this life skills TOT training through OC’s. Results distribution has been determined by community, and training will be linked to outreach centers in the communities. Training has already been provided, however.

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

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

Under this agreement 150 ex gang members will have access to life skills and training, 100 will rehabilitated and have accessed employment and 25 will have been treated for substance abuse.



Former gang members participate in FUNDASALVA assessments.

During the period, FUNDASALVA’s clinical team applied about 65% of its psychometric tests to candidates for reintegration identified by the program. It is still in the process of interviewing candidates to identify the suitability for project implementation. Forty-nine candidates have been interviewed and eighty-one psychometric tests have been applied. Psychological tests are still being graded. Assessment is developing smoothly. Interviews assesses whether the candidate is eligible to participate in the selection process. More than thirty candidates were identified for tattoo removal as a part of rehabilitation services.

Through this grant, FUNDASALVA is also improving the program's facilities in Guazapa, where day clinics are. FUNDASALVA is adapting the physical space with the minimum requirements (space, lighting, ventilation, electrical and others for the proper functioning of each of the activities to be developed). It also prepared the first workshop of psychosocial skills for life. The first workshop of psychosocial skills for life is self-esteem in order to promote healthy self-esteem. It is expected that all beneficiaries partake in this training.

The team also started to assess progress, difficulties encountered, case studies and feedback and develop action plans for several youth. These assessments are made two times a month.

**Desafio 100**

FUNDASALVA will be carrying out AJR’s previously applied, *Desafio* or *Challenge* methodology. Field visits to reference institutions from which youth may apply to Challenge

100 included: ULHAD, Remar, A living hope Victory Outreach, Just for Today rehabilitation center, HOCRAD, Men and Women of Prayer and The Door of salvation for the woman Alcoholic, Rio Grande. These are spiritual rehabilitation centers that have hosted young former gang members who are dedicated to working on the issue of drugs and gangs. Alliances been established with nine institutions to refer candidates to the program.

Lastly, FUNDASALVA developed awareness talks and explain the program to the institutions visited.

**Guatemala**

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

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

The 2010 project, "What we propose, we do." were a series of projects proposed by the Movement with the objective of disseminating public policy introduced last year.

The Youth Movement’s objective for 2010 has been to influence the implementation of public policy by showing that it is possible to reduce violence in response to vulnerable young people to practice what is proposed in the policy recommendations for the prevention of youth violence. Three specific objectives guide this work: 1) Implement Public Policy Recommendations to Prevent Youth Violence presented in December 2009 in at least two at-risk areas of Guatemala; 2) Inform Public Policy for the Prevention of Youth Violence in Guatemala;. 3) Strengthen the Youth Movement Against Violence.

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



Members of the Youth Movement against Violence in Guatemala present the 39 Days against Violence campaign to the media.

This Quarter on October 27, 2011, Guatemala’s Youth Movement Against Violence hosted, “**39 Días Contra la Violencia**” or 39 Days Against Violence, an awareness raising campaign focsaw major violence in October in the violent killing of a young woman. The zone normally does not see violence and AJR wanted to assist efforts to highlight the tragedy. The project incepted a Busito Against Violence, a small bus departed from the area of the killing and carried youth from the violent neighborhoods where AJR is piloting violence prevention programs. At 1900 hours nine dialogue on violence ensued in restaurants where the killings occurred on the 19<sup>th</sup> of November, 2010.

- **Launch of 39 Days against Violence:** Press Conference -27 October.
- **Preventing youth violence:** Talks on drugs, the importance of attending school and youth-led leadership. October and November.
- **Life Plan and I am a Citizen:** Training for young people to develop a plan.
- **Violence Prevention in the Community:** involving the community, family and the leaders of La Brigada. October and November.
- **Day Against Violence:** Prevention Stand the Brigada-31 October.
- **Bus Against Violence:** Travel Reforma Avenue and the Americas - 5 November 19.
- **Dialogue to prevent violence in Zona Viva:** Tables of dialogues with various stakeholders in restaurants in Zona 10-5 November.
- **Prevention budget to the Congress:** Request to Congress to allocate funds for the prevention of violence from 10 to 27 November.
- **Workshop with University students:** Violence Prevention- 4 December.

AJR conducted a press conference to publicize the proposals that emerged from the dialogue table in the Living Area to reduce violence. Conference was held at Café Saul in zone 10, where they performed one of the roundtables.

Media coverage of these events was excellent and created renewed awareness with regards the state of violence and its severity. AJR achieved publication in Unit, Noti7 and Prensa Libre.

### Advocating for Prevention Budget at Congress



Youth Movement members try to meet with the National Congress advocating for a national prevention budget.

While the national budget for 2011 was approved youth reviewed the draft and realized that there was no allocation of resources to prevention. It was decided to visit President of the Legislative Commission to present a proposal on the importance of prevention. On November 26, 2011 Members of the Youth Movement visited the National Congress. Youth ended up having to talk to a Deputy by phone because sessions were suspended. They submitted the proposal, “Better Safe than Sorry” which reminded Congress that the cost of investing in a young person vulnerable to violence is about Q. 260 (\$32) per month, while monthly costs to reintegrate young people after having committed a crime is about Q. 1,300 (\$162) –some five times as much.

According to experts who reviewed the budget of the Ministry of the Interior for 2011, although there is a specific target for the prevention of crime ("Establish and implement mechanisms to prevent crime and crime '), when studying the budget this policy area is nonexistent.

The prevention budget in Guatemala is part of AGENDA 11: PUBLIC SAFETY SERVICES. Solely responsible for this goal, apparently, is the National Civil Police and in no way can

they be seen interacting with other bodies responsible for crime prevention. The Movement requested Congress clarify in the budget of the Ministry of the Interior on how much is allocated to prevention, and the allocation of resources that can be invested in youth at risk, especially the most vulnerable in prevention programs with the support of the community, public institutions like the Ministries of Education, Health, Culture and Sports, Jobs, INTECAP (National Training Institute), etc.

**Requesting Educational Stipends at the Ministry of Education**

On December 15, 2010, youth met with the Deputy Educational Quality of the Ministry of Education, Mr. Miguel Angel Franco de Leon, in order to tell him about pilot projects in La Brigada and Ciudad Quetzal and to request a series of scholarships for youth in the neighborhoods. They shared that as the first recommendation of the Public Policy document is to provide opportunities for personal and professional youth for attaining a comprehensive education and as part of this is when young people finish high school. The Deputy Minister is committed to assisting and facilitating access to scholarships. It was agreed to contact him in early January to follow up on them.

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

**“Para Muestra Un Boton” (To Show a Button)**

**“Software” Actions**

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

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

**Life Plan Workshop trainings** were adapted from a methodology designed by Guatemala. Each participant wrote their life stories following a workshop on life plans. These life plans included ways that each beneficiary will achieve their goals as well the time it will take for these goals to become reality. The workshops took place in La Brigada and Ciudad Quetzal.

Place	Date	Type of training	M	F
La Brigada	Oct-10	Workshop	72	75
Ciudad Quetzal	Oct-10	Workshop	148	159
			220	234
		<b>TOTAL TRAINED THIS QUARTER</b>		454

Challenge

In late October, at the end of the school year, youth participation declined due to other activities in the vacation months. The program with support from school leaders expanded the number of workshops and added more flexible hours to increase youth participation in the workshops. This strategy proved to be successful.

**2. Family Plan: “My Family First”**

The "First my Family" was adapted based on a methodology adapted by one provided by GuateAmala and used by the Movement in 2009. By means of this the families of the communities of Ciudad Quetzal and La Brigada learned to dialogue and reconcile agreements and resolve conflicts within the family unit.

In Ciudad Quetzal during the workshop "First my family" the interest of parents in this type of workshop was impressive. The activity took place during the delivery of grades, which allowed parents to take two additional hours that were scheduled to participate in the project. In the community of La Brigada, the activity took place during Health Week, held during the day Sunday, in which several family members took part. Many families expressed wanting to improve their economic situation and look for better communication between them.

Place	Date	Type of training		M	F
La Brigada	oct-nov 2010	Workshop		110	120
Place	Date	Type of training		M	F
Ciudad Quetzal	oct-nov 2010	Workshop		106	114
				216	134
<b>TOTAL TRAINED THIS QUARTER</b>					350

**3. Community Plan: “I am a Citizen”**

The workshop, "Community Plan: I am a citizen" sought to have participants reflect on the community where they currently live, followed by the projection of how they would view their community, ending with a proposal for immediate action for their community (a cleaning project, volunteer hours at an institution of assistance to the community or similar) depending on the type of proposals made and others are as proposed at the discretion of the institute or in charge of the proposal.

In this workshop, held in October and November, youth were proposed to improve aspects of their communities and cleaning of streets and neighborhoods, among other projects. However, some youth projects also included proposals to improve safety, values and awareness for neighbors, as well as cultural activities such as parades and plays. An important aspect is that youth projects implemented pilot community projects in their communities, managing their own resources and involving their neighbors and relatives. Part of the strategy for this training includes that it be multiplied. A lesson learned is that it is key to provide continuity to those implementing community projects, to support to the organizers.

Place	Date	Type of training	M	F
La Brigada	Oct-Nov 2010	Workshop	62	69
Ciudad Quetzal	Oct-Nov 2010	Workshop	107	116

169 185

TOTAL TRAINED THIS QUARTER 354

#### 4. Youth in Conflict/Conflict Resolution Workshop

At the conflict resolution workshops held by AJR, youth leaders were taught simple ways was demonstrated sit down and resolve difficult situations faced by most community leaders, showing them how to see the conflict and be able to deal with conflictive situations in communities. This talk was extremely positive as leaders learn to resolve conflicts not just from a single point of view, the expert was asked to visit each attendees' communities, to teach additional leaders such techniques.

Place	Date	Type of training	M	F
Youth in Conflict	Oct-10	Workshop	24	26
Conflict Resolution Workshop	Nov-10	Workshop	21	27
<b>Total</b>			<b>45</b>	<b>253</b>

TOTAL TRAINED THIS QUARTER 298

#### 1. "Prevention In Action" Talks

Talks Prevention in Action were held in educational institutions, companies and universities, promoting the prevention of youth violence through awareness talks, awareness and call to action. The goal of 1,000 people was passed this quarter, managing to reach 1,149. These are held by an ex-gang member and had extensive impact across sectors in terms of making clear how prevention must be understood to start with each citizen.

Place	Date	Type of Training	No. Participants
Colegio Lehnsen "Las Américas"	1-Oct-10	Workshop	93
Instituto Nocturno Alberto Mejía	11-Oct-10	Workshop	41
Instituto Privado Experimental	21-Oct-10	Workshop	50
Café Capeuleu/Empresa	8-Nov-10	Workshop	18
Instituto Esperanza Juvenil	19-Nov-10	Workshop	40
Universidad UPANA/ Psicología	20-Nov-10	Workshop	70
Universidad USAC/ Psicología	22-Nov-10	Workshop	52
Universidad USAC/Administración	26-Nov-10	Workshop	92
Claro, Planzas/Empresa	17-dic-10	Workshop	59
<b>Total</b>		<b>TOTAL TRAINED THIS QUARTER</b>	<b>515</b>

## “Hardware” Action

**Witnessing “Prevention In Action”** On December 17 at 07:00 a.m. we met Augustin at SARITA, a restaurant where we were invited before a “Prevention In Action Talk” to employees of a cellular phone company. The Chief Regional Manager, Sales Management Manager and Supervisors of the cell phone company, 59 people including young people attended the talk. It was impressive to see the faces of the participants who were aware of the talk, many of them told us they were victims of violence and living in high risk areas.

Augustin Coroy, ex-gang member, told of his own past as a gang-member and opened the floor to talk about violence and the experience of being perpetrator and victim. Upon completion, the Regional Head of Commercial Department approached Agustin, excited about the talk and testimony, commenting that he could finally understand why violence starts. He also shared his understanding of the importance of job opportunities for is looking for this chance. "Today I realized that if we had the opportunity to view a young man with encouragement and honesty, we contributed to society by providing it a criminal less" said the Regional Manager. The idea of a volunteer project at the cell phone company emerged, to change part of the difficult situation that exists today, through a small step, in the workplace. Agustin and the Regional Manager exchanged business cards and are to talk more mid-January 2011.

By Sandra Julissa Guerra Olivares, Logistics Officer, AJR USAID-SICA Guatemala

On December 11, 2010 in Ciudad Quetzal, the “La Manita Contra la Violencia” saw participation by 55 youth who came out to a school to paint the walls and demonstrate a will to improve the environment of this community. The event brought together members of the Youth Movement Against Violence and Community members.



Members of the Youth Movement against Violence and community members from Ciudad Quetzal participate in the La Manita Contra la Violencia campaign.



Youth preparing for the La Manita Contra la Violencia event.

**Objective : Strengthen Youth Movement Against Violence**

**Leadership Seminar**

This quarter, with the participation of over 109 young people, on 4 December, 2010, the seminar "Lead, a weblog that will change tomorrow" allowed disclosure of the current situation of the country and led the drive to foster skills in young people. Youth had the opportunity to explore, interact, discuss and propose the best actions to positively affect the social, economic, political, business and environmental, as well as help in reducing youth violence. Young people were trained initially through techniques taught by leading international company Franklin Covey. A panel of three Guatemalan personalities shared information on key pillars of youth development.



Youth Movement and community members participate in a leadership conference.

Each presented for 20 minutes their history, achievements, their dreams for the future and recommendations for youth. The panel included the following focuses on leadership: Luis Armando Jocol-Entrepreneurial Leadership; Antonio Coro-Public Service Leadership and Maria del Carmen Aceña-academic and community leadership. After questions and answers, each youth took a personal commitment to their community and country as well as the actions of a university network. Franklin Covey's presentation "The program of The 7 Habits of Highly Effective youth, was designed inviting changes in your life attitude, the stronger on issues of how to improve communication with others, time management, productivity, be responsible for the decisions you make, a short-term vision based on a commitment to building the future you want to have to grow internally and become permanent winner in the race of life.

**Insertion/Rehabilitation**

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

**Guatemala**

**Graduation Day for Ex Gang Members at Peronia**



Former gang members receive training diplomas.

Since February 2010, forty-five youth have been trained in Ceramics including building clay, enameling techniques, use of scrap materials and use of the kiln. Youth have received a stipend for their time working at the workshop. In December seventy-one youth received training diplomas in November 2010, 41% in more than two courses One hundred and twenty-five diplomas were received by youth.

Participants’ relatives, such as grandparents, parents, and siblings, attended the graduation event and expressed their appreciation and satisfaction for seeing their kids being trained. There were approximately 200 people, including Pastor Mardoqueo and his wife. Mass meetings with these youths are quite emotional. Joy could be seen in both the youth’s faces as well as in the faces of those who collaborate. Pastor Mardoqueo was satisfied after having achieved trainings and certifications from INTECAP (National Training Institution) for 71 youth.

**Maritos Gang, Final gang in Peronia-- Approaches “Unidos Por La Paz”**

Sixteen members of the *Maritos* - the sixth and final gang in Peronia to not have initiated reconciliation, leaving their lives of violence behind, -this month expressed wanting to lay down arms. “This last group of youth reconciling means we can consolidate peace, we could be the first red zone in Guatemala to declare itself free of gangs”, says Pastor Mardoqueo.



Pastor Mardoqueo embraces former gang members as they agree to leave the maritos gang.

In November, the violent *Maritos* gang, came to Pastor Mardoqueo of Unidos Por La Paz, eager for reconciliation. The paid by merchants and neighbors of Ciudad Peronia, who at the reconciliation moment of these two important and dangerous gangs, on July 1st, 2009, saw their work diminished as members of three other gangs also took advantage of this peaceful environment.

The *maritos* members accepted the reconciliation process during a public event, which took place on November 30th. These members were asked to step forward; doing so was very difficult for them. Nevertheless, this was finally achieved by the attendees’ applauses for 4 or minutes. Pastor Mardoqueo highlighted their courage to step

forward and make the decision to become part of UNIDOS POR LA PAZ. This ended with ex-bosses of the other 5 gangs hugging each other, and the event’s attendees declaring, “Welcome!”

As part of the reinsertion process of the *Maritos* gang members, a leader of *Tierra Deseable* Church has been monitoring gang members and providing them with spiritual advice for some months. This assistance has been provided in addition to what the Pastor does as church leader. Next steps are that the youth access training.

**“Papi-futbol” Tournament Begins at Peronia**



Former gang members participate in the Papi-Futbol tournament in Peronia, Guatemala.

On November 30th, at 12:00PM, *Papi-futbol* Tournament, which is currently being held on Tuesdays at *Tierra Deseable* Church, began. Two leaders from the church will be responsible for controlling the teams, and the enrollment period for the tournament will remain open for those who would like to participate at a later time. Five teams have already registered (approximately 60 youth).

The tournament's objective is to be part of a healthy coexistence with others, while being active, which is tremendously important to their quality of life.

### **Ceramics Bazaars to Sell Ex-Gang Members' Products**

Four Bazaars were held this quarter to continue to sell works created by ex-gang members in the Ceramics Workshop. Two were held at the facilities of NGO, *Fe y Alegria* School, and one activity executed by the community, celebrating Women's day in October and a citizens' fair in November 2010. An ongoing sale was held at INTECAP and an exposition and sale were held at Petapa Mall.



Former gang members present their artisanal ceramics and an INTECAP fair.

### **Culinary Training Provided to Ex-Gang Youth**

Nine ex-gang youth have been trained in professional culinary skills. The Office of the First Lady of Guatemala obtained a space for the kitchen, professional oven and equipment, INTECAP provided professional grade training including in food preparation, hygiene and sales. Youth showed off their newly learned skills in the kitchen a few months ago.

During the reporting period, food was provided every weekend to over 1,400 children in October and November. Lunches will be resumed in February 2011. Lunches and refreshments were provided to the members of the Community Development Council in November and December. In the community, youth provided breakfast, refreshments, and affordable lunches provided to the community the whole day. Volovanes, empanadas, pizzas and cakes are produced to provide youth from the United for Peace Club with a source of income. This food is sold in communities, streets, and on buses.

### **Potential follow-on grant**

A new phase of funding for Peronia is under consideration. AJR wants to develop a model for rehabilitation and insertion. A proposal was prepared to consolidate the rehabilitation process in Peronia, aiming to strengthen the club and microenterprises and provide additional training to ex-gang members.

**IND 3.1.3 Systematization captures Peronia reinsertion experience including outlining those components most critical to the success of an effective reinsertion program in addressing social needs, economic needs and educational and training needs.**

The Peronia reinsertion process systematization taking place in Guatemala, was submitted for review at the end of the quarter in draft form, AJR is currently reviewing this document.

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

**El Salvador**

As a part of its efforts to liaise with government actors responsible for prevention policies, the AJR will reestablish contact with the Director of Youth at the Ministry of Social Inclusion, Mr. Miguel Pereira, with whom it met in the first quarter of the program's extension. To jumpstart collaboration on crime prevention public policy initiatives, the introduction between leaders of the Movement, which will develop an advocacy agenda, and the director of the Youth Secretariat, which has as its mandate the development of policies, is an important working alliance with regards communication of future activities by both entities. AJR will also be meetings with the Programa de Prevención y Paz social (PREPAZ) or the Prevention and Social Peace Program with an eye to coordinating future municipal level prevention initiatives. The Technical Executive Unit of the Justice Sector and National Police are considered key alliances in developing public policy initiatives or campaigns targeting prevention. Both groups attended the presentation of the Violence Diagnostic and will be sought out again by AJR.

**Secretariat Offers Slots to Thirty Youth in AJR Municipalities at Youth Development Camp**



Youth from AJR communities participate in a Ministry of Youth Affairs Volunteer Camp.

Fifteen youth from selected communities in the three municipalities supported by AJR participated in a "National Volunteer Camp" put on by the Ministry of Youth Affairs between December 12-14, 2010. The camp's focus was volunteerism and the strengthening of their service ethic. Youth from the three municipalities attended the camp which included working groups ice breakers and other exercises. Two AJR staff accompanied the youth. From the experience of the almost 30 young people from AJR target communities participating in the Volunteer Camp, a few perspectives came through. Most of these youth were fervently interested in joining batucada

(drumming) clubs in their communities; this point highlights the need to contact the youth community with other youth groups and to broaden their perspective.

## Challenges

In developing crime prevention public policy initiatives/campaigns which advocate crime prevention policies, the AJR's strategy must take into account the policy and Youth Plan the Policy and Justice Plan and the National Violence Prevention Plan being adopted by the government. What this means is that once the Youth Movement develops advocacy items, these seek to be complementary and to strengthen existing national policies from the civil society perspective. The challenge will be accomplishing this while carefully guarding to political autonomy of the Youth Movement for the Prevention of Violence. While coordination with government and other entities on prevention policy initiatives is key, the AJR's activities must be driven by the program's own objectives and those of civil society and should not be carried out so as to be able to be misconstrued as being actions of the government itself.

## Lessons Learned

Youth violence is an acute issue for the Salvadoran government and of great political interest. Public discussion should be directed at solution to violence more than at the identification of its causes. Plans and criteria on how to prevent violence are plenty. Youth have the potential of being a very strong sector in fostering prevention initiatives as long as these actions succeed in not being politicized.

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

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

The situational analysis and qualitative assessment in the three countries saw major progress this quarter.

#### **Situational Analysis and Qualitative Assessment based on Closed Case Studies**

During the months of October through December meetings were held with juvenile justice operators in the three North Triangle countries, where relevant information and statistics regarding the juvenile justice systems, gathered in the previous months, such as the number of cases filed, trials held, types of judgments passed, types of measures imposed in cases brought by the prosecution, cases brought by the defense, complaints received, among other relevant information for a five year period for each country was presented, thoroughly discussed and validated with them.

AJR continued working on the situational analysis, identifying and validating important information regarding each one of the phases of the system, from the investigation phase led by the prosecutor's office, to the instruction, sentencing and execution of measures phases led by the courts.. AJR identified closed cases in each country which will serve which will be carefully analyzed in order to identify problems and bottlenecks present in the juvenile justice process. These analyses will serve as a basis for the qualitative portion of the study. Furthermore the study will serve as important input for the recommendations for a regional policy, which AJR will begin drafting with SICA and the Ad-hoc committee during the next quarter.

#### **El Salvador**

During this past quarter, meetings continued to be held with juvenile justice operators, including the Commission of Judges and Magistrates of the Juvenile Justice Jurisdiction, the Attorney General's Office, National Council for the Judiciary (CNJ – Spanish Acronym) and its Judicial Training School (ECJ –Spanish Acronym), as well as the Public Defender's Office (PGR- Spanish Acronym). At these meetings, Mrs. Zumbado presented main findings regarding the juvenile justice system. Discussions were held, validating important data which had been collected, identifying critical problems and considering possible solutions. The important feedback received , has served as input for the situational analysis. .

During this time, individual visits were also made with some judges, including: Berta Noemy Reyes Najarro, Execution of Juvenile Justice Measures Judge for Santa Ana and Conny Salcedo, Juvenile Justice Judge of Sensuntepeque, where Mrs. Zumbado was able to review case files, records and verify statistics. The judge's comprehensive understating of the system provided important input regarding problems seen during the juvenile justice process. The information provided by the judges has been complemented by information provided by two other important actors of the system, the prosecution and defense.

The Juvenile Justice Team also carried out regular meetings with Oscar Alirio Campos, Director of the Juvenile Justice Unit (JJU) of the Supreme Court and his team. The JJU aims to contribute to the development of conditions for the proper implementation and execution of juvenile justice an improvement of the expertise of its operators.

Information regarding the juvenile justice system provided by them has also been very helpful for the studies.

## **Guatemala**

On October 5, 2010, a workshop with juvenile justice magistrates and judges was held. A presentation of initial findings regarding the current situation of the juvenile justice system, process and its institutions was presented. Mrs. Zumbado explained the methodology which will be used for the closed case study analysis. This part of the assessment is expected to begin by the end of January 2011.

Follow up meetings were held on October 14 and 21, 2010 with juvenile justice judges, the Juvenile Justice Execution of Measures judge Carlos Perez, and magistrates of the Children and Adolescents Court of Appeals, Miguel Angel Giordano, Rony Lopez, and Maria Consuelo Porras. Important feedback regarding the current process for the monitoring and control of the sentences and/or sanctions imposed on juvenile offenders of the Secretaria de Bienestar Social (SBS) was received.

The Juvenile Justice Team has found in the Juvenile Justice Courts and in working with its judges, important support and an openness to work together on the strengthening the juvenile justice system of the country.

## **Honduras**

Ten interviews were conducted during the quarter with individuals and groups of justice operators in preparing the assessment. Among these were with: 1. Judges of Minors in Tegucigalpa and San Pedro Sula (Anny Ochoa and Rosmery Uclés and Belia Torres and Gloria Ordoñez, lawyers); ii. Magistrates of the Court of Appeals (German García and Rafael Bustillo, lawyers) iii. Child Prosecutors (Marisol Rodríguez, lawyer); iv. The Public Defender's Office (Xiomara Quezada and Belkin Díaz Banegas, lawyers); v. IHNFA, The Program for Reeducation and Social Reinsertion, Alternative Measures (Esperanza Moncada, lawyers and Olga Lazo, Maribel Alvarez, Aura Escalante and Claudia Galeas); vi. The Office of Criminal Investigations (DNIC) (The Inspector Fátima Ulloa and the Inspector Dunia Santos).

During interviews with operators of the juvenile justice sector it has been important to state clearly the objectives of the project to generate confidence in the people interviewed for the purpose of sharing experiences and information on the part of institutions.

Representatives interviewed in each of the juvenile justice institutions (juvenile judges, special prosecutors, public defenders, IHNFA technical staff, and police officers) have expressed their continuing commitment to AJR and in fact have become, along with some from NGOs, a permanent working group for supporting and monitoring the program. This is

evidenced by the constant response to calls by AJR to support the process of quantitative and qualitative evaluation and the construction of case studies.

### **Case Studies (Offenders)**

Two workshops were conducted in Honduras during the quarter with juvenile justice operators on October 27, 2010 and November 29, 2010. The sessions served to analyze case studies in order to construct the means by which to identify case studies to incorporate in the juvenile justice unit's qualitative and quantitative evaluation report. With assistance from the Head of the Second Juvenile Court Tegucigalpa, Judge and Attorney Anny Ochoa, AJR identified proceedings that serve as a model to illustrate the case study in Honduras. This process identified a path which will reflect the conditions under which juvenile justice develops in the country, the positive and negative factors that influence their implementation and how it affects youth's way of life. With the invaluable assistance of the Second Juvenile Court of Tegucigalpa, a judicial process that will serve as a model to illustrate the case study in Honduras was identified.

### **Challenges**

Although meetings with key juvenile justice judges and magistrates continued to take place this past quarter, the level of openness encountered on the part of operators in El Salvador has continued to be more limited than in the other two countries (Honduras and Guatemala), making it more difficult to validate information as a group. Considering this situation, the Juvenile Justice Team carried out individual meetings with judges, public defenders, Judicial Training School key personnel (ECJ), among other key juvenile justice operators in order to validate findings for its analysis.

Mrs. Zumbado made observational visits to juvenile justice courts in Santa Ana and Sensuntepeque and carried out individual meetings with the respective judges in order to validate information regarding the juvenile justice process and identify closed cases to study. As a result of the visits important information was validated, however access to closed cases has been more difficult, as Judges in El Salvador tend to be less open than in Honduras and Guatemala and thus provide less information. In order to continue with the assessment, AJR has relied on the good relationship it has with certain judges in order to gain access to closed cases which will serve sufficiently for the studies. As a result closed cases are expected to be identified and their analysis will be initiated by January 2011 with juvenile justice operators.

With regards to challenges in Honduras, given that the country has legal restrictions and regulations with regards to gaining access to judicial proceedings and especially in the case of minors, to identify cases that will serve as a model for studies, it has been necessary to lean on the good relationship the project has fostered with juvenile judges. AJR has had a particularly good relationship with one juvenile judge in Tegucigalpa, who allowed AJR to access landmark court cases that have already been sentenced to help build the case to be presented for Honduras in the juvenile justice situational analysis.

## **Official data**

### **EI Salvador**

Official statistics and indicators were obtained from the Supreme Court of Justice through the Juvenile Justice Unit, as well as from the Public Defender's Office (PGR). However the reports provided by the Attorney General's Office (AGO) did not contain all the necessary data that was sought. Necessary key information will continue to be collected and validated in upcoming weeks by Mrs.Zumbado. Meetings with the AGO will be established for this purpose.

### **Guatemala**

In Guatemala the Public Defender's Office did not provide sufficient official data. It appears that Guatemala does not have adequate statistics. AJR Consultant, Mr. Estuardo Sanchez, will meet with key actors, as per an alternate plan, in order to collect the necessary information in the upcoming weeks.

In Guatemala, as a result of the information and meetings carried out, AJR discovered existing problems in the execution phase of the justice process. Due to a lack of intra-institutional coordination, only one out of six hearings was taking place on a daily basis in the Juvenile Justice Execution of Measures Court.

AJR verified the reasons behind this lack of hearings and found that hearings were not taking place due to a misspelled name or wrong case file number, administrative discrepancies that have an effect on the process. AJR set up a meeting with key juvenile justice actors involved in the execution phase ( execution, monitoring and control of measures or sanctions imposed on juvenile offenders), including the Execution of Measures Judge, prosecutors and public defenders to discuss this issue and find possible solutions. As a result of the meeting an agreement was made that mistakes such as these would be addressed and corrected in the hearing, as the errors did not present a conflict with the principles established in the juvenile justice code and criminal procedures code. AJR has followed up on the agreements and verified that the hearings are currently being conducted effectively, which means greater efficiency in the execution phase.

### **Honduras**

In Honduras, to enhance the situational analysis in terms of the quantitative assessment, information was obtained from the following institutions: i. Judicial Electronic Information Center (CEDIJ), which provided statistics on the number of cases of juvenile offenders admitted, processed and released through various mechanisms both in specialized courts for children and in departmental Courts nationwide.

This information has allowed AJR to compare attention and resolution of cases during the 2006, 2007, 2008 and 2009. Secondly, ii. The Penal Reform Technical Unit of the Public Ministry provided information on the number of cases of violations of teenagers known and prosecuted by juvenile attorneys at the national level, during the 2006, 2007, 2008 and 2009. This information has allowed us insight into the caseload of prosecutors and the level of response that occurred in this type of juvenile criminal proceedings. Thirdly, iii. Information

from the Public Defender, provided AJR with important information about the caseload of the defenders of children and number of cases dealt with at the national level during 2006, 2007, 2008, 2009 and part of 2010. Fourth, iv. The Program of Social Rehabilitation and Reintegration at IHNFA, provided us with valuable information on the number of teenagers and young people admitted and treated in the program in 2006, 2007, 2008, 2009 and part of 2010, both at Detention Centers (Renaissance, Sacred Heart of Mary, Jalteva, El Carmen) and the Alternative Measures program. AJR gained data on the budgets available to support young people and to transport them to various locations to handle processes. Fifth, v. The National Preventive Police and Investigation (DNIC), provided AJR with the location of police stations which shelter teens and contact details of departmental addresses, as well as data on the number of cases of juvenile offenders reported and processed.

Data gathered through institutions has been very useful for: a. the construction of maps of locations of services within the juvenile justice system; b. to determine the procedural burden of system operators in different years; c. to make a comparative analysis of the system load during the last five years; d. to identify critical issues with regards the scope of institutions, and lastly, e. to identify areas for improvement in the activities of the operating institutions. Challenges

Justice sector institutions in Honduras do not offer, as a general rule, total openness on matters within its competence and less when it comes to reporting on the processes in which they work. This is understandable in view of their objective under the law, safety and even the lives of people charged or prosecuted. For this reason it has been necessary to resort to administrative procedures through formal applications, especially in the case of the judiciary, for information on known cases, some several years old.

Another challenge has been the compilation of official information from juvenile justice institutions, as most of them do not have structured and reliable statistical systems and case tracking to enable timely access to information. All institutions have mechanisms for collecting information based on written reports of activities that are tabulated in some way but do not reflect all information in the system.

With the information gathered from the various institutions of the Juvenile Justice sector, AJR has constructed a draft proposal for the situation analysis of the system, both quantitatively and qualitatively, which has been structured through a process of consultation and validation with system operators themselves, who in workshops held during October and November (October 27 and November 29, 2010) have had the opportunity to provide input and comments on this analysis. The draft analysis was also agreed to and validated in Juvenile Justice team meetings this quarter in each of the three countries, and regionally in a meeting held in San Salvador, El Salvador, on December 20- 21, 2010.

### **Discovery of new sources**

In Honduras, AJR discovered a new source of information in the field of civil society (NGOs), through legal and psychological support being provided to adolescents through the Reborn and Sacred Heart Centers in Honduras. These groups operated in 2010 with the financial support of Casa Alianza International. However, despite efforts made to obtain some information about cases handled, it was not possible to obtain a positive response or the sought after information through Casa Alianza.

## Challenges

Given that the type of information in question is very specific and specialized, there are no external information sources other than public bodies with jurisdiction in the matter.

Although many new sources of information were not identified, workshops with the juvenile justice operators have allowed comparison of data between institutions and have allowed AJR to make new discoveries of strengths and weaknesses of the juvenile justice system.

### **Lessons Learned with Regards the Case Study Development Process in Honduras**

Given the weakness of institutions operating in the sector (courts, prosecution, public defense, police and IHNFA) and these entities not having statistical and case tracking, strong and reliable data collection by institutions and then individualized socialization and validation through workshops, constitute the best procedure for building a situational analysis of juvenile justice in Honduras, allowing interviewees to supplement the knowledge and experience by individuals or groups of actors.

The identification and preparation of case studies is very difficult because you need to resort to a physical review of records whose judicial custody involves many restrictions on people who have no connection with the processes. This situation would improve significantly if the institutions, at least Childrens' Courts, had a case tracking system that allowed rapid identification of cases and specific legal sanctions to accessing these.

There is an overlap between system operators, constituting the main weaknesses of the juvenile justice system. This has gone unaddressed in the last decade. This phenomenon became apparent again during the situational analysis. Notwithstanding the above, juvenile justice operators insist that they must move from analysis to concrete actions to improve the system, otherwise substantial changes will remain out of reach.

### **Development of Regional Policy Recommendations**

The process of developing recommendations for a regional policy has not yet ensued, since much depends on the conclusions and recommendations obtained from the analysis of the justice system. AJR expects to complete the situational analysis in January to extract the main recommendations for improving the system in each country and then work with the Committee on Regional Policy Recommendations.

### **IND 5.1.2 Recommendations for regional juvenile justice policy are put on the agendas of SICA member countries where AJR works**

#### **"Ad-hoc" Committee Established**

The Committee "ad-hoc" has not yet been established. By the month of February 2011, an Ad-hoc committee is expected to be formed with key personnel from the Democratic Security Unit of SG-SICA and key juvenile justice operators from the three countries, in order to work on the recommendations for a juvenile justice public policy for the North Triangle region. A first meeting is expected to take place in El Salvador in January 2011 to begin drafting the recommendations.

### **SICA, AJR, CCAJ and key partners are involved in the policy development process**

AJR has not yet begun the process for the preparation of the Regional Policy Recommendations for Juvenile Justice, the inputs to the recommendations must come from the situational analysis which will be finalized in January.

AJR has already identified some aspects that can be taken into account in the preparation of the Regional Policy Recommendations that have come to light during the preparation, review and validation of the situational analysis of the Youth Criminal Justice System in Honduras.

### **IND 5.2.1 Standardized procedures designed to implement alternative measures are being offered to juvenile justice officials in the three countries**

#### **Rapid Assessments**

This assessment of the situation of alternative measures was performed in Honduras during the months of August and September 2010.

#### **Design Alternative Measures Program**

Mr. Herrero met with the heads and key personnel from ISNA, IHNFA and SBS, and worked on respective frameworks for the design of draft rules of procedures for the application, monitoring and control of alternative measures imposed on juvenile offenders for ISNA, SBS and IHNFA.

Given problems faced with ISNA during this past quarter, AJR reviewed the activity, indicators, as well as the process and methodology for the development of new rules of procedures for the application, monitoring and control of alternative measures imposed on juvenile offenders, and as a result established individual action plans with each institution (ISNA, IHNFA and SBS) in order to establish in detail the activities to be undertaken with each one under the framework of the juvenile justice component, making the process clear for all involved.

The respective action plans, contain the activities to be carried out with each institution and timeline in order to achieve the result of having a draft rules of procedures. These action plans will be discussed and validated with each institution and respective development of the draft rules will begin in the month of January 2011.

Furthermore action plans with each institution have been drafted, establishing activities to be implemented with each one, regarding the development of new set of rules of procedures for the application, monitoring and control of alternative measures imposed on juvenile offenders.

The drafting process of the new rules of procedures with each institution will begin in January 2011, once the respective action plans have been presented and validated by each institution.

## **El Salvador**

Based on a review of procedures and legislation carried out in the previous months, Mr. Victor Herrero drafted a framework for draft rules of procedures for the application and monitoring of alternative measures for the National Institute for the Integrated Development of Children and Adolescents (ISNA). Meetings were held during the months of October and November with ISNA to start discussions on this framework, including terminology and content.

In November several challenges arose with ISNA, as there was some confusion regarding the implementation of similar programs by other donors, which had similar activities planned. Donors working in this area include the Pro Jovenes project of the CNSP financed by the European Union, and the Restorative Justice project of Italian Development Cooperation, which both have ISNA as one of their main counterparts for the implementation of juvenile justice activities. The last week of November, AJR attended a meeting at ISNA. Mr. Luis Salazar, Executive Director, expressed concerns regarding the implementation of activities with ISNA and the resources to be provided. As a result of this meeting doubts regarding implementation of activities with AJR were addressed.

AJR is drafting an action plan detailing activities to be carried out with ISNA under the juvenile justice component, including a timeline for the development of the draft rules of procedures for the application and monitoring of alternative measures imposed on juvenile offenders. This action plan will be shared and validated with ISNA.

Once the action plan has been validated Mr. Herrero with these inputs will begin the drafting process of the new set of procedures and a model case file according to those procedures, in close collaboration with each institution by the month of February. The validation process of the new set of rules of procedures will take place through a series of meetings and workshops with each respective institution during the months of February and March. A Draft of the new set of rules of procedures is expected to be presented by the end of March in El Salvador and by the end of April in Honduras and Guatemala.

## **Guatemala**

On October 13, 2010, a workshop was carried out in Guatemala with key personnel from the Social Welfare Secretariat (Secretaria de Bienestar Social –SBS) and juvenile justice operators, where a presentation was made by Mr. Hererro regarding alternative measures and a thorough discussion was held regarding the current procedures carried out in Guatemala for the application, monitoring and control of alternative measures imposed on juvenile offenders. The SBS agreed on the need to improve procedures and were very open to the support to be provided by AJR, regarding the drafting of new rules of procedures for the application and monitoring of alternative measures.

In November, an observational visit was made by Mr. Herrero and the Juvenile Justice team to the SBS, where the current procedures carried out by the SBS regarding the monitoring and control of alternative measures were explained in detail by key SBS personnel, and some case files were observed and discussed. Furthermore, on November 5, 2010, a workshop with juvenile justice operators was carried out to continue discussions with regards to the

current procedures carried out during the execution phase of the juvenile justice process and how these processes could be improved. The meeting was headed by Mr. Herrero.

Observational visits were also made to the Juvenile Justice Execution of Measures Court and the Children's and Adolescents Appeals Court in order to obtain more information regarding the execution of measures process.

## **Honduras**

On December 3, 2010 the process ensued to design, validate and approve a proposal for procedures for the implementation of alternative measures within the IHNFA. A first workshop was conducted by the international consultant Victor Herrero. The workshop was held with the aim of presenting a plan of action and jointly building a proposed regulatory structure for implementation and monitoring of alternative measures. This workshop saw participation by IHNFA executives and technical staff from the Rehabilitation and Social Reintegration Program which oversees the implementation of alternative measures.

In the case of Honduras, the design of the alternative measures program remains of little interest to the IHNFA. For this reason, more resources have not been provided. Longstanding neglect of the issue of alternative measures is a major challenge since the institution must emphasize and provide resources to develop actions and a system for implementation.

The design of a functional and effective alternative measures program, requires the identification of collective resources. The IHNFA should design and implement a strategic plan for outreach and linkage to the community and NGOs, to convince groups involved in the implementation and monitoring of young people, of the value of alternative measures. This task is by no means easy given a history of estrangement that exists with these groups and IHNFA itself.

An action plan was designed and presented to management and technical staff at IHNFA, which incorporated the tentative stages and times in which work is proposed. The AJR explained the role it will take in supporting this process. Minimum procedures for implementation and monitoring of alternative measures were proposed taking into account IHNFA's internal procedures, based on these, the first draft of regulations will be developed. A first draft of regulations was submitted to the Executive Board of IHNFA, both verbally and in written form. The action plan and the minimal structure of the rules proposed, have obtained been approval and have received commitment to support the process.

## **Lessons Learned**

It may be advisable to provide resources or support to specific programs of the Institute for Children and Family (INFHA), particularly in this case the alternative measures, without first undertaking a process of readjustment and reorganization to ensure that resources are used properly. No foreign aid programs, including the "Juvenile Offenders and Social Risk" program overseen by the European Union, have provided support absent funds for equipment and logistics that were used in different activities.

While staff at the alternative measures program shows huge commitment to their work and a lot of willingness to improve, they need the procedures, methods and resources in order to properly be able to implement and monitor alternative measures.

**Presentation to the juvenile justice system in each country and related institutions (ISNA, SBS and IHNFA) for implementation**

Once new draft procedures for the execution, monitoring and control of alternative measures are drafted, they will be validated through a series of internal workshops with ISNA, SBS and IHNFA in El Salvador, Guatemala and Honduras, respectively. After the draft procedures have been validated, workshops will then be conducted with key juvenile justice operators in each country to present the new procedures.

These workshops are expected to take place in the month of March 2011.

**Honduras**

Under the action plan disseminated and validated through a December 2010 workshop at IHNFA the process of building regulations for the implementation and monitoring of alternative measures, will have two stages: i. The construction and validation of the IHNFA policies and ii. Socialization and validation with the institutions are a part of the juvenile justice system.

The validation phase with operators from institutions will be executed at IHNFA to validate the proposed regulatory standards and to gather input and comments from operators and other institutions prior to the approval and future implementation of such rules.

**IND 5.3.1 Regional juvenile justice graduate program and other training programs for professional degrees are developed in collaboration with the Central American Court and SICA**

An evaluation by country of programs in place, was previously conducted, including in Honduras.

**Critical links / Institutions**

**El Salvador**

Development of training modules with the judicial, public defender's, and prosecutor's training schools, as well as work in juvenile justice curricula for law schools in the three countries came to a halt in the month of October.

Meetings were held by Juvenile Justice team members: Orietta Zumbado and Patricia Galdámez with: 1) Dr. Tito Edmundo Zelada Mejia, President of the National Council for the Judiciary (CNJ –Spanish acronym) to present the juvenile justice component and request information regarding past and existing training programs on juvenile justice provided by the Judicial Training School (ECJ- Spanish acronym), the information requested was provided; 2) Follow up meetings were also held with juvenile justice trainers of the ECJ to assess their training needs with regards to juvenile justice; 3) Members of the Public Defense Unit of the Public Defender's Office (PGR), who provided valuable information regarding training needs in juvenile justice; and 4) Juan Carlos Fuentes Real, head of the Training School of the Attorney General's Office who showed much interest in working with AJR on a methodology and continuous training program for prosecutors in the subject matter.

This past quarter two important connections were established with the Public Defender's Office (PGR) and the Attorney General's Office (AGO).

The AGO has established a training school in El Salvador and the Juvenile Justice team was able to meet during the month of December with its Director and former Juvenile Justice prosecutor, Mr. Juan Carlos Fuentes Real, who expressed their training needs regarding the juvenile justice area, while at the same time expressing much interest and openness in working with AJR in order to strengthen this important area in the AGO. Development of a continuous training program, training methodology, including closed case studies, was discussed with Mr. Fuentes Real.

Though the AGO has a Juvenile Justice Unit, they have moved away from specialization in this field. Under the guidance of Mr. Fuentes Real, they are reconsidering and moving towards specialization in juvenile justice and want to start training prosecutors in this specialty. AJR will work with the AGO on the development of a sustainable training module or program.

The PGR recently decided to create a Juvenile Justice Unit, under its Public Defense Unit, and train a group of public defenders in juvenile justice matters who will be specialized in order to advocate cases. AJR has a key opportunity to help the PGR in their initial training process, and leave them with a specialized permanent juvenile justice training module fit their needs. To this end, AJR carried out meetings with the head of the Public Defense Unit Mr. Milton Portillo and Public Defender Mr. Evenor Alonzo, in order discuss their training needs.

As a result of the meetings the PGR will be carrying out a one week juvenile justice training workshop from January 31 – February 4, 2011. The workshop will be aimed at re-introducing public defenders to the specialized subject matter that is juvenile justice, and see which professionals who have compatible backgrounds and experience, to form part of the specialized unit and who could become future trainers. Presentations will be made on substantive and procedural aspects, and a discussion of closed cases will also take place at this workshop. The Juvenile Justice team will provide technical assistance and participate in this workshop. This activity will be participatory and will be carried out between the PGR and AJR. Speakers at the workshop will include juvenile justice judges, public defender's, and Mrs. Zumbado from AJR, who will collaborate directly with case study analysis.

## **Guatemala**

Meetings were held during the first week of November by Juvenile Justice team members Orietta Zumbado, Patricia Galdámez, and consultant Estuardo Sanchez with the training coordinators of the Institute of the Public Defense; Noe Erazo, Coordinator for the Juvenile Justice Technical Unit of the Supreme Court; and Ana Maria de Monroy, Training Coordinator for the Public Ministry (Attorney General's Office), to follow- up on the meetings held during the previous months.

As a result of the meetings, key support from these institutions for this important specialization activity has continued and a general framework for the specialization/training activities to be undertaken in 2011 was agreed upon.

Major institutional links have been established by the program, given its openness and willingness to push for changes in the specialization of Juvenile Justice, the following are among these links:

### **El Salvador**

1. Law School Dean, Dr. Albino Tinetti, from the Escuela Superior de Economía y Negocios (ESEN);
2. Father Salvador Fonseca, Law School Academic Director of the Universidad Centroamericana Jose Simeon Cañas (UCA);
3. Sandra Romero, Law School Dean of the Universidad Politécnica de El Salvador;
4. Dr. Tito Edmundo Zelada Mejia, President of the National Council for the Judiciary (CNJ);
5. Lic. Franco, Judicial Training School (ECJ);
6. Mr. Juan Carlos Fuentes Real, Director of the AGO Training School; and
7. Mr. Milton Portillo, Head of the Public Defense Unit of the PGR and Public Defender Mr. Evenor Alonzo.

### **Guatemala**

1. Bonerge Amilcar Mejia, Law School Dean, Universidad de San Carlos;
2. Jose Alejandro Villamar, Law Area Director, Alan Alfredo González de León Law School faculty secretary, and Law School Dean, Rolando Escobar Menaldo all from the Universidad Rafael Landivar;
3. Mayra de Poggio, Law School Dean, Universidad del Istmo;
4. Mayra Barrera Morales, Law School Dean of the Universidad Mariano Galvez;
5. Jose Gustavo Giron Payes, Training Coordinator of the Institute for the Public Defense;
6. Noe Erazo, Coordinator for the Juvenile Justice technical Unit of the Supreme Court;
7. Ana Maria de Monroy, Training Coordinator for the Public Ministry (Attorney General's Office); and
8. Ricardo Velasquez, Director of the Judicial Training School.

### **Honduras**

1. Judicial Academy "Francisco Jiménez Castro Solomon, Judge Edith Urtecho, Director of the Academy; In partnership with the Law School AJR will work on the preparation and execution of a training plan for operators in the Juvenile Justice system and coordinate the integration and preparation of the national training team on Juvenile Justice.
2. Universidad Tecnológica Centroamericana UNITEC: Attorney Carlos Espinal Race;

### **Challenges**

In Honduras, important challenges for the program in response to institutional links include that AJR identify and provide the Judicial College of the Supreme Court technical assistance to design the training plan for juvenile justice, as the School Judicial training should include

these in their annual plan. This technical assistance is essential in order to maintain the openness and willingness of the Law School as a key partner in this area. Secondly, with the Universidad Tecnológica Centroamericana (UNITEC), it is essential to reinforce that the design and development of an academic curriculum was offered, since during this period only certain inputs necessary to enable the design were offered. Being a valuable partner for this program, it is necessary to offer technical assistance to UNITEC during the curriculum reform implementation process.

In the case of José Cecilio del Valle University, the Program will identify and propose to the University a mechanism to support the law school to improve their content and include juvenile law, improving the skills of faculty development seminars or special conferences, because the university does not have every interest in curriculum reform to incorporate juvenile criminal officially.

It is essential to identify a university in Honduras that serves as a partner to develop a virtual graduate or semi-virtual (as estimated) degree in Juvenile Justice. Such a university must have the technology platform and experience in the organization and assembly of courses and virtual systems.

The consultants and trainers whom the program hires to work with the Judicial Training Schools and universities must demonstrate experience in the design and development of training programs and training and development of academic curricula and must demonstrate a methodology for these activities early on. It is not enough to simply know the area and have been trained in specific subjects. The issue of juvenile justice is recognized as necessary at university level, but not totally attractive to the academic offerings, often designed from the commercial angle and by most private universities in the country. Universities in general do not have professors trained with sufficient in juvenile justice, so that support of the program is not restricted solely to promoting curriculum reform but also to improving the skills of teachers through alternative training activities.

### **Development Training Program (Curriculum)**

This activity has not yet been developed by AJR. Work will continue over the next quarter to work towards this goal.

### **Key Actors**

The results of the assessment made by the program, reflect a level of interest and willingness to work on the issue of juvenile justice. In Honduras, AJR has noted varied levels of willingness between actors that have been identified, in view of which, key actors can be ranked in order of their level of interest, as follows:

- i. Judicial Academy "Francisco Jiménez Castro Solomon, Judge Edith Urtecho Lopez, Director. Magda Sofia Perez BA, Technical Coordinator.
- ii. Universidad Tecnológica Centroamericana UNITEC, Carlos Espinal, Lawyer and Coordinator at the Law School,
- iii. José Cecilio del Valle University UJCV, Erminda Lidia Rodríguez, Coordinator Faculty of Social and Economic Sciences, Graduate School.

## Challenges

In the case of institutions that are key players for the training program to be established, it is important to note a few specific challenges for 2011. These can be seen as follows:

- I. Judicial College of the Supreme Court of Justice: (i) Incorporate a modular training plan in juvenile justice into the annual planning for training of the Judicial School to be designed and implemented with funding from the program, (ii) to form a team juvenile justice trainers within the Law School that it can replicate the training modules that are designed.
- II. Law degree, Universidad Tecnológica Centroamericana (UNITEC): (i) Conduct a public event to promote a strategic initiative through which UNITEC incorporates the theme of restorative juvenile justice within the academic curricula of the School of Law, as a way to encourage interest from other private universities on the subject, (ii) provide technical assistance and support during the process of incorporating the subject in the chairs of the School of Law.

## Lessons Learned

The Honduras Judicial Academy is an institution with many years of experience in implementing and coordinating training plans, but no competent and capable human resources to design and develop a specific methodology training program in special a topic like justice juvenile. The University of Technology (UNITEC) and the Universidad José Cecilio del Valle, do not have experienced teachers in the subject of juvenile justice, and it will be necessary to provide spaces for teachers to be trained in various training activities to be undertaken by the program in 2011.

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

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

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

Work on these independent initiatives is scheduled to ensue by SICA with support from AJR beginning in January 2011.

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

During the last quarter, a workshop kicked off the process of a Central American Security Index (ICAS) as a much needed new instrument in monitoring security in the region. A working session analyzed which methodology would be used to design the index. A table of indicators is set to be designed grounded in SICA's security activities, as noted in the Treaty for Democratic Security and Security Strategy for Central America and Mexico. This quarter, the Democratic Security Unit at SICA devoted efforts to its diplomatic and other functions, therefore this activity area did not see significant advances this quarter. In early January 2011, work on the ICAS is hoped to resume with support from the AJR.

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

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

#### **Three Mayors and CMPVs Sign Prevention Action Plans, Preparations for Launch of Prevention Plans with Communities**



AJR signs Letters of Understanding with municipal actors in target municipalities.

Once the violence diagnostics were presented and Action Plans for El Congo, Chalchuapa and Santa Ana were elaborated, crime prevention action plans were ratified through a letter of understanding signed between the Regional Youth Alliance AJR USAID-SICA, each municipality's Mayor, who is responsible for the Municipal Violence Prevention Committee (CMPV) of the corresponding municipality and the coordinator of each CMPV. (See Annex III for a copy of the letters) Other Committee members, including those that represent governance institutions, signed as witnesses, further ratifying the content of Prevention Action Plans. Letters of Understanding are the supporting instruments of the

alliance between AJR and the Municipal Violence Prevention Committees (CMPVs) and Mayors for the implementation of violence prevention plans in the corresponding municipalities.

Between the drafting of the Prevention Plan and the launch of these Plans, the relationship between the AJR and the CMPVs became even closer in the face of preparation of launches of Prevention Plans. In a joint effort demonstrating commitment to these agreements, launches sought to introduce communities to the violence prevention plan and commitment by stakeholders to the plan; introducing communities to the logo and brand designed to embody prevention efforts, and to make clear to communities both commitments and responsibilities on the part of communities and stakeholders alike.

*“Yo soy el Congo” (I am El Congo), “Orgu YO Santaneco” (Santaneco Me/Pride) and “Todos por Chalchuapa” (Everyone for Chalchuapa)* are the three slogans which identify the crime prevention plans of each municipality. Each slogan is showcased through a logo of the municipality's plan. The slogan and logo, aim to demonstrate prevention efforts leading to an improved municipality for all by providing training, education and insertion opportunities for vulnerable youth in the eighteen intervention communities.

#### **Prevention Plans Launched at Three Distinct Events in El Congo, Santa Ana and Chalchuapa**

Prevention Plans were presented publically at three AJR, CMPV and municipality designed launches, designed to connect with communities by ; 1) mobilizing them around the causes of violence in their municipalities; 2) introducing them to the logo's and brand embodying all

prevention activities moving forward and, 3) presenting to communities and youth, the Municipal Violence Prevention Plans to be exercised by AJR, CMPV's and the municipal leadership to confront violence and a lack of opportunities.

The launches demonstrated the structure, limitations, challenges and opportunities for the road ahead in working with the CMPV's. AJR is eager to put these learning areas to work in our continued support of the CMPV's including in their organizational strengthening. Between October and December 2010, a transition occurred from the conceptual framework of AJR's interventions, to the beginning of actual interventions in the communities. It has allowed a full understanding of the nature and circumstance of each community and its people, as well as to develop with them actions that will have an impact on their youth. Strategies must match up to the strategy founded with community leaders and based on four main umbrella activity areas, all of which stem from findings at workshops with CMPVs at which violence and vulnerability risk factors were gauged: ***Creating conditions for sustainability ("We are able to protect our youth.)*** ; ***Promoting youth values and identity ("I Respect Myself and Play a Positive Role in My Community")*** ; ***Skills training and employment opportunities ("I have Access to a Dignified Job")*** and ***Prevention infrastructure ("I enjoy and take pride in my community")***. A fifth strategy is cross-cutting in each of the municipalities and seeks to position the plan of action and will bring attention to prevention efforts promoted and developed by CMPV through the media. AJR has sought that all five elements be the guiding focus of Prevention Plans in the three municipalities.

### **A. Organizational Strengthening Plan**

AJR's commitment is that Violence Prevention Committees are strengthened to design, implement, and monitor municipal crime prevention plans. At the structural level, strengthening to the Committee will be designed to feasible training over the next two quarters. Along the medium and long term beyond those quarters, the ADESCOS and other community organizations need strengthening in order to engage more effectively with the CMPV and others with regards to prevention and to improving the lives of youth. Plans for more formal organizational strengthening of the CMPVs are under construction for the three municipalities. Strengthening of the CMPV began last quarter with the Mayors who are also presidents of the CMPV's of the three municipalities having attended the study trip to Ecuador and Colombia, during the first week of October to glean from best practices in citizen security and prevention.

### **EI Congo**

The strengthening process of EI Congo's CMPV (beginning in March with the elaboration of the Diagnostic) has ensued through the preparation and formulation of the prevention and action plan. The CMPV in EI Congo has become stronger as a result of its direct and active involvement in each step of the process in EI Congo. It played a key role in the management of information gathered in the diagnostic phase, it contributed to proposals with regards to the prevention plan, and the understanding and adoption of the conceptual framework of the prevention and action plan, are examples of how the CMPV has been strengthened in this process – a necessary condition to initiate the action plan and ensure its success.

The Prevention Plan, its strategies and activities are the result of a consultative process, analysis, and agreements with the CMPV. These processes have allowed prevention conditions to develop.

This quarter, strengthening of the CMPV to design and implement the Prevention Plan occurred with the participation of the CMPV in the revision and validation of the Prevention Plan. In October a number of meetings were held between members of the CMPV and AJR to discuss activities, associated budget and to refine the Plan. A meeting occurred to socialize the Plan. In December, AJR offered technical assistance to strengthen the CMPV by accompanying the working groups of this Committee in the preparation of proposals to implement the action plan. This strengthening activity was directed towards members of the CMPV in order for them to develop and adequately present the financial requirements and foreseen resources in the action plan elaborated with the technical assistance of the AJR. This process culminated with the signing of the aforementioned letter of understanding on October 22nd.

Expansion of the CMPV is considered a part of its strengthening. During the formulation, analysis, and ratification process of El Congo's prevention plan, two new members (representatives of the Evangelical and Catholic Churches) were incorporated into the CMPV, strengthening this committee. The incorporation of these two new representatives required reflection between the AJR and current members of the Committee to identify key sectors of the municipality that had no representation in the committee. After this reflection, the Committee had time to approach several sectors, resulting in the incorporation of the two aforementioned members. As part of the strengthening of the CMPV, AJR attended meetings scheduled every 8 days by the Committee in order to strengthen its management capacity. AJR's technical team has offered to play advisory role for every initiative the Committee engages in, weekly meetings are no exception.

#### Strengthening in the Run-Up to the Launch of Prevention Plan

It is important to emphasize technical assistance and coordination with the working groups delegated by the CMPV for the public launch of the prevention plan. AJR provided advice with regards the logistics of each component of the event. Working groups were: transportation, decoration, hanging banners, refreshment provision, ushering, commission protocol, etc. The launch required AJR to record leverage associated with local contributions, CMPV's assisted in this process which was highly educational for them. In advance of the launch of the Prevention Plan, it needed to be shared and diffused across local groups (churches, private sector, business sector, transportation sector, and communities). This was done by the CMPV and represented a strengthening exercise for the prevention committee.

#### Challenges

One challenge in strengthening El Congo's CMPV, is to promote the inclusion of representatives of other sectors of the municipality in the CMPV, including the youth sector. The second challenge is to make sure that the organization of the CMPV is not constrained by excessive involvement of the municipality and its employees at the expense of the visibility and prominence of members of the CMPV. The Mayor needs to play a key role in promoting opportunities for participation by institutions and sectors that make up the CMPV.

Some of these will be directly responsible for the preparation and implementation of action plan activities that the AJR will support in the three selected communities, and others will exercise the role of coordinators of activities of the Action Plan.

A lesson learned in this municipality in regards to the CMPV's organization is that while its management was not led and represented by the Mayor as the local leader, the Committee showed difficulties in positioning itself and achieving local presence

### **Chalchuapa**

Like in El Congo, the strengthening process of Chalchuapa's CMPV (beginning in March with the elaboration of the Diagnostic) has also ensued through the preparation and formulation of the prevention and action plan. The CMPV in Chalchuapa has become stronger as a result of its direct and active involvement in each step of the process in Chalchuapa. It played a key role in the management of information gathered in the diagnostic phase, it contributed to proposals with regards to the prevention plan, and the understanding and adoption of the conceptual framework of the prevention and action plan, are examples of how the CMPV has been strengthened in this process – a necessary condition to initiate the action plan and ensure its success.

The strategy followed for collecting information in the field directly involved members of the CMPV. The subsequent active participation of this same Committee in the analysis of this information was also part of a strengthening process of this Committee followed by the AJR. It is a process that continued in October with the preparation of the prevention and action plans of this municipality. The strengthening activity was directed towards members of the CMPV in order for them to develop and adequately present the financial requirements and foreseen resources in the action plan elaborated with the technical assistance of the AJR. This process culminated with the signing of the aforementioned letter of understanding on October 22nd.

Support to the CMPV over the quarter included AJR attending planning meetings every 15 days as part of the strategy pursued to strengthen the management capacity of this Committee. These meetings allow CMPV members to analyze and think as a group about prevention activities that, will be implemented. The opportunity is used by the AJR team to share its experience and knowledge with regards to prevention.

### **Sharing of Prevention Action Plan by CMPV Chalchuapa Leads to Agreement with Media to Accompany Prevention Plan & Process**

In advance of the launch of the Prevention Plan in Chalchuapa, the Plan was shared and diffused across sectors (churches, private sector, business sector, transportation sector, and communities). This was done by the AJR and CMPV and represented a strengthening exercise for the Committee. In November, strategic sectors were approached to analyze the objectives of the Plan. As a result of this process, an explicit agreement was reached with media outlets (two radio stations and one TV channel) to accompany the prevention plan in a sustainable manner, providing spaces for interviews to CMPV members and broadcasting awareness to the population. This is a significant achievement. Like in El Congo, this quarter

saw the incorporation of a new member into the Committee. Significantly, this person comes from the transportation sector in Chalchuapa.

As a result of the strengthening process key sectors of the municipality and communities know what the CMPV is doing, evidenced also by massive participation in the public launch of the Prevention Plan on December 11th, 2010, in the city's central park. Examples of participation in the launch include the participation of the transportation sector in mobilizing people from their communities to the site of the event; the youth sector participating in extreme sports and musical events; the tourism sector organizing a gastronomic festival; and the media providing live coverage of the event.

### Challenges

The greatest challenge in terms to the organizational structure in this municipality is to achieve the incorporation of key actors such as the tourism sector, the church, and the youth sector as part of the CMPV. AJR will work closely with the CMPV over the next quarter to achieve greater opening.

### **Santa Ana**

The process of strengthening Chalchuapa's CMPV (beginning in March 2010 with the elaboration of the Diagnostic) has ensued through the preparation and formulation of the prevention and action plan. Given its structure (the CMPV is mostly made of regional representatives of governmental institutions), strengthening this Committee is considerably more complex than in the other two municipalities.

With the exception of Santa Ana's Chamber of Commerce Branch, the Committee includes inter-institutional and inter-sectorial groups rather than municipal level actors. The existence of a single Prevention Plan for this CMPV is a positive step as a previously existing plan was in place prior to AJR's collaboration with the Committee. The Committee's most significant disadvantage is its structure. Members generally do not represent municipal level institutions have full-time functions and can only meet before 8 AM and after 4PM.

Despite the existence of a prevention plan and the prior existence of a Prevention Committee, each of the steps in this process have constituted a significant challenge for the Santa Ana Committee--the communities' selection process, the violence diagnostic conducted by AJR in March 2010, the preparation, validation and public launch of the violence Prevention Plan prepared with AJR technical assistance, all constitute a strengthening process for this Committee.

Attendance by AJR at CMPV workshops, attendance by AJR staff at monthly meetings that the Committee holds and the provision of technical assistance to members to prepare proposals for the Prevention Plan for the ten communities have formed part of strengthening assistance provided to this CMPV by AJR. The promotional strategy of the Prevention Plan followed by the CMPV with various sectors and the use of an established link between the CMPV and the communities, both constitute an important step in the strengthening, visibility, and local management of this Committee. To strengthen the relationship between the CMPV and communities, the participation and support of at least one member of the CMPV in every

activity held in the communities has been established as a strategy. In the process of the CMPV diffusing this Prevention Plan, two sectors have proven essential: the private sector, affiliated to Santa Ana's Chamber of Commerce Branch, and the media sector. The former is part of the Prevention Committee, who has expressed interest in considering employment opportunities – according to their needs – for youth who have been trained by the AJR. The latter, has expressed intended support to the Committee with awareness campaigns to promote violence prevention in the municipality.

### Challenges

Santa Ana's CMPV, prior to working with AJR, was focused on carrying out prior prevention plan activities. AJR analyzed the previous Plan and sought to incorporate aspects of this, though it has been challenging to adopt the new plan, and to work in the ten AJR selected communities. The CMPV Coordinator will have bilateral meetings with representatives of the institutions that are represented in the Committee to gain their support with regards to the current prevention plan developed with AJR's technical assistance.

The connection between the institutions of the CMPV of Santa Ana and implementation communities is a challenge. To meet this challenge, AJR expects to foster that CMPV members interact more directly with community organizations and the communities that these organizations represent. The CMPV has been asked to appoint community members to help meet this objective along with AJR's technical staff.

### **A. Violence Prevention Plan Designed**

Three Municipal Violence Prevention Plans, were drafted in the last quarter, quarter four. Each took as starting point, the findings of the municipal and community diagnostic, which once shared, analyzed and commented on by CMPV members, local leaders and representatives of different sectors of the municipality, were used to formulate a strategy and plan. This quarter was devoted to preparing conditions for the implementation of the Prevention Plan.

### **El Congo**

AJR's community violence diagnostic provided CMPVs with sustained arguments to justify future operating and resource allocation for prevention in the municipality. With more and better information at its disposal on the impact of violence, the Committee was strengthened.

By October 8, 2010, the prevention plan was complete, with three additional communities selected. (Santa Rita, Las Brisas El Carmen). Between October 11-15, 2010 it was discussed and analyzed between CMPV members, culminating in the formulation of the action plan, which details activities, the amounts allocated to each implementing group that is executing the activity, responsible parties, and target dates for implementation. Preparing the conditions for the implementation of the Prevention Plan, the letter of understanding was signed between the representatives of the CMPV and the AJR's Regional Director.

AJR spent the duration of November with key local actors and partners of the municipality, including communities, the Chamber of Artisans of El Salvador, the transportation sector,

market vendors, and the productive sector and business community of the municipality to promote the Prevention Plan and visibility of the CMPV among the population and identify local allies and partners for implementation of the plan. As a result of this process several local private companies provided resources to support the CMPV's prevention strategy. The Chamber of Artisans also expressed interest in participating as a partner in vocational training activities implemented in the municipality. Coordination meetings were carried out with the Director of Social Prevention of Violence and Culture of Peace (PRE-PAZ), the Director of Youth, and regional officials of the Central Government's institutions to obtain support for the CMPV in implementing the action plan.

A potential lesson learned is that high levels of participation by communities in the design phase of the Prevention Plan, appears to have resulted in tremendous social support. It should be noted that the adoption of the Plan's logo by the municipality also transpired very easily in this municipality.

### **Chalchuapa**

By October 11, 2010, the municipality's action and prevention plans were prepared, and reviewed, validated, and ratified on October 22 through a letter of understanding signed between representatives of Chalchuapa's CMPV and AJR's Regional Director. The launch was on December 11, 2010.

The signing of the letter of understanding and the public release of the prevention plan was shared with local stakeholders such as local media, church leaders, the public transportation sector, the tourism sector, the private sector, and community leaders, as a strategy to find local partners to support the implementation of the prevention plan. As a result of the socialization process with these actors, expressions of interest emerged on the part of the Ministry of Tourism to support the training of tour guides, as well as expressions of interest from the director of youth to support the development of youth policy in Chalchuapa.

The consultation process, along with the establishment of agreements and negotiations with local government and members of the CMPV was instrumental in the various stages of preparation for the public launch of the plan. An agreement was reached on the place and date of launch of the Prevention Plan initially set for December 4 in the archaeological park Tazumal. (The date was later moved to Central Park on December 11, 2010). Moving of the date and place of public release of the prevention plan, in the end led to massive participation especially by young people in the municipality. A review and agreement process ensued to discuss the plan and slogan, a topic that has not been agreed to.

### **Santa Ana**

In October 25-29, 2010, the violence prevention plan was prepared. Two crucial moments in the process of preparing the Plan of Prevention were: 1) the signing of the letter of understanding between the CMPV members and the AJR's Regional Director on 4 November and 2) the public release of the violence prevention plan on December 3, 2010.

## **B. Violence Prevention Plan Implemented**

### **Youth Census in Communities to understand the base of youth educational and training needs**

Before Creative could begin working in its 18 communities-as narrowed down and selected through its pre-diagnostic and diagnostic process- it had to understand the base of youth in the communities, their level of risk by gauging access to training and work opportunities, age and living situation. Says AJR PDO Francisco Flores, "Now we can see who the people we will be supporting are.. you see a woman alone with seven children and you ask yourself, from what do they live, people don't have work, no demonstrated income."

AJR conducted a census of 4862 persons to gauge the youth in all eighteen of its intervention communities. Intervention municipalities like El Congo already had a community census underway. Social promoters working with municipalities and with whom the AJR has been collaborating were charged with helping to lead this process. The AJR was in need of a basic tool collecting the age and names, living situation and access to training and employment by youth in every household of the municipality, information it did not have. In December, AJR decided to design a format and mount a massive push, working with social promoters, ADESCO's and community leaders to complete a census. By December 24, 700 households had been surveyed in the eighteen communities, by December 31, some 2,100 households were surveyed and in January the census was completed. Census data could not go lost on the program alone, but AJR needed to identify most vulnerable youth. It developed an individual form to be filled out through ADESCO's by youth looking for an educational or training opportunity that would go much further and identify key risk factors in children over twelve, thereby ensuring that AJRs training and educational emphasis is responsive to on-the ground need. Individual forms will be completed by youth in January, providing a roadmap of youth, their risks, training and employment interests and needs, compiling biographical information for each of the beneficiary youths. The information collection form has been crafted based on risk and protection factors (RF & PF), as well as on the commitments that the youth can contribute to his/her community.

AJR, through the census, has identified 4,862 youth who are potential candidates to participate in AJR prevention initiatives including: life skills, vocational training, employability, club creation, implementation of Outreach Centers, awareness programs, and more. Census and form information that comes from the census data collection form enables AJR to calculate the distribution of prevention benefits in each of the eighteen communities.

Next quarter, AJR will include a comprehensive list of final groups and their respective training areas commitments.

### **C. Violence Prevention Plan Monitored**

Creative will aim to train CMPVs in concepts of Monitoring and Evaluation next quarter and will design an Excel-based interface that will allow municipalities to monitor implementation of Violence Prevention Action Plans. Work on this component will start next quarter.

### **Seeing Ripples in Community Development through ADESCOs**

ADESCOS are *Associations for Community Development*, they are the nearest organization to the people in almost any part of El Salvador. In the AJR's communities they are feeling AJR's presence. In Chalchuapa, the ADESCO of the San Antonio II neighborhood has been reorganized. After inactivity for more than two years, a new board of the ADESCO was sworn in. Now this directive has nine members who also rescued the seal of the ADESCO, which was confiscated by a former member and rescued the community house that had been illegally occupied for over ten years. This situation was supported by the Department of Welfare of the Municipality, and throughout this process, a climate of understanding, promoting a culture of peace and community development was encouraged. This community has begun to work for the good of their community and has been very supportive of local Outreach. Likewise in Loma Linda, an ADESCO was already organized and sworn in. After being inactive for seven years; it now has 11 members, occupying vacant posts. AJR's program officer has come to play an important role in facilitating municipal connections and in advising ADESCOs, who are a key partner of AJR in the municipalities. These developments provide the CMPVs an opportunity for development in communities, as well as opportunities to support youth and adolescents who live here.

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

This technical area has not yet launched. The idea behind the mentorship part of this activity area is to begin to create a network of support for youth where a mentor in the community is committed to help the youth with regards to accessing opportunities and overcoming social obstacles through support. Terms of reference have been issued to tailor a methodology to the municipalities where it will be implemented. In January a decision will be made.

As reported previously, a population census of the target communities of the program, (12,693 people), was conducted. This is expected to be an important source for potential mentors. Additionally, the program's Baseline Survey, was conducted in October and included a question to capture persons interested in mentoring youth for follow-up by AJR.

More generally the program seeks to foment volunteerism in Outreach Centers and in communities.

### **El Congo**

AJR approached 24 local leaders in El Congo with regards its concept for mentoring of youth in the municipality. A commitment has been secured by 18 leaders through meetings with the leaders of the communities (ADESCOS), meetings with local leaders and institutions that are already doing volunteer work in El Congo, and through meetings with recreational/sports volunteers in the communities. A mapping of faith-based organizations (churches and pastoral groups) in each of the communities is also expected to help to develop a list of mentors.

In Las Brisas, El Congo, one particular volunteer initiative bears noting. The ADESCOS with AJR support, are making significant efforts to identify new volunteers to ensure prevention services including through volunteers for the creation of clubs, volunteers for Committees and volunteers for sports, volunteers to reinforce values, volunteers to reduce domestic violence, and gang prevention volunteers.

### **Chalchuapa**

In Chalchuapa, AJR met with 28 local leaders with regards its concept for mentoring local youth. A commitment to the program was obtained from 22 leaders including from members of the CMPV, leaders of five local community groups referred to as ADESCOS, representatives of institutions with a history of volunteering in the municipality and volunteers who are doing sports/recreational work in the field. Through the Prevention Action Plan in Chalchuapa, the organization of youth associations is being supported. AJR has identified ten young leaders who have made commitments to become volunteers of the program. The commitment of support by four youths from the Youth Association Chalchuapa (ADJOCHAL) has also been acquired. The census is further seen as key to identifying mentors in Chalchuapa over the next quarter.

### **Santa Ana**

In Santa Ana, AJR met with 38 local leaders with regards its concept for mentoring local youth, a commitment to the program was obtained from 32 leaders including from members of the CMPV, leaders of local community groups referred to as ADESCOS, representatives of institutions with a history of volunteering in the municipality and volunteers who are doing sports/recreational work in the field. Commitments have been established with fifteen young leaders from eight target communities to support volunteer efforts and mentoring, both within Outreach Centers, as well as in communities where there are no plans to implement an Outreach Center.

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

In the municipalities of Santa Ana, Chalchuapa and El Congo, AJR identified and pursued thirteen possible OC sites this quarter: San Cayetano, Argentina, García I, San José Unidas, Santa Claudia, Lomas del Tecana y El Carmen-Chilín in Santa Ana; Buena Vista III, San Antonio II and Tazumal I in Chalchuapa; Las Brisas, Santa Rita and El Carmen in El Congo. Notwithstanding, OCs have been identified in the 18 intervention communities, ten of which will have outreach centers. Some results will come from the Outreach Centers. The Outreach Centers will be involved in providing life skills and as job trainers or in providing vocational training.

The team held meetings with community leaders (ADESCOS) of various communities to implement OCs with the aim of raising youth violence prevention awareness through the OC methodology and as part of the activities of the Violence Prevention Committee. The AJR team also identified community leaders from faith based organizations to implement and lead OCs in the municipality. These community leaders visited the Lourdes Colon, La Libertad and Barrio Lourdes, and San Salvador OCs, where they observed OC operations in order to

understand how they would function in their communities. Before delivering the terms of reference, and after approaching community leaders, visits were made to each of the leaders of faith-based institutions to raise awareness about youth violence and to introduce the methodology of prevention through the “*Para mi Barrio*” (For my Neighborhood) Outreach Centers.

Some faith-based institutions expressed suspicion because of the involvement of the municipality, arguing that in the past, offers that were not accomplished had been made, or that this could be an initiative with political ends. This was clarified by stating that these visits were a CMPV’s initiative, of which the municipality is a part.

AJR Program Director Harold Sibaja along with municipal mayors and CMPV coordinators, lobbied in the municipalities of Santa Ana, Chalchuapa, and Congo for involvement in the implementation of the outreach centers. This activity was important because the municipalities had some resistance to the responsibility of providing resources to outreach centers, as well as joining forces to work with ADESCOS, and in some cases, with churches that are mostly Protestant Evangelical.

In November, the AJR developed an electronic format for the OC budgets and proposals. All required materials including the terms of reference and proposal examples were included in a CD. This quarter the RYA convened community leaders (ADESCOS), leaders of faith-based organizations, and representatives of each municipality’s CMPV, to present the Terms of Reference for the implementation of OCs. Thirty-three representatives from Santa Claudia, San Jose Unidas, Garcia I, Tazumal I, San Antonio II, Buena Vista III, Santa Rita and Las Brisas attended the event. They were all enthusiastic to partake in this endeavor in their communities.

The communities of El Carmen Chilín and Lomas del Tecana of the municipality of Santa Ana rejected the invitation to submit a proposal, stating that it was too difficult to present a proposal. Terms of Reference will be delivered to the communities of Santa Anita and La Providencia, as a suggestion from the Mayor's office, as Member and Coordinator.

**Municipal Proposal Workshops Extend Technical Assistance to Potential Partners and Reap Twelve Proposals for New OCs**



OC partners sign agreements to implement an Outreach Center in target communities.

In far-flung municipalities in El Salvador-some of them significantly rural- poor planning capacity, poor writing skills and mistrust among organizations are common characteristics of life among the few community organizations that function. Extremely low levels of trust deter communication between municipal partners, ADESCOs, faith-based institutions and often cooperation between municipalities. Communities are plagued by low levels of development and sparse yet heavily contested resources. Developing proposals for new Outreach Centers with the most willing partner is no small feat.

In order to work with some twelve new Outreach Center partners in far-flung municipalities in El Salvador-some of them significantly rural- AJR called a series of workshops to explain the needed components of an Outreach Center proposal. A first workshop was conducted to provide technical assistance and to verify progress in developing proposals and budgets for the implementation of "Por mi Barrio" (For my Neighborhood) Outreach Centers. The first workshop included participation of potential future partners from communities in the municipality of Santa Ana (García I, San Jose United, Argentina, Santa Claudia and San Cayetano) on November 23th, 2010, in Santa Ana. The second workshop saw participation of future partners from communities in the municipality of Chalchuapa (Buena Vista III, San Antonio Tazumal I and II) on November 24th, 2010, hosted in a building provided by the municipality. A third and final workshop counted saw participation of supporters of the communities in the municipality of Congo (Las Brisas and Santa Rita) on November 25, 2010, in a sports facilities in the same municipality.

AJR's OC Coordinator encountered frustration by writers, discontent with the level of detail required and near hostility by some actors. He waited patiently and listened when actors confronted one another over resources and commitments and explained carefully as they expressed not understanding budgetary needs and proposal content. Given that these are communities with limited resources, communities and faith-based institutions feared not knowing who would have the responsibility to provide in return for funding provided by the program. AJR explained that leverage includes volunteer time and grants of other institutions, as well as the contributions offered by the municipality as a member and implementer of the



OC partners training on implementation methodology.

CMPV. In early December AJR found twelve proposals for new OCs had been submitted—by actors that may have never imagined submitting such proposals. Formidable technical assistance ensured that the proposals were strengthened to the point where they required finalization, but had key main components. According to the AJR OC Coordinator, the process fostered communication among institutions and a greater presence by municipalities in communities as a result of their becoming involved in the preparation of proposals for new OCs. The process provided AJR an opportunity to glean from the relationships between local actors and how this impacts the establishment of new OCs and the relationships and dynamics that must be taken into account.

Proposals were received for the implementation of the following Outreach Centers: four proposals from communities in the municipality of Santa Ana (San Jose Unidas, Garcia I, San Cayetano, Argentina), six proposals from communities in the municipality of Chalchuapa (2 from Tazumal I, 2 from Buena Vista III and 2 from San Antonio II) and two proposals from communities in the municipality of Congo (one of Las Brisas and Santa Rita).

AJR overcame several challenges during this process for example organizing a visit to communities on December 22 at the request of the Coordionator of the Santa Ana CMPV, Mr. Joaquin Peñate so that communities would be assured of the municipalities' commitment to the Outreach Center. The intervention was significant because it demonstrated that

communities are unwilling to jeopardize having an outreach center because they see no visible action on the part of the municipality to this initiative. It was helpful that Mr. Peñate accompany AJR to visit communities to confirm the commitment of the municipality in providing resources for the OC.

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

Please Refer to Activity One or an update of activities under this indicator.

### **IND 2.1.1 Number of youth who are trained in life skills**

In this quarter, three *Desafío de soñar mi Vida* (Dream my Life Challenge) workshops were developed (DSMV). The first was held at the *Por mi Barrio* (For my Neighborhood) Outreach Center in Lourdes Colon on October 16-17 2010, where 18 youths completed the workshop successfully. A second workshop was held at the *Por mi Barrio* Outreach Center in Barrio Lourdes on 30 October 2010, where 13 youths completed the workshop. Finally, the third workshop was held on November 20, 2010 at the premises of *Fe y Alegria* in Zacamil. Here 11 beneficiaries completed the workshop.



Life skills workbooks make their premiere.

In October, a database to track *Desafío de soñar mi Vida* workshops was created. The database stores beneficiaries' information including: name, gender, date of birth, age, telephone number, date of workshop attended, and follow up dates to monitor progress towards goals. This database will be incorporated into the Monitoring and Evaluation, which the Outreach Coordinators use.

Through various activities, AJR has been able to identify different youth leaders, as well as possible youth multipliers and beneficiaries of the *Desafío de Soñar mi Vida* workshop. Four sources for future multipliers of the methodology, have been identified, those who received the resolution of conflict workshop previously; municipal promoters; members of ADESCOs and youth who participated in the volunteerism workshop hosted by the Ministry of Youth in December, 2010.

In December 2010, the *Desafío de soñar mi Vida* workbook was finalized without changing its content, but making it more graphically appealing and friendly to youth beneficiaries. Also, a section where the youth can outline their goals and dreams was added.

### **Challenges**

Some Outreach Centers do not have suitable conditions for the development of the *Desafío de Soñar mi Vida* workshops; as a result, coordinators will need to identify places close to the Outreach Center which are adequate to hold these workshops, this is feasible. Coordinators, in order to provide the *Desafío de soñar mi Vida* workshops well, will need to participate in the implementation of workshops and programming of small workshops, as part of the Outreach Center's daily activities. AJR will be working towards this end.

### **IND 2.1.2 Number of youth joining youth-driven organizations or clubs to gain a sense of belonging and identity**

This quarter, three surveys were conducted in focus groups to identify the interests of young people in the formation of clubs (one in each county). Stressed by youth in their request of clubs were, batucada and extreme sports (biking, roller skates and skateboards.) Meetings were held with volunteers from the communities and existing clubs in the communities. An open call for proposals will be released to communities to apply for support to Clubs in the municipalities, in the next quarter.

### **IND 2.1.3 Number of youth gaining access to positive use of free time as well as educational and vocational training to access job opportunities**

#### **Identifying educational and training supply to match to youth demand in the municipalities**

The number of youth gaining access to positive use of free time and training is reflected in the Prevention plans in the municipalities of Santa Ana, Chalchuapa and Congo, seek to foster youth development, strengthen community actors involved in prevention, promote social participation and to integrate more youth in more training and employment sectors. Violence Diagnostics in the three municipalities, revealed how a group of factors is significantly affecting the youth of these communities and a lack of opportunities directly reinforces every other risk area and can lead to a youth turning directly to illicit activity and violence. The diagnostic demonstrated the difficulties faced by entities to achieve the degree of investment in vocational training and job placement. AJR has prioritized the group of risk referred to as "skills training and employment opportunities" in the 18 implementation communities.

AJR is identifying partners with expertise, with credibility and capacity to implement the various vocational training programs. In this regard, we have identified locally based partners with experience in vocational training, with ability to track young people trained since the end of the program and to connect these with the labor market. Youth must be trained in areas matched to local training sources in the municipalities. Local training options exist but are often challenged by operational circumstances. In El Congo, AJR found a leather work school with whom it will work, to be closed. In Santa Ana a training institute run by Salesian nuns, is focused on rural women and in Santa Ana a government training institution lacked sufficient equipment for training and had only opened its institute during weekdays, vastly limiting the number of youth who can be reached with training. AJR support will help institutes to overcome these limitations and youth in need of training opportunities.

A major push for this quarter was to identify educational and training supply in the the municipalities. This was done with the Chamber of Artisans, Fundacion Fernando Llort, Francisco Gavidia University, Ibanez Industries, and the Silesian Congregation will become training partners, providing opportunities to youth beneficiaries in intervention municipalities.

Each of these partners offers diverse training opportunities , to be defined finalized based on the agreements to be signed next quarter. Among the trainings that stand out are IT and English, offered by Francisco Gavidia University; production of leather goods, jewelry crafting, wood working offered by the Chamber of Artisans; and shoe crafting offered by Ibañez Industries.

In Santa Ana, AJR spoke with La Ciudad de Niños, shoemakers; Colegio María Auxiliadora,

#### **AJR USAID-SICA Training Strategy Objectives**

- Provide youth in communities , a menu of vocational options which in turn can generate employment opportunities and / or income;
- Training in skills and job skills as artisans, including the application and techniques to manufacture, manipulate and promote products derived from training, allowing young people from the intervention communities, their integration into the working world either as entrepreneurs , small producers or employees;
- Enable skilled labor in vocations related to the tourism sector among young people, to create the preconditions of a tourism strategy to be managed in the three municipalities with the Ministry of Tourism;
- Build training and employment opportunities in the youth of the three municipalities, stimulating self-esteem, empowerment and entrepreneurship, as well as the social and solidarity of labor;
- Promote the role of young people through teamwork and participation in local development through job placement or the provision of micro entrepreneurial skills are derived;
- Retrieve the cultural identity of each community or municipality's youth and beneficiaries to demonstrate and promote their culture through products generated as a result of their training.

Fundación Metamorfosis; FUSALMO and Santa Ana's Chamber of Commerce. Of these actors, La Ciudad de Niños expressed interest in making available to the CMPV youth training slots in various vocational and technical areas. The same was done with public sector institutions with local presence. These include: the Directorate of Social Violence Prevention and Culture of Peace, (PRE-PAZ), the Directorate of Youth, and regional officials of the Central Government's institutions. All of these connections were made with the objective of obtaining support for the CMPV in implementing the action plan.

Next quarter, AJR will include a comprehensive list of final groups and their respective training areas commitments. Training will ensue in March across an expected 36 training areas. AJR is likely to collaborate with the CMPVs and municipalities to hold training fairs in each of the municipalities, inviting the youth previously captured in the census and in information forms filled out in December to enroll youth in training opportunities.

#### **IND 2.1.4 Number of micro-entrepreneurial initiatives**

Parallel to training, the AJR team and its partners will be identifying young people trained, those with ability and potential to promote and start a small business. These youth will be supported with technical and financial resources to implement the eighteen micro-enterprises under this result area. Some of these enterprises will be formed in April this year. During the

training process, AJR and its partners will identify local market opportunities employability of young people trained.

The sectors in which it may work on the eighteen micro-enterprises under this result area, link directly to AJR's training strategy. Micro-enterprises are expected to focus largely on products related to tourism. In Chalchuapa, AJR is considering small businesses related to yucca preparation, given that this delicacy hails from this region and is well-known. Indigo textiles also come from this area and in El Congo leather making is of great potential; juice production and local artisanal goods are also being considered. In Santa Ana, AJR is exploring micro-entrepreneurial initiatives related to leatherworks and hand crafted jewelry. These areas are the focus of AJR's training strategy.

### **IND 2.1.5 Number of youth accessing jobs or income generating activities**

Along with preparations of a roster of more than thirty training areas and corresponding training providers across the three municipalities this quarter, employment generation figured prominently for AJR this quarter. AJR met with CMPVs, ADESCOs, and conducted its census and is applying its individual registration form to youth in order to have mapped out what income generating and employment areas are of interest. The training strategy being developed included training that leads directly to jobs.

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

Local media campaigns are planned to reinforce local alternative communication in communities. The campaign would be intended to position a specific value and concrete actions in the mind of the town's population to support that value in communities, the name of the first campaign is contemplated to be "Here We all Can", reflecting the notion that each individual in the communities is responsible for generating values to help prevent violence.

AJR contemplates campaigns for Santa Ana, El Congo and Chalchuapa by August 2011 to sensitize communities to the recovery of the security as a way to directly reduce violence. The idea is to plant a "top of mind campaign", the first one being "Well Done/Badly Done" and based off of the didactic tool shared at the Prevention Plan Municipal Launches.

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

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

## **System for Information on Children Provides Key Guidance to Local Violence Prevention Observatories**

### **Santa Ana**

Significantly, during this quarter, AJR worked with the National Institute for Youth and Children (ISNA), in order to have it present to both the observatory of Santa Ana and that of El Congo, its Sistema de Informacion de la Infancia (SIPI) or System for Information on Children. The system is a repository for information on children and youth that are beneficiaries of government program and works based on various indicators to capture and measure the impact of these services. The demonstration was able to make clear to the observatories how data can be effectively collected and measured and how an observatory can best liaise with other government institutions to collect and analyze data. In the words of the officer guiding the El Congo observatory, "This meeting was able to dismiss doubts with regards to the management of data and how it should be clearly reflected and presented in tables, classified and analyzed." The ISNA will continue to provide key information to the observatories through SIPI through direct links between SIPI's Coordinator and contact persons at each observatory, including Chalchuapa.

### **El Congo**

In El Congo the person contracted to work with the observatory during the last quarter, is in the process of orientation and has begun to research lessons learned on observatories in El Salvador and internationally, taking careful note of lessons learned. He is also spending time assisting in the Mayor's Office in preparation for the launch of a space and equipment for the observatory next quarter.

### **Chalchuapa**

Advances with regards to the Chalchuapa crime and violence observatory include the contracting of an officer to work on the observatory. The launch of a space and equipment for the observatory will be realized next quarter.

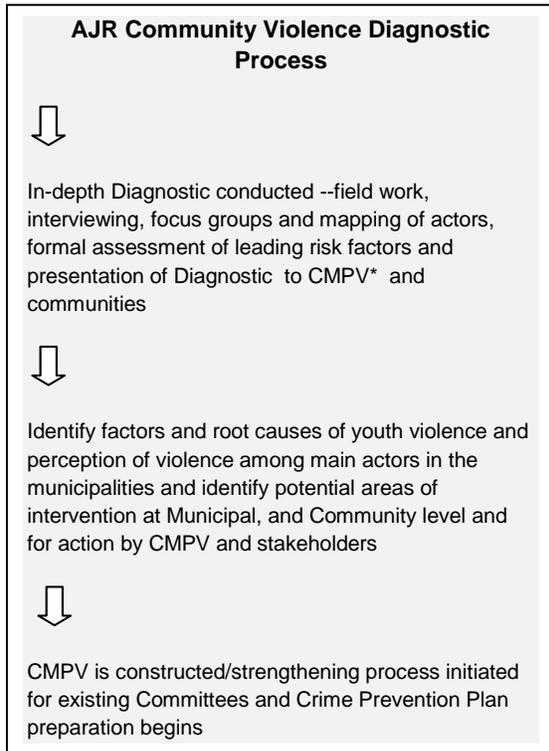
This quarter, officials from the Ministries of Education and Health began providing data for the observatory in Santa Ana and attended meetings. Other institutions must become involved. The Prosecutor General's office for example, even if not involved in meetings, should provide data to the observatories. In El Congo specifically, the composition of the technical committee with participation from institutions is a challenge and requires a strategy in identifying a committee capable of conducting future analysis of observatory data. January will see meetings with the Mayor and Municipal Crime Prevention Committee to form the committee and define this strategy. In Chalchuapa, the observatory's officer has been identified and work towards the composition of the technical committee will follow next quarter.

**Identification of Needs at Municipal Level in Developing Municipal Prevention Policies**

This quarter, Mayors of El Congo, Santa Ana and Chalchuapa were sent information with regards our plans to develop the municipal prevention policies. The AJR must secure the full support of both Mayors and CMPVs in order to initiate a municipal prevention planning effort that has the support of Mayors´ offices and the constituency of the municipalities through the CMPVs. The program must stimulate the need for these policies in order for public administration of prevention actions to take place in each municipality.

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

Honduras has not yet developed a Decentralized Policy that encourages the local



governments to get involved in addressing the acute problems of violence, either be by taking preventive or coercive measures. The concept of Municipal Violence Prevention Committees has not been formally adopted or promoted by the Honduran central government. AJR has been working with three of the four largest cities in Honduras, introducing the concept, so Mayors form Municipal Violence Prevention Committees, as a tool to bring the civil society perspective and buy-in to develop Violence Prevention Plans from scratch. Significant gains were made this quarter both in continuing work with the three Committees, that jointly with AJR drafted Prevention Plans that were presented to the respective Mayors and approved by the each of the three by December 15, 2010. The municipal level becomes a platform from which prevention, insertion and integration efforts radiate into communities.

The program doubled its focus on relationships with Mayors and their offices and on collaboration with municipal and community partners to identify resources for crime prevention planning with Committees.

Additionally, in agreement with USAID-Honduras, AJR is assisting in the coordination of investment in most of the 25 AJR intervention communities, funds that will be destined to the FHIS-USAID Infrastructure for Prevention project. During the quarter, AJR conducted visits the USAID official in charge and/or FHIS-USAID personnel and DG officials, to most of the communities of intervention and held meetings with those communities to help identify community infrastructure priorities.

### **Community Diagnostic Results Welcomed: Basis for Violence Prevention Plans Established**

It is important to note that in La Ceiba, Choloma and San Pedro Sula, the Municipal Violence Diagnostic process was embraced and the participative selection of priority communities where prevention activities will be piloted following this process, was also well received. Members of the CMPV's identified themselves with Violence Prevention Plans, their formulation, validation and the process leading up to their approval. AJR considers this a direct result of the working process conducted in formulating the three Violence Diagnostics. Diagnostics were prepared and presented in a participatory fashion, thereby reflecting the causes of violence and explaining the risk factors involved in these causes. Stakeholders

have been gradually brought in to design the solutions for these causes, as translated directly in subsequent Prevention Plans.

### **San Pedro Sula**

With the Municipal Crime Prevention Subcommittee sworn in and in place, this quarter saw the finalization of the Municipal Violence Diagnostic and the successful presentation of the document to more than 100 attendees including the Mayor's wife and Director of Social Programs in the city, Yvette Aramendia de Zúniga and city Committee members. Members of churches, the government and private sector, universities, the media, NGOs, leaders and youth from the pilot communities and members of the Committee for the Prevention of Violence (CMPV) attended the presentation. Five working groups were formed to go over results from the Diagnostic and begin to brainstorm solutions to provide a basis for the Municipal Prevention Plan for the city. Findings from the Diagnostic include extremely high and rising homicide rates in the city; alarming incidents of massacres (San Pedro was the seat of about half of all massacres that occurred in the country over the last few years); a lack of vocational training in the most vulnerable sectors of the city leaving youth with few choices; high drop-out rates of youth between primary school and high-school, the high rates of teenage pregnancy, and low rates of tax collection by the municipality leaving it little room for social investment, among other Diagnostic findings influenced subsequent meetings during the quarter. In November AJR met with Yvette Aramendia, Director of Municipal Social Programs, to explore partnership opportunities targeting young people of the nine targeted communities, focusing on prevention. The meeting raised the risk factor involving sexual activity at early age by youth, leading in many cases to teen pregnancies. Additionally, discussions were held with the Education Unit of the Municipality, to design more effective and inclusive vocational education policies and achieve a more focused investment of resources. The meeting led to a partnership with Paz y Convivencia Ciudadana (P&C) to focus joint investments by this program and AJR, improving the operating conditions of the Instituto Vocacional de Chamelecón and Instituto Sampedrano, where P&C will invest nearly \$350,000 and \$100,000 respectively. AJR will make seek to invest in scholarships and supplemental assistance so youth from San José and San Juan and the of the nine communities of intervention in San Pedro Sula are identified, and can access targeted short term vocational training leading to improved employability.

### **Challenges**

Lacking some of the needed official statistics in San Pedro Sula posed major challenges to the completing of the Municipal Violence Diagnostic. To compensate for lacking official data and to obtain primary information, the AJR held three major focus groups in the municipality in November. Fourteen youth leaders from the AJR's nine intervention communities made up the first focus group. Thirteen youth from the same communities made up a second focus group that was held to gauge. A third focus group with teachers of the municipality saw limited attendance as a result of constant strikes in the education sector. Five school directors took part in (the?) third focus group that sought to gauge violence in schools and the institutional challenges faced by schools. The three focus groups allowed AJR first-hand information with regards to the that youth face; their perception as it relates to violence in their communities and schools; the factors they consider as causing violence; drugs; the

relationship between youth and their parents; early sexual activity; teen motherhood; their dreams and ideas for how to improve their communities.

A second major challenge to completing the Diagnostic in San Pedro Sula, has been secrecy on the part of the police with regards to data. Although some data was obtained through the police, AJR resorted to data held by the National Violence Observatory and the Paz y Convivencia Observatory in San Pedro Sula.

### **Choloma**

As in San Pedro Sula, the Choloma Violence Diagnostic provided a mapping of actors, a formal assessment of risk factors and key sectors and their potential to provide services to youth, including through training and in providing employment. It bears noting that the homicide rate in Choloma in 2009 was measured at 77 per 100,000 members of the population.

The Diagnostic found that violence is heavily impacted by the use and sale of drugs in neighborhoods and the illicit economy associated with drugs; high levels of unemployment and sparse spaces for youth development and recreation. Forty-two sports areas must satisfy demand by some 41,671 youth in 139 communities according to the Diagnostic. Just three institutions were found to be attending to the needs of youth and adolescents. Only about 65% of the population has completed basic education and the majority of youth who leave the formal education cycle are not absorbed by vocational and technical training, nor do they have the skills for moving into jobs as could be provided by the textile sector in Choloma. Choloma has no higher level (University) education institution and not a single juvenile judge. A Justice of Peace (Juez de Paz) is the only judicial figure assigned this city, and this Judge is normally absent for months at a time. One acute problem found is the low number of police serving the city, at a rate of only 8.6 per 100,000 inhabitants, a figure much lower, than for example, between five and up to ten times lower than in La Ceiba and San Pedro Sula. Confidence in institutions is also lacking, according to one community member, "I am indifferent to seeing a police officer or seeing a delinquent youth". Choloma, with a population of over 300,000 has rapidly and without proper urban planning, become the third largest city in the country. Against this backdrop, it has the central government institutional support and services afforded to a town.

In early October, the AJR joined the Mayor's Office and presented these findings to more than 40 members of the CMPV, municipal offices, police, churches, the Chamber of Commerce, NGOs, youth and community members. The discussion provided the basis for a working session on the Prevention Plan by the group.

### **La Ceiba**

As in San Pedro Sula, This quarter saw multiple working meetings with the CMPV to work on La Ceiba's Violence Diagnostic and to finalize this principal input to the municipality's Violence Prevention Plan. As in San Pedro Sula, multiple focus groups sought to supplement a dearth of existing data on violence to work with. Focus groups allowed AJR to learn and complement information on the perception of violence in La Ceiba's communities, including the worries and interests of community members in how to improve their communities.

The La Ceiba Diagnostic found, for example, that La Ceiba has become the most violent major city in Honduras with a rate of 123 homicides per 100,000 inhabitants. The rate is rising according to several sources and as much as 90% of crimes are being attributed to narco-activity. With adequate education coverage and an average number of years of education that is significantly higher than the national average, La Ceiba has seen disturbing levels of moral decay (notable in the case of teachers and youth), fueled by drug trafficking and consumption. Higher dropout rates are localized in a particular area of the city. The number of sports fields and recreational facilities in neighborhoods is minimal and vulnerable neighborhoods are overcrowded. Almost 75% of inhabitants are below the age of 30 and idle with far too few licit opportunities. The Diagnostic pointed to there being sufficient human, moral and financial capital in the city to confront what is perhaps the most serious rise in violence of any major city in Honduras.

The Municipal Violence Diagnostic was presented to the Mayor of La Ceiba and 45 leaders of the municipality including members of local government, the private sector, CMPV and media on October 29, 2010. Media reported on the findings of the Diagnostic, including data placing La Ceiba, a city of rapidly rising crime and violence, as having a substantial higher homicide rate than that of San Pedro Sula. This information generated a heated debate in town, lasting for a few days on TV and radio call ins, etc. The concern of citizenry was such that the Mayor requested an urgent report from the police on the rising number of homicides in the city.

### Challenges

Similarly to San Pedro Sula and Choloma, statistical data was very scarce for the Diagnostic in La Ceiba. To compensate for lacking official data, the AJR held focus groups (this should be done by Francisco, who was at most of focus groups) in the municipality in November.

## **Violence Prevention Plans Developed**

### **San Pedro Sula**

On November 12, 2010, more than 85 people established the basis for the Municipal Violence Prevention Plan of San Pedro Sula, crossing the AJR's thirteen risk factors with key findings from the Violence Diagnostic and identifying the following key intervention needs as incorporated in the Municipal Prevention Plan:

#### **Plan for the Prevention of Youth Violence San Pedro Sula**

- To be implemented in nine communities afflicted by violence;
- Emphasis on prevention infrastructure including recreational infrastructure, enhancing social conditions for youth through partnerships with the Office of Peace and Coexistence, the Municipal Sports Institute Immunity and the Honduran Social Investment Fund FHIS ( FHIS project through USAID) supplemented by external resources;
- Implementation by Sub-CMPV, Municipality of San Pedro Sula through its Municipal Social Action Programs, Instituto Municipal de Deportes Immunity, The Municipal Office of Education and the Office of Peace and Coexistence, youth organizations, churches;
- Alliance and partnerships with Municipal Education Office, Municipal Vocational Technical Institute, the private sector such as the Chamber of Commerce and Industry of Cortes, the Honduran Manufacturers Association, government agencies such as the Ministry of Labor, FHIS-USAID, Pro Empleo, churches and universities, among others.

In the interest of advancing key areas of the Prevention Plan, in December the AJR held a breakfast meeting with local entrepreneurs, officials and directors of the three municipal technical vocational training institutions in San Pedro Sula to assess needs of the business sector versus the supply of technical personnel as provided by three local technical colleges run by the city. The made AJR aware of supply and demand realities---and how these can be improved through AJR support. Four large corporate groups were present, Grupo Karim, North Industrial Corporation SA, Cargill and Grupo Kattan. Europlast, and the Honduran Textile Manufacturers Association, also attended along with representatives from a UN program, the Sampedrano Cultural Center, the heads of the three Municipal Vocational Institutes, the Municipal Social Programs Office of Yvette Zuniga Aramendia, and the Head of the Municipal Education Unit. The results of this discussion group have been of direct value to the Municipal Plan for Prevention. Some of the businesses present offered to cooperate with the Municipal Vocational Training Institutes, in particular by establishing more frequent contact with these institutes to define their human resources needs and determine possible collaboration.

On December 9, 2010, a Draft Prevention Plan was presented to Sub CMPV members by AJR to be validated and finalized working with the Committee. It was discussed, enriched and officially presented to the Mayor of San Pedro Sula, Dr. Juan Carlos Zuniga, by AJR and six members of the CMPV, in the presence city council members. On December 15, 2010, the Mayor received the Plan of Action with great interest and verbally approval of it.

### Challenges

San Pedro Sula faces major budget constraints. Though the municipality has shown unrelenting interest in implementation of the Prevention Plan, resources available to the municipality are highly constrained. It is likely that AJR will therefore work with the municipality to strategically target and leverage resources optimally to address this constraint. Mayor Juan Carlos Zuniga, for example is looking actively at ways the Prevention Plan can be enhanced, leveraging efforts by the municipality. The Paz y Convivencia program, which is an Interamerican Development Bank loan to the municipality, will work in partnership with AJR, providing the necessary counterpart funding to co-finance the implementation of eight of the nine Outreach Centers to be implemented in to San Pedro Sula. It will invest in the vocational training centers agreed with AJR and will develop a library for a "Youth City" to be developed in the Rivera Hernández sector with the assistance of FHIS-USAID. AJR will provide the planning and coordinate the input from the different partners and cover the cost of transportation and other materials for a team from the School of Architecture at UNITEC, which will provide the design services for the project on a pro-bono basis.

### Choloma

On October 8, 2010, more than 42 representatives of the police, education, NGO, private sector, municipal sector and community members established the basis for the Municipal Violence Prevention Plan of Choloma, developing ideas in working groups and transposing AJR's violence thirteen risk factors with key findings from the Violence Diagnostic, identifying the following key intervention needs as incorporated in the Municipal Prevention Plan: On November 26, the Violence Prevention Plan was validated by the CMPV and finalized.

On December 7, 2010, Choloma’s Prevention Plan was officially submitted to the Mayor of Choloma, by of the CMPV, with city council members including from the Office of Peace (Paz y Convivencia) in attendance. The Mayor welcomed the Plan and pledged full support and counterpart funding to it.

The Prevention Plan includes the development of what may be called Youth City of Choloma, which consists in developing a safe area four youth located in the López Arellano sector of the city. This area that would encompass the Library, the Outreach Center implemented recently by AJR, the police station, a basketball court, among other facilities. Paz y Convivencia will cover the cost of the remodeling and equipment of the nearby Library (around \$50,000.) AJR will provide the planning and coordinate the input from the different partners and cover the cost of transportation and other materials for a team of the Architectural School of UNITEC that will provide the design services in a pro-bono basis.

<p><b>Plan for the Prevention of Youth Violence Choloma</b></p> <ul style="list-style-type: none"> <li>• To be implemented in four communities afflicted by violence;</li> <li>• Aimed at developing vocational skills and finding job opportunities for youth at- risk, in response to unemployment, disproportionately affecting youth in the city;</li> <li>• Promotes participation by FHIS program, USAID funding for these programs using the PEC method;</li> <li>• Implementation by vocational Technical Institutes, alliances with the private sector including through the Chamber of Commerce and Industry of Cortes, the Honduran Manufacturers Association, government agencies such as the Ministry of Labor, FHIS-USAID, Pro Jobs, churches and universities, among others.</li> </ul>
--

**Challenges**

The coordination of the development of the “Youth City” of Choloma could be daunting, as there are multiple institutions with which AJR would also coordinate. This includes Paz y Convivencia (for the repairs to the Library, the Library Association, the Street Vendors Association, FHIS-USAID (that will provide some of the funding for the endeavor) and a University (UNITEC) that will provide pro-bono design services, among others. The University, UNITEC, responded to a request for proposals. The project also involves displacing a block of street vendors (located in a prime area and generating higher levels of crime) to a municipal area where a modern market will be developed by the city. The time-frame of the project vs AJR’s timeframe, may allow only for the design phase and institutional arrangements to start on this project.

**La Ceiba**

In La Ceiba, the Violence Prevention Plan received strong support during the quarter. In early December for example, a working meeting was held with members of the CMPV where much support was expressed for the Violence Prevention Plan. Full support was expressed for legal recognition of the Committee for the Prevention of Violence, a process that has to be taken to the City Council. A great deal of attention was paid to relationships with future Prevention Plan implementation partners in the pilot intervention communities. Because La Ceiba’s intervention environment is comparably small, these relationships are crucial.

On December 2, 2010, a draft of the Violence Prevention Plan was presented to the CMPV, including the Deputy Mayor. The session resulted in key pledges for support from the CMPV. New partnerships emerged such as a pledge of support from Chamber of Commerce

President, Mr. Abraham Dipp. Key among these was that of famous nationally acclaimed song writer/producer Guillermo Anderson, who will develop a theme song for the branding of La Ceiba's Prevention Plan.

**Plan for the Prevention of Youth Violence  
La Ceiba**

- To be implemented in five communities afflicted by violence;
- The Plan aims to support the skills and knowledge of key stakeholders (including the CMPV and community organizations), so that both the municipality and community respectively, have the management skills necessary to protect youth;
- Actions are focused on strengthening the CMPV and its members, and strengthening of various community organizations with emphasis on those where young people are the protagonists
- Implementation will take into account the Municipal Development Policy for the Prevention of Violence in La Ceiba.

The Prevention Plans are instigating partners to identify leverage. In La Ceiba one of the communities of intervention; the colonia San José, decided not to wait and raised funds locally to start building a brand new Outreach Center that also within the Prevention Plan. A national Congressman and the Mayor's Office is assisting in identifying funding. It is important to note, that AJR's stakeholder network in La Ceiba has grown substantially and with it sources of counterpart and support for the Prevention Plan. The President of the local Chamber of Commerce has offered support to the Prevention Plan through his TV station.

Last quarter AJR identified important windows of opportunity with new partners like the Red Cross in La Ceiba. The Red Cross, and the local chapters of the National University of Honduras (CURLA), UNITEC and UTH, continue to be involved in the development of the Prevention Plan. Meetings of the CMPV are held at the facilities of UNITEC.

In November, Jannette Hernández, City Council member (in charge of overseeing social development issues on behalf of the Council) and President of the CMPV, provided a presentation of her trip to Ecuador (Guayaquil) and Colombia (Bogotá) as a part of the Municipal Study Tour of best practices in Prevention, under the AJR in Quarter Three. Jannette's attendance at the study trip has proven very valuable, as she has injected key elements of what she learned on trip related to the management of partner organizations and alliances, into the city and in working with the CMPV, adding hope and credibility to prevention activities.

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

The "Neighbors for Our Youth" mentorship program has not yet initiated. Terms of Reference have been drafted for the technical design of this program which is planned for the coming quarter.

With regards new volunteers in Outreach Centers, thirteen volunteers are active in the River Hernández OC. Nine volunteers have been recruited and are active in the San Juan OC in Chamalecon and in the OC López Arellano, in Choloma, thirty volunteers are active.

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

#### **Workshops held to Receive Proposals for New OC's in Honduras**

Twenty-five total OC's are to be established in Honduras by September 2011. On October 16 and the 23<sup>rd</sup>, AJR held sessions in San Pedro Sula and Choloma with ten new potential partners from the communities selected in conjunction with CMPVs, for the purposes of explaining the OC Model in detail and handing the Terms of Reference for presenting proposals for OC's. AJR held a similar session in La Ceiba with potential partners in the five selected communities. La Ceiba communities are, El Bufalo, Armenia Bonito, 1 de mayo, San Judas and San José. The sessions were held in conjunction with members of the Patronato and other partners. Thirteen people attended. In November 19, 2010 a second session followed to develop proposals for OCs, thirty participants attended the all-day session. On November 27<sup>th</sup> a third visit was made to help prospective partners draft proposals. This was done in the company of the CMPV which has been very involved in the new Centers to be established in La Ceiba. Also in November, prospective partners of new OCs in La Ceiba, visited the existing OCs in San Juan, Chamelecón (San Pedro Sula) and Rivera Hernandez (San Pedro Sula) in order to become oriented to the OC model and to address any questions with regards to the methodology. Potential partners have, through the proposal development process, gained experience with proposal writing, have owned the future activities of Centers through this drafting and have come to know the potential of Outreach Centers.

AJR Honduras: New Outreach Centers				
No.	Name OC Community	STATUS	Partner Identified	Working Visits this Quarter
<b>San Pedro Sula</b>				
1	San José (Chamelecón)	In Process	Iglesia Filadelfia	3
2	Suazo Córdova	<b>APPROVED USAID</b>	Parroquia San Vicente de Paúl	6
3	Cofradía	In Process	Iglesia Católica Nuestra Señora del Carmen	3
4	Padre Clareth	<b>APPROVAL JANUARY 2011</b>	Parroquia Inmaculado Corazón de María	6
5	Aldea El Carmen	<b>APPROVED USAID</b>	Iglesia Evangélica Monte Moriah	5
6	Rio Blanco	In Process	Iglesia Cristo Centro	3
7	Casa Quemada	In Process	Iglesia de Dios Jesús el Buen Pastor	3
8	* Rivera Hernández	<b>APPROVED USAID</b>	Iglesia Bautista Un Lugar para Todos	6
9	San Juan	In Process	Iglesia Evangélica Cristo es la Roca	4

<b>Choloma</b>				
10	Los Invencibles (Choloma)	<b>APPROVED USAID</b>	Iglesia Congregacional Pentecostés	5
11	Japón	In Process	Iglesia Avance Misionero	5
12	Las Pilas	In Process	Iglesia Pentecostés de las Américas	5
13	López Arellano	In Process	Iglesia Católica Nuestra Señora de Suyapa	6
<b>La Ceiba</b>				
14	San Judas	In Process	Cruz Roja	5
15	Búfalo	In Process	CURLA	6
16	San José	In Process	Cruz Roja	6
17	Armenia Bonito	In Process	Iglesia Evangélica Misioneros del Reino	6
18	1ro. de Mayo	In Process	Iglesia Evangélica	5
<b>Puerto Lempira</b>				
19	Puerto Lempira	In Process	Iglesia Católica	10 **
<b>Tegucigalpa</b>				
20	Rosalinda	In Process	Save the Children	3 ***
21	* Villafranca	In Process	Save the Children	3 ***
22	Los Pinos	In Process	Asociación Compartir	3 ***
23	Zapote Centro	In Process	Parroquia Ma. Auxiliadora	3 ***
24	Flor del Campo	In Process	Misioneros de la Calle	3 ***
25	Nueva Suyapa	In Process	Asociación por una Sociedad más Justa	3 ***

**Seeking to Boost Infrastructure in future OC Communities**

The AJR in Honduras continued its relationship with the Honduran Social Investment Fund (FHIS) this quarter with the objective of leveraging resources in its implementation communities as it relates to community crime prevention infrastructure, a much needed element of prevention which does not fall directly within the AJR’s realm of work. While the AJR establishes Outreach Centers as physical infrastructure, it does not provide other physical infrastructure like refurbishment of parks, water installations or other infrastructure

to improve basic needs in areas of high crime. In mid-October AJR and FHIS visited Lopez Arellano, Choloma with FHIS, USAID and the CMPV and Oficina de Paz y Convivencia. (Municipal Office of Peace) to become oriented to acute social infrastructure needs. Also, the communities of Las Pilas, Los Invencibles and Japon, all in Choloma have been visited and community infrastructure projects discussed with the respective communities in township meeting, several with the participation of the Mayor and/or City Council members. In November a visit by FHIS to Rivera Hernandez followed and one to Padre Claret, Suazo Córdova y Los Ángeles (El Carmen) in San Pedro Sula. In early December, the FHIS accompanied AJR to its five implementation communities in La Ceiba, where members of Patronatos and of communities were present to explain their most urgent social infrastructure needs. The objective of gaining assistance through FHIS, would be to further boost the social infrastructure in areas where AJR is carrying out Outreach Centers and community prevention activities. Additionally, AJR and FHIS visited Tegucigalpa communities, such a Zapote Norte and Los Pinos, where an additional investment (beyond AJR’s scope) is needed to repair or establish OCs. Potential projects are currently under consideration by the FHIS.

The training and workforce insertion process which the AJR seeks requires alliances with local institutions as well as public and private networks that will provide training opportunities and jobs. AJR Honduras held meetings this quarter with the Asociación Hondureña de Maquiladores (The Association of Textile Manufacturers), Gildan (the largest maquila/textile producer in the country), The Universidad Tecnológica Centroamericana (UNITEC), the University of San Pedro Sula, the Universidad Católica, Cámara de Comercio e Industrias de Cortés CCIC, Harris Communications, Programas de Acción Social Municipal, y Corporación Dinant to introduce the program and discuss opportunities for youth in communities and support for OCs.

**Lopez Arellano Outreach Center Inaugurated by US Ambassador Hugo Llorens**



AJR inaugurates the Lopez Arellano OC.

The community of Lopez Arellano, lies at the heart of a high risk zone along a main highway in Choloma’s manufacturing zone. The Outreach Center here has been operational for more than six months and between July and December 2010, documented 389 new beneficiaries and more than 10,000 hours of beneficiary services provided. In October 2010, the high-demand Center was finally officially inaugurated in the presence of US Ambassador Hugo Llorens, the Church who is closely involved in the Center and community members. Many community members migrated to Choloma from rural areas in search of work. *Maquilas* or textile factories, provide job opportunities. A labor union was also at the event wanting the attention of the Ambassador on labor issues, which transpired without disruption of the inauguration. Choloma has among the highest rate of population growth in Honduras, whilst homicides here have been measured up to 113 per

100,000, making it one of the most violent municipalities in the country. The Outreach Center provides positive use of free time, computer training and English courses, jewelry making, sewing courses, education equivalency training and tutoring assistance with homework.

### **IND 14 Number of Established Outreach Centers that will be strengthened in prevention services in accordance with benchmarks of Strengthened OC Model**

Established Outreach Centers are being strengthened under the AJR. These OC's include Lopez Arellano (Choloma); Rivera Hernandez (San Pedro Sula); Chamalecon (Choloma); and VillaFranca<sup>3</sup> (Teguciglapa). It should be noted that the Buenas Nuevas (Teguciglapa)OC is not currently providing services. AJR's implementing partner Save the Children, has decided not to carry on further activities at this Center because the local gang has forced the Patronato to appoint an OC coordinator that is affiliated with a gang. Activities at this OC have been suspended. Save the Children hopes that the situation may be resolved in the future and AJR maintains contact with the partner on this issue.

The AJR in Honduras is doing this according to benchmarks of a strengthened OC Model. The model includes a number of services which are referenced below:

1. **“Challenge of Dreaming My Life” Desafio Soñar Mi Vida Life Skills Training:** The AJR is in the process of designating a schedule and selecting participants for the provision of this life skills TOT training through OC's. The TOT will train facilitators at every Outreach Center in addition to the OC Coordinator. Those trained will be guided and every two months review the goals proposed to attain the goals proposed by participants of trainings. Everyone of those trained will replicate training with about fifty youth, accompanying them to ensure they reach their dreams. Facilitators will receive a complete kit of materials to develop the workshops. AJR will monitor all of these activities carefully.
2. **IT Skills Strengthening:** This quarter eight computers at the Rivera Hernandez OC received maintenance as a part of the implementing partner's counterpart contribution. Ten volunteers are providing IT training at the Lopez Arellano OC to 159 beneficiaries. The San Juan OC in Chamalecon is not yet providing IT training (due to problems with leaks in the roof- At the Villafranca OC 48 people have been trained, surpassing the goal set for December 30, 2010.
3. **English language Skills Strengthening:** The Rivera Hernandez OC is not currently providing English skills strengthening. Five volunteers are providing English training at the Lopez Arellano OC. The San Juan OC in Chamalecon is not yet providing English training. The Villafranca OC is not currently providing English skills strengthening.
4. **Developing youth-focused microenterprise models:** Proposals for micro-enterprises at the Lopez Arellano and Rivera Hernandez OC's have been submitted and are awaiting approval. The San Juan OC in Chamalecon is conducting testing on bottling and product

with regards to its micro-enterprise. The Villafranca OC has presented a proposal for reinforcement that includes a microenterprise, which is currently being processed.

5. **Volunteerism development-** The Rivera Hernandez OC has thirteen active volunteers, which contributed 604 hours during the period. The Lopez Arellano OC has thirty active volunteers which contributed 660 hours during the period. The San Juan OC in Chamalecon has nine volunteers whom contributed 116 hours.<sup>4</sup> The Villafranca OC has 160 active volunteers providing 1,492 hours of volunteering.
6. **OC Sustainability-** This component of strengthening, which includes the creation of a micro-enterprise to help with the support of OCs and with the training of youth, is being addressed. Proposals for the strengthening of Rivera Hernandez and Lopez Arellano OC's are underway. AJR is discussing with Mayors of the three cities what their contribution will be to the sustainability of the OCs once the AJR-USAID financial contributions cease. Their financial commitment has to be discussed when the Prevention Plan is presented to the City Council and will be part of the Letter of Agreement between the cities and AJR in advance of implementation of the Prevention Plan.
7. **OC Network Development-** This Network component has not initiated, however contact between the OCs is being stimulated early. This a visit by the five future OC partners, Patronatos and youth from La Ceiba communities was organized to the existing OCs in San José, Chamelecón and Rivera Hernández in San Pedro Sula and López Arellano, Choloma. Partners from several OCs in San Pedro Sula, visited the Rivera Hernández OC. As more OCs open up, these exchanges will be encouraged, leading to the creation of a network.

#### **OCs:**

AJR acknowledges the need to provide tools to its Outreach Centers, offering some content for certain training provided at Outreach Centers, including that provided in English and IT, for example. Terms of Reference are being drawn up for a consultant to assist in developing curricula for certain courses at OCs.

**Lopez Arellano (Choloma):** A proposal for the strengthening of the OC was advanced this quarter. Pending procurement is limited to several sports uniforms and dance uniforms. The OC has a credit of US\$2606.89 which has not yet been spent as per its grant. Equipment and sports uniforms have been quoted and will be purchased in January. Challenges this quarter included with regards to developing a proposal for the micro-enterprise for this Center. The Center's partner took longer than anticipated to decide on the micro-enterprise for the Center.

**Rivera Hernandez (San Pedro Sula):** A proposal for the strengthening of the OC was advanced this quarter. Challenges include in the area of volunteer development, the volunteer teaching IT skills strengthened emigrated from the country. Didactic materials to teach courses are needed. It has proven very challenging to cultivate volunteerism for this Center, no new volunteers joined this quarter. AJR considers it necessary to count with two

---

<sup>4</sup> The San Juan OC in Chamalecon does not have an Excel-based M&E System in place to track services of yet.

volunteers per class/course and considers it vital to cultivate volunteers locally. Further, it is noted that AJR was challenged by changes to the proposed micro-enterprise for this Center.

**Chamalecon (Choloma):** The OC in Chamalecon opened its doors on December 17, 2010, though continuing to be limited in its ability to operate as a result of its roof. During the quarter, the AJR followed up repeatedly with INL with regards to the reparation of the roof. Services provided at the OC are limited to homework tutoring, music and welding classes to twelve students. Inputs to facilitate services at the Center that are pending are domestic electrical repair ; cosmetology and hair styling supplies and several items owed by the Oficina de Paz Y Convivencia. The testing of the micro-enterprise at the Center has seen some complication in the bottling, tests continue. Nine volunteers have expressed interest in supporting the Center as volunteers. San Juan lacks proper education services and those it offers have been greatly impacted by strikes, making services at this Center crucial to youth in the area.

**Buenas Nuevas (Teguciglapa):** As noted above, AJR’s implementing partner Save the Children, has decided not to carry on any further activities here because the local gang has forced the Patronato to appoint an OC coordinator that has an affiliation with a gang. Activities at this OC are practically paralyzed. Save the Children hopes that the situation may be resolved in the future and AJR is keeping abreast of developments.

**VillaFranca (Teguciglapa):** A proposal to strengthen this OC has been submitted by Save the Children Honduras and is being processed by AJR. This particular community has been subject by an exaggerated wave of violence, that have resulted in the assesination of the President of the Patronato and many other adults and youth. There have been discussions with Save the Children and the World Bank project, “Barrio-Ciudad”, to carry out joint activities in this barrio. Barrio-Ciudad is using the installations of this OC as a base for their activities, that are focused on community infrastructure such as sewage.

In November, the AJR met with the Universidad Catolica or Catholic University’s School of Architecture who will be helping to design a Model OC. The idea is to have some designs that could be useful to FHIS-USAID for the building of OC facilities in some of the communities that lack the proper space. This project is significant in that it will use the OC model in additional communities, benefiting communities desperate for improved prevention infrastructure and services like those provided at OCs.



<b>Honduras OCT-DEC 2010</b>
------------------------------

Beneficiaries								
OC	Signed up	Male		Female		Total	Hours	Hrs/Ben
Rivera Hernández	157	65	56%	52	44%	117	3,229	28
López Arellano	725	114	42%	159	58%	273	7,985	29
Buenas Nuevas	85	32	38%	53	62%	85	2,269	27
Villafranca	334	164	59%	115	41%	279	13,173	47
<b>TOTALS</b>	<b>1,301</b>	<b>375</b>	<b>50%</b>	<b>379</b>	<b>50%</b>	<b>754</b>	<b>26,656</b>	<b>35</b>

Volunteers								
OC	Signed up	Male		Female		Total	Hours	Hrs/Vol
Rivera Hernández	15	7	50%	7	50%	14	958	68
López Arellano	60	8	44%	10	56%	18	968	54
Buenas Nuevas	15	6	40%	9	60%	15	2,475	165
Villafranca	66	15	25%	45	75%	60	9,685	161
<b>TOTALS</b>	<b>156</b>	<b>36</b>	<b>34%</b>	<b>71</b>	<b>66%</b>	<b>107</b>	<b>14,086</b>	<b>132</b>

During the quarter October to December, in OCs in Honduras 1,301 youth registered for services, 754 young people were beneficiaries\* of the various services offered in the OC. Disaggregated by gender, 50% are male and 50% are female. Recipients of services attended the OCs for 26,656 hours, representing an average of 35 hours participating in the activities of OC per Beneficiary. It is important to note the participation of volunteers in the OCs, 156 youth registered as volunteers during the period, 107 are active volunteers\*\* across the Centers. Disaggregated by gender, 34% are male and 66% are female. Volunteers were at the OCs for 14,086 hours, representing an average of 132 hours per volunteer.

\*-AJR defines an OC beneficiary as having accessed at least ten hours of training or services.

\*\* - AJR defines an OC volunteer as having provided at least ten hours of training or services.

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

AJR has been working with a consultant on a Violence Prevention Diagnostic in Honduras. It will be an important tool to sensitize youth about the need to mobilize against violence. The report will be ready by end of February and will be sent to USAID for approval. Initial contacts have been made with youth groups that are part the Alianza por la Infancia, Adolescencia y Juventud. AJR is considering hiring María Elena Ordóñez, who will be in charge of Public Policy and Advocacy and will in charge of organizing this component, which is expected to be in place by April, 2011.

**IND 1.7 Regional Youth Movement established in alliance with SICA to advocate and implement crime prevention initiatives for the most vulnerable youth**

This result area is not yet active.

**IND 2.1 Number of youth who are trained in life skills (see notes)**

This quarter, sixteen youth were identified as multipliers for the “Challenge of Dreaming My Life” *Desafío Soñar Mi Vida* Life Skills Training in Choloma. Eight multipliers have been identified in San Pedro Sula. Training has been difficult to schedule and will be planned for the next quarter, likely on weekends. Five trainings of multipliers are planned. In January a training will be held in San Pedro Sula and one will be held in Choloma; in February another two trainings will be held and in March a last training will be held in Tegucigalpa. Workbooks for beneficiaries and trainers of this methodology were printed over the last quarter and are now available.

Mirroring the process of AJR El Salvador, AJR Honduras must understand the base of youth in the communities, their level of risk by gauging access to training and work opportunities, age and living situation in order to provide them with the best services. AJR Honduras will conduct a census of youth in intervention communities this quarter. A basic tool will be applied to collect the age and names, living situation and access to training and employment by youth. This process will provide input will inform life skills training and allow a mapping of beneficiaries in each community.

**IND 2.2 Number of youth joining youth-driven organizations or clubs to gain a sense of belonging and identity**

Terms of Reference for Clubs will be shared in an open RFQ over the coming quarter. The concept of youth clubs has been introduced to the CMPVs in the three cities of intervention and discussed with municipal representatives. The idea has been well received. A youth club component has been added to each of the three Municipal Prevention Policies. Discussions have been held to implement this component in partnership with COMVIDA in Choloma and with the Institute of Youth (INJ) in La Ceiba. These discussions will continue over the coming quarter.

**IND 2.3 Number of youth gaining access to positive use of free time as well as educational and vocational training to access job opportunities**

Important meetings were held over the quarter to advance this indicator and foster future opportunities under the Prevention Plans in the municipalities. Meetings have been held with the Education Unit of the Municipality of San Pedro Sula, with the Chamber of Commerce of Choloma and with the La Ceiba Vocational Institute in La Ceiba. Additionally a workshop was held in San Pedro Sula between the three Municipal Vocational Institutes and the private sector, to better assess labor and skills demand (see previous note.) As previously mentioned, the community census is key to being able to determine the distribution of youth served and the ability to target high risk populations with educational and vocational training services.

**IND 2.4 Number of micro-entrepreneurial initiatives**

The target result under this indicator is one micro-enterprise initiative per new Outreach Center. As reported, AJR awaits approval for two initiatives in existing OCs. The program has made important advances with regards to developing the microenterprises proposals of each OC over this quarter.

**IND 2.5 Number of youth accessing jobs or income generating activities**

This quarter, important meetings were held by AJR to advance this indicator and foster future opportunities under the Prevention Plans in the municipalities. Discussions were held with Guildan (a large maquila group in Choloma), with the Asociación de Maquiladores de Honduras, with the Chamber of Commerce of Choloma, with the Instituto Vocacional de La Ceiba and with the Chamber of Commerce of San Pedro Sula. Additionally, discussions and an agreement was reached with the Centro de Recursos de Empleo (CRE), so a work preparedness module will be developed and taught by CRE and will be applied in several of the pilot communities in San Pedro, Choloma and Tegucigalpa.

The very communities where AJR is implementing pose a major obstacle, both in terms of access by youth to opportunities and access by institutions to youth, as a result of their security conditions which cause isolation, fear and logistic complication for service providers and beneficiaries alike. AJR met with the Pro-Empleo program of the Secretariat of Labor to initiate talks on how to effectively match applicants from the intervention communities with Pro-Empleo apprenticeships leading to job opportunities. AJR's objective is to facilitate that youth from the most vulnerable communities access apprenticeship opportunities by providing candidates with transportation stipends and assisting them in preparing applications for these apprenticeships including by bringing promoters of Pro-Empleo to the communities for application workshops. The communities can pose a major obstacle to access by youth and by institutions as a result of their security conditions. Pro-Empleo has placed promoters in the Chamber of Commerce and Industry of Tegucigalpa, in the Chamber of Industry and Commerce of Cortés (San Pedro Sula) and in the head office of the Asociación de Maquiladores de Honduras (in San Pedro Sula.) AJR has met with each of these promoters at their respective offices and there is an agreement has been reached to collaborate. This work will be implemented as OCs are under way and the community census

and individual forms of potential beneficiaries in the intervention communities is being processed.

**IND 2.6 Number of communities reached through crime prevention media campaigns which raise awareness with regards recuperation of values, reduction of intra-familial violence and gang prevention**

Because during this quarter AJR worked on the development of diagnostics and Municipal Violence Prevention Plans, awareness campaigns are seen as needing to stream from these two initiatives. Their content, budget and implementation should come from the adoption of the Municipal Prevention Plans by municipalities. Campaigns will be initiated once Municipal Plans for Violence Prevention are approved in the three municipalities. This is estimated to occur in the quarter January-March, 2011. In the city of Tegucigalpa awareness campaigns will be started through Outreach Centers.

Campaigns will reinforce local alternative communication in communities and is intended to position a specific value and concrete actions in the minds of communities. In Puerto Lempira a drug consumption awareness campaign has been discussed with the Catholic Church, who will implement a small awareness campaign there through the Kupia Kumi radio and posters geared to be placed in schools.

**IND 2.7 Number of local observatories developed to monitor violence in intervention municipalities.**

A proposal to implement and support a Violence Observatory in La Ceiba and Choloma has been received by AJR from the National Violence Observatory and is being processed. While AJR's indicator notes support to one observatory, a strategic opportunity arose support an important in Choloma. Choloma has little institutionalism (as discussed before) and the establishment of their own Observatory will add much to the development of the city's ability to understand and deal with violence in the municipality. Support to this observatory will imply negotiations with the Police and other authorities to let the city disaggregate its own statistics and contribute to the self-reliance of municipal prevention efforts.

AJR believes there is an urgent need for San Pedro Sula to have a Violence Observatory. This is beyond AJR's scope and resources, but nevertheless very important for the Municipality's prevention efforts. A few years ago the Paz y Convivencia Project initiated an effort towards an Observatory in San Pedro Sula. Expensive computer equipment, including a large map plotting machine, was purchased and technical assistance contracted in Colombia through a consultant. The Observatory never functioned well, as they did not have the experience, the software was not adequate and it was very costly to run. This Observatory is a white elephant. According to Gustavo Valenzuela, the new Executive Director of the Observatory is not functioning well. The National University in Tegucigalpa, has a San Pedro Observatory effort (one person at the National University branch), which produces crime statistics for the city. Noting there is no coordination between and past some mistrust between the two efforts, AJR made important efforts to arrange a meeting between the Paz y Convivencia and National Observatory principals. Ongoing talks point to the possibility of an alliance in which the two efforts would share resources and data and come out with a single set of crime statistics for the city. AJR will continue to monitor this development, as it is crucial that the second largest city of Honduras, which produces the

largest number of homicides, counts with vital statistics that guide prevention policies and programming.

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

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

AJR has been very successful in advocating with the private sector that a quota for insertion be placed in the recently approved Hourly Wages Law. For this AJR worked through private sector allies, including Aline Flores, the President of the Tegucigalpa Chamber of Commerce and Industry (CCIT). The Chamber will hold seminars with hundreds of businesses to educate them about the new law. AJR has been invited to have a slot of time to present the Coalition and the Desafio 100 insertion methodology, as a safe way for businesses to comply with the insertion quota mandated by Law and provides an expanded realm of opportunities to the Coalition. The Coalition is housed at the CCIT. As per AJR's grant, CCIT has done recruited a candidate to coordinate the activities of the Coalition. (The salary for this person is being paid through grant) Several candidates were interviewed, CVs shared with AJR and Coalition members and one well qualified candidate was selected. Jorge Ponce will take his new position at the middle of January.

#### **Desafio Challenge 100**

The Desafio program seeks the insertion of former gang members by providing job opportunities to youth in alliance with the private sector. During the last quarter re-contacted youth formerly involved in the Desafio program, both those employed and those unemployed. It aimed to update the personal information of youth, reconnect and explore training needs.

#### **Employment Sufficiency Course Offered to Ex-Gang Members**

One of the most acute needs noted last quarter, was that of basic employment preparation. AJR offered the workshop, "Employment Sufficiency" to nine ex-gang members, as provided by experts from the Mormon Church's Center for Employment Resources (CRE). Skills training included in how to prepare for a first employment interview, how to efficiently search for employment, how to prepare a CV, fill out an employment application and how to prepare a cover letter for a prospective employer. Youth were motivated by the training, showed a great will to find work and had increased confidence as a result of the training. The training will continue over the following quarter with subsequent groups of beneficiaries in Tegucigalpa and San Pedro Sula.

#### **Challenges**

During the week, AJR found it challenging to access ex-gang members for training as some have occasional work. Many of the Desafio 100 youth being targeted have low education levels, setting them back in terms of the basic skills being able to use concepts. The economic means to attend training is a challenge for youth.

A second training opportunity was identified and provided this quarter. Three youth were trained in the repair of cellular phones by the business, Telcon. These skills are of use in the labor market. The youth are being offered the opportunity to start their own small cellular phone repair shops.

AJR's Program Officer traveled to La Ceiba to evaluate seven potential candidates for Desafio 100 this quarter. Two were successfully evaluated and will partake in the new Desafio 100 Program beginning in February 2011.

### **Fostering Job Opportunities for Ex-gang Youth**

The fostering of employment sources for ex-gang youth continued this quarter. AJR sent possible candidates and profiles to and met with, Dinant, Junior Supermarkets, The Honduran Association of Textile Manufacturers (AHM), Gildan and The Chamber of Commerce and Industries of Cortes. AJR established new contacts with Cargill, Green Valley Industrial Park and the Corporación Industrial del Norte (Pepsi, Aguazul).

AJR finds the low skills profile of youth continues to be a challenge in finding willing employers. It has also found that many businesses do not yet know of Desafio 100. Ex-gang youth have expressed an interest in working on micro-enterprises. Once the Coalition begins working on the three micro-enterprises that are part of the Coalition's grant, AJR will take into account the interest expressed by ex-gang members. In Tegucigalpa, this challenge will be addressed through the Coalition's launch. In San Pedro Sula, AJR has been invited by the Asociación de Maquiladores de Honduras to participate and present in seminars to be held with associates to educate them about the new Hourly Wages Law. Also the Association will communicate directly to its members with regards to Desafio 100 and has offered to feature the program in its magazine.

### **Ex-Gang Youth Working**

This quarter five ex-gang youth were provided with employment opportunities. Three found work in the reparation of cellular phones in this area by AJR; one youth found work in the setting up of tents and a fifth youth was assisted with a micro-enterprise. This youth is very excited about his small business.

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

This quarter the most significant accomplishment of this new Activity as per the program amendment has been the continued management of an Excel-based Monitoring and Evaluation System for use by the Outreach Centers. Periodic visits to OC's to verify the system and data collected will be a key focus for the M&E Team both in El Salvador and in Honduras, throughout the life of the project. These visits have been found to be key over this quarter as they provide the M&E Team insight into services provided and also into operational challenges at OC's which the team communicates to technical team colleagues.

In the coming quarter, AJR will utilize the Excel-based Monitoring and Evaluation System as even more actively, meeting periodically with technical teams to review results and goals set by AJR and the Centers.

Furthermore, M&E teams in both countries, increased efforts to establish instruments so teams could begin successfully capturing data. In Honduras, multiple focus groups were held in Honduras with teachers, students and community members. In El Salvador next quarter an instrument will be developed for Municipal Crime Prevention Councils to monitor activities under the Municipal Crime Prevention Plans.

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

Next quarter, work will start with regards the extraction of lessons learned from AJR activities and a framework tool.

#### **Baseline Survey**

This quarter a baseline survey was carried out in AJR's 18 implementation communities in El Salvador and its 25 communities in Honduras. AJR designed its perception survey instrument which will be applied in El Salvador and Honduras as a baseline and again as an impact survey. Baseline survey results will be reviewed with the technical team over the next quarter to ensure relevant data, especially with regards to technical training areas, migration and the incidence of violence and its impact, serves to directly inform implementation where this information is relevant. A more comprehensive overview of key findings and staff responses to them will be provided next quarter.

## **Activity 7: Restorative Justice for Juveniles**

During the period, the AJR USAID-SICA cooperative agreement received Modification #10, a new activity called "Restorative Justice for Juveniles". This Activity seeks to strengthen juvenile criminal justice in Honduras, providing assistance in proposing reforms to the legal framework and enhancing the capacities of juvenile justice system operators to apply restorative justice. Planning has been ongoing this quarter with regards to this activity area which is being operationalized. By next quarter, activities will be fully underway.

## **Communications Units**

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

### **El Salvador**

Between October-December 2010, the following activities were conducted:

Videos were created for the launch of the Violence Prevention Plan in the municipalities of Santa Ana, El Congo, and Chalchuapa. The purpose of these videos was to show each municipality's attributes, as well as to encourage them to participate in activities for youth in their communities. Also, graphic design team developed logos for the activities banners, t-shirts, flyers, and stickers for the launch of the aforementioned plan.

The team also created signs which use double-sided cards with a "thumbs-up" image on one side, and a "thumbs-down" image on the other, to be used in schools in the municipalities of Santa Ana, El Congo, and Chalchuapa. If a person does something that prevents violence, the "thumbs-up" side of the card will be shown to him/her; alternatively, if a person does something that promotes violence, then the "thumbs-down" side of the card will be shown. This plans' purpose is to foster an understanding of values that discourage violence in communities and schools.

In terms of logistics, the Communications Team provided assistance to the Public Policies Workshop's in set up, photographing, and video recording each of the events. Additional assistance included the development of the Violence Prevention Plan's launch in the municipalities of Santa Ana, El Congo, and Chalchuapa. This work was done in close cooperation with the Municipal Violence Prevention Councils of each of the aforesaid municipalities.

The most important activity undertaken by the Communications Team this quarter was a meeting with thirteen local media representatives from Santa Ana and Chalchuapa in order to form an alliance to promote the Prevention Plan's activities by providing media coverage of them in these municipalities. Ten out of the thirteen media representatives became part of this alliance, and their first initiative was a promotional radio advertisement for the Prevention Plan's launch.

Furthermore, another activity included a trip to Panama to present the program and experiences at the Feria de Conocimiento: Compromiso Centroamerica (Knowledge Fair: Central America Compromise), which was organized by SICA and PNUD.

Finally, a strategy was developed for the creation of the Youth Violence Movement in El Salvador. As a result of successful past experiences using social media, a Facebook page

called “Hagamos Algo Pues” (Come on, let’s do something) was created to recruit youth who will lead this movement’s creation. In three weeks, the page already has over 600 followers.

### **Featured Activity: Violence Prevention Plan’s Launch**

**Santa Ana:** After the slogan “OrguYo Santaneco” (Santa Ana’s Pride) was developed for the Prevention Plan, it was presented for approval to the Mayor. This slogan truly embodies Santa Ana citizen’s proud disposition; thus, the mayor like it and approved it. Once the slogan was approved, a date was set for the plan’s launch, and every member organization of the Municipal Violence Prevention Committee of Santa Ana became involved in the planning of this event. The event was a solemn act in Santa Ana’s central park. Youth benefitting from this program, as well as a wide array of municipal employees attended the event.

**El Congo:** A previous diagnosis of this municipality determined that its inhabitants did not identify with El Congo. As a result, the slogan “Yo Soy El Congo” (I am El Congo) was created to make this municipality’s citizens feel like part of their community. The Municipality as well as members of the Municipal Violence Prevention Committee decided that the Prevention Plan’s launch would be a public event, which will include a parade where this municipality’s citizen’s will walk on the streets, informing others that El Congo has a new prevention and development strategy.

**Chalchuapa:** The strategy as defined by the CMPV and the AJR, took into account its potential as a tourist destination. One of the defining characteristics of Chalchuapans is that they work together for their municipality and thus their slogan became “Todos por Chalchuapa” (All for Chalchuapa). The launch of the campaign took place in coordination with the CMPV and the mayor’s office and included extreme sports, a local food bazaar, music, art and a parade.

### **Honduras**

Between October-December 2010, the following activities were conducted:

#### **Media Coverage**

During this period, there were over 20 references to the Regional Youth Alliance’s (AJR) work in written media, and over 45 references on Honduran TV and radio stations. The programs has been closely working with both the Public Relations offices of the municipalities involved, and with USAID’s Communications Office to further broadcast AJR’s initiatives.

The AJR has become well aware of potential of the media as partner in prevention activities in San Pedro Sula, Choloma, and La Ceiba. As a result, the AJR has built relationships with TV and radio station owners in La Ceiba and San Pedro Sula, and has also invited a TV station (Campus TV) in San Pedro Sula to join the Municipal Violence Prevention Committee. Additionally, in December, the AJR worked to ensure that the

Municipal Prevention Plans include a media training component that would allow the violence prevention message have a further reach in the communities.

Media campaigns developed for CMPVs

The AJR has been assisting newly-formed CMPVs in Honduras in being their own spokespeople for the media. Media coverage is a part of the AJR’s strategy in Honduras to ensure that CMPVs are well positioned at the municipal level, and are recognized as the implementers of the Municipal Violence Prevention Plan.

San Pedro Sula: Media coverage included of the swearing in of the Municipal Prevention Committee by the Mayor of San Pedro Sula with the presence of the Governor and US Ambassador. Coverage of the presentation included the presentation of Violence Diagnostic for Honduras.



Choloma: The AJR launched the Lopez Arellano OC in October where the CMPV was recognized as the entity charged with prevention in the municipality. The CMPV involved in the logistic details surrounding the launch of the OC and they also spoke to the press regarding the event.



Ciudad de Oportunidades

La Ceiba: This quarter two CMPV meetings that took place on December 2 and December 10, 2010, were televised. The media also attended the presentation of the municipality’s Prevention Plan was on October 29, 2010. Media coverage of presentation of the Violence Diagnostic, which designates La Ceiba as the most violent city in Honduras, influenced the Mayor to solicit a report from the police that showed non transparent behavior.

Materials developed during the quarter

This quarter the AJR launched three logos as part of the Municipal Development Plans embodying the pride of the municipalities. The three brands resulted from workshops that involved the CMPVs, youth groups and the community.



Of the three brands of the municipalities, that of La Ceiba was completed this quarter. The logo is the brand that accompanies the Prevention Plan. A draft was shared and improved on by AJR with suggestions by the CMPV. The CMPV and Mayor signed off on the final brand, accompanied by the slogan, “La Ceiba para Todos” (La Ceiba for All).

A lesson learned this quarter is that a closer relationship with local media ultimately makes a difference in the perception of inhabitants of the municipality. Usually the local media are more accessible with regards of information guidelines and amenable to being trained with regards of handling the issue of violence and its prevention.

## **Indicators and Results**

In the third quarter of 2010, AJR submitted a revised Monitoring and Evaluation Plan (MEP) to USAID, which included a new set of impact and lower-level indicators based on its new results. The revised MEP will officially substitute the AJR's indicators established in 2008. Measurement against these indicators began during quarter three. (April 2010-June 2010).

**ACTIVITY 1 (A1):** This quarter, 51 youth were trained in "Challenge of Dreaming My Life" (Desafio Sonar Mi Vida) in El Salvador (IND 2.1.1), bringing the total number of youth trained to date to 93 youth. This quarter, 351 youth beneficiaries gained access to positive use of free time as well as educational and vocational training to access job opportunities at OCs in Honduras, bringing the total number of youth accessing these services to date, to 754 youth. (IND 2.1.3)

**ACTIVITY 4 (A4):** This quarter, 151 youth beneficiaries gained access to positive use of free time as well as educational and vocational training to access job opportunities at OCs in El Salvador, bringing the total number of youth accessing these services to date, to 519 youth. (IND 2.1.3)

**ACTIVITY 5 (A5):** This quarter, five ex-gang members were able to access employment. (IND 3.1.2)

USAID-SICA AJR Monitoring and Evaluation Plan			
ACTIVITIES 1,2,3,6			
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			
Key: Note that in the column " EOPS Targets", the letter "A" coincides with "activity" as noted in the USAID-SICA AJR cooperative agreement (Activities 1-6).			
Data Collection Plan			
Indicator	Baseline	EOPS Targets (Sept 2010)	Through September 30, 2010
<b>Activity 1: Jump-starting public-private initiatives for gang prevention</b>			
<b>IR1: Local/national/regional capacity and partnerships for crime prevention created</b>			
1.3	<b>Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities (see notes)</b>	ES-A1= 6 HON-A1= 4 GUA-A1= 0 TOTAL= 10	ES-A1= 11 HON-A1= 10 GUA-A1= 1 TOTAL= 22
			ES-A1= 1 HON-A1= 1 GUA-A1= 0 TOTAL= 2
1.4	<b>Number of Established Outreach Centers that will be strengthened in prevention services in accordance with benchmarks of Strengthened OC Model (see notes)</b>	0	ES-A1= 11 HON-A1= 10 GUA-A1= 1 TOTAL= 22
			0
1.5	<b>Youth Movement established in El Salvador and Honduras and working on advocacy with regards youth crime prevention policy</b>	0	A1: One Youth Movement operating in El Salvador A1: One Youth Movement operating in Honduras
			0
1.6	<b>Youth Movement carries out public policy recommendations aimed at the prevention of violence through pilot projects in high-risk communities</b>	0	A1: Two pilot violence prevention projects in high-risk communities
			2

1.7	Regional Youth Movement established in alliance with SICA to advocate and implement crime prevention initiatives for the most vulnerable youth		0	A1: One Regional Youth Movement operating		0
<b>IR 2: Youth vulnerability risk factors reduced through prevention initiatives</b>						
Sub IR 2.1: Prevention initiatives addressing youth violence risk factors at the local, municipal and national levels are developed						
2.1.1	Number of youth who are trained in life skills (see notes)	ES-A1= 0 HON-A1= 0 GUA-A1= 0 TOTAL= 0		ES-A1= 2,200 HON-A1= 2,000 GUA-A1= 140 TOTAL= 4,340 youth	GUA-A1=	<b>ES-A1=93</b> HON-A1= TOTAL=
2.1.3	Number of youth gaining access to positive use of free time as well as educational and vocational training to access job opportunities (see notes)	GUA A1=0		GUA A1=100 youth HON A1=1,200 youth		<b>HON A1= 754 youth</b>
2.1.4	Number of micro-entrepreneurial initiatives	ES-A1= 0 HON-A1= 0 GUA-A1= 0 TOTAL= 0		ES-A1= 11 HON-A1= 10 GUA-A1= 1 TOTAL= 22 initiatives		<b>ES-A1= 1</b> HON-A1= 0 GUA-A1= 0 TOTAL= 0
2.1.5	Number of youth accessing jobs or income generating activities	GUA-A1= 0		GUA-A1= 30		0
2.1.6	Number of communities reached through crime prevention media campaigns which raise awareness with regards recuperation of values, reduction of intra-familial violence and gang prevention		0	ES=18; HON=25 TOTAL=43		ES=0; HON=0 TOTAL=0
2.1.7	Number of local observatories developed to monitor violence in intervention municipalities. (see notes)		0	ES-A1=3		0
<b>IR 3: Recidivism factors mitigated by providing ex-gang members with rehabilitation services</b>						
Sub IR 3.1: Rehabilitation and Reinsertion initiatives are developed through public-private alliances and are targeted to ex-gang members						

3.1.1	Number of ex-gang members accessing life skills and vocational training (see notes)	ES-A1= 0 Gua-A1=0 Total=0	ES-A1= 150 GUA-A1=100 Total=250	ES-A1= 0 Gua-A1= 97 Total=97
3.1.2	Number of ex-gang members rehabilitated and employed (see notes)	ES-A1= Reh 0 Emp 0 HON -A1=Reh 50 Emp 26 Gua-A1=Reh 0 Emp 0 Total=Reh 50 Emp 26	ES -A1= Reh 100 Emp 100 Gua-A1=Reh 140 Emp 60 Total=Reh 340 Emp 160	ES -A1= Reh 0 Emp 0 Gua-A1=Reh 44 Emp 15 Total=Reh 44 Emp 15
3.1.3	Systematization captures Peronia reinsertion experience including outlining those components most critical to the success of an effective reinsertion program in addressing social needs, economic needs and educational and training needs.	Gua A1=0	Gua A1=1 Systemization	0
<b>IR 4: Strategic crime prevention public policy advocacy initiatives are implemented</b>				
4.1	Number of crime prevention public policy initiatives/campaigns which seek to draft; advocate for; and mobilize citizens towards reforming, approving and/or implementing crime prevention policies	0	A1= At least one campaign advocating for a crime prevention policy in each country (El Salvador, Guatemala and Honduras)	0
4.2	Number of municipal prevention policies designed and adopted in the target municipalities	0	ES-A1=3 policies	0
<b>Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform</b>				
<b>IR 5: Regional legal/justice frameworks assessed and juvenile justice policy reform promoted</b>				
Sub IR 5.1: Juvenile Justice Assessment and Situational Analysis provide adequate basis for juvenile justice advocacy and is taken up in the agendas of SICA countries				
5.1.1	SICA with support from AJR and country-specific juvenile justice groups drafts recommendations for a regional juvenile justice policy	0	A2=Regional policy recommendations drafted	0

5.1.2	<b>Regional Juvenile Justice Policy recommendations are taken up in the agendas of target SICA member countries</b>	0	A2=Regional Policy recommendations formally presented at Commission de Seguridad; Regional Prevention Committee and CCAJ and commitment by SG SICA to present recommendations at Regional/Presidential level.	0
Sub IR 5.2: Implementation of alternative measures is improved in the North Triangle countries				
5.2.1	<b>Standardized procedures designed for the application of alternative measures are being offered to Juvenile Justice Operators in the three countries</b>	0	A2= 3 Alternative measures programs developed and presented to each country's Juvenile Justice system and the corresponding institutions (ISNA, SBS and INHFA) for implementation	0
Sub IR 5.3: Sustainable in-service juvenile justice training and post-graduate training program developed				
5.3.1	<b>Regional post-graduate juvenile justice program and other professional- grade service training short courses/ programs developed in collaboration with the Central American Court of Justice and SICA</b>	0	A2=1 regional post-graduate program/3 short term courses/programs developed(1 per country= TOTAL=4	0

<b>Activity 3: Assisting SICA to promote dialogue and coherence in citizen security</b>				
IR 6: SICA assisted to promote dialogue and coherence on citizen security				
6.1	<b>SICA strengthened to develop new independent programmatic/policy initiatives</b>	0	A3=3 programs or policy initiatives	0
6.2	<b>OBSICA (previously OCAVI) becomes a tool that allows SICA to manage, analyze and produce information to inform regional or country specific initiatives</b>	0	A3=OBSICA established and functional. Indicator matrix has been formulated and periodic reports have been presented in accordance with agreed schedule.	0

<b>Activity 4: El Salvador Merida Initiative on Prevention</b>				
<b>IR1: Local/national/regional capacity and partnerships for crime prevention created</b>				
1.1	<b>Violence Prevention Committees created and strengthened to design, implement, and monitor municipal community crime prevention plans (see notes)</b>	0	ES-A4= 3 Committees strengthened	0
1.2	<b>Number of community members (adults) who commit and dedicate time to serve as crime prevention mentors under the "Neighbours for our Youth" Program and as volunteers in Outreach Centers</b>	0	ES-A4= 180	0
1.3	<b>Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities (see notes)</b>	ES-A4= 0	ES-A4=7	0
1.4	<b>Number of Established Outreach Centers that will be strengthened in prevention services in accordance with benchmarks of Strengthened OC Model (see notes)</b>	ES-A4= 0	ES-A4= 7	0
<b>IR 2: Youth vulnerability risk factors reduced through prevention initiatives</b>				
Sub IR 2.1: Prevention initiatives addressing youth violence risk factors at the local, municipal and national levels are developed				
2.1.1	<b>Number of youth who are trained in life skills (see notes)</b>	ES-A4= 0	ES-A4= 1,400 youth	0
2.1.2	<b>Number of youth joining youth-driven organizations or clubs to gain a sense of belonging and identity</b>	ES-A4= 0	ES A4= 40 clubs/2,000 youth	0
2.1.3	<b>Number of youth gaining access to positive use of free time as well as educational and vocational training to access job opportunities (see notes)</b>	ES A4= 0	ES A4=2,000 youth	<b>ES A4=519 youth</b>

2.1.4	Number of micro-entrepreneurial initiatives	0	ES-A4= 7 initiatives	0
2.1.5	Number of youth accessing jobs or income generating activities	0	ES-A4= 500	0
2.1.6	Number of communities reached through crime prevention media campaigns which raise awareness with regards recuperation of values, reduction of intra-familial violence and gang prevention	0	ES-A4=18;	0
<b>Activity 6: Measure Program Impact on Gang-Related Crime and Develop a Framework for Program Replication.</b>				
<b>IR 8: Program impact on gang-related crime is measured and a framework for program replication is developed</b>				
Sub IR 8.1: Future USAID gang and violence prevention programs, host-country initiatives and other donors have access to a comprehensive technical and operational design tool when launching future gang and violence prevention programs				
8.1.1	AJR develops framework tool outlining the components most critical for designing an effective gang prevention program, as well as what conditions and resources must be in place	0	A6= One complete framework tool.	0

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

<b>Activity 5: Honduras Merida Initiative on Prevention/CARSI</b>			
<b>IR1: Local/national/regional capacity and partnerships for crime prevention created</b>			

1,1	Violence Prevention Committees created and strengthened to design, implement, and monitor municipal community crime prevention plans (see notes)	0	HON A5= 3 Committees created and strengthened	0
1,2	Number of community members (adults) who commit and dedicate time to serve as crime prevention mentors under the "Neighbours for our Youth" Program and as volunteers in Outreach Centers	0	HON A5= 250	0
1,3	Number of Outreach Centers established in alliance with communities, FBOs, private-sector and/or municipalities (see notes)	HON-A5= 0	HON-A5= 15	0
1,4	Number of Established Outreach Centers that will be strengthened in prevention services in accordance with benchmarks of Strengthened OC Model (see notes)	0	HON-A5= 15	0
1,5	Youth Movement established in Honduras and working on advocacy with regards youth crime prevention policy	0	A1: One Youth Movement operating in Honduras	0
1,7	Regional Youth Movement established in alliance with SICA to advocate and implement crime prevention initiatives for the most vulnerable youth	0	A1: One Regional Youth Movement operating (Includes HON)	0
<b>IR 2: Youth vulnerability risk factors reduced through prevention initiatives</b>				
Sub IR 2.1: Prevention initiatives addressing youth violence risk factors at the local, municipal and national levels are developed				
2.1.1	Number of youth who are trained in life skills (see notes)	HON -A1=0 HON-A5= 0	HON-A1=2,000 HON-A5=3,000 TOTAL=5,000	0
2.1.2	Number of youth joining youth-driven organizations or clubs to gain a sense of belonging and identity	HON A5= 0	HON A5=40 clubs/2,000 youth	0
2.1.3	Number of youth gaining access to positive use of free time as well as educational and vocational training to access job opportunities (see notes)	HON A5=0	HON A5= 1,800 youth	0
2.1.4	Number of micro-entrepreneurial initiatives	0	HON-A1=10 HON-A5=15 TOTAL=25	0
2.1.5	Number of youth accessing jobs or income generating activities	0	HON-A5= 600	0
2.1.6	Number of communities reached through crime prevention media campaigns which raise awareness with regards recuperation of values, reduction of intra-familial violence and gang prevention	0	HON-A5=25	0

2.1.7	Number of local observatories developed to monitor violence in intervention municipalities. (see notes)	0	HON-A5=1 La Ceiba	0
<b>IR 3: Recidivism factors mitigated by providing ex-gang members with rehabilitation services</b>				
Sub IR 3.1: Rehabilitation and Reinsertion initiatives are developed through public-private alliances and are targeted to ex-gang members				
3.1.1	Number of ex-gang members accessing life skills and vocational training (see notes)	HON-A5= 0	HON-A5= 150	0
3.1.2	Number of ex-gang members rehabilitated and employed (see notes)	HON -A5= Reh 0 Emp 0 HON -A1=Reh 50 Emp 26	HON-A5=Reh 100 Emp 126	<b>HON-A5= 5 Emp</b>
<b>IR 4: Strategic crime prevention public policy advocacy initiatives are implemented</b>				
4.1	Number of crime prevention public policy initiatives/campaigns which seek to draft; advocate for; and mobilize citizens towards reforming, approving and/or implementing crime prevention policies	0	A1= At least one campaign advocating for a crime prevention policy in Honduras.	0
<b>Activity 2: Assessing regional legal/justice frameworks and promoting juvenile justice policy reform</b>				
<b>IR 5: Regional legal/justice frameworks assessed and juvenile justice policy reform promoted</b>				
Sub IR 5.1: Juvenile Justice Assessment and Situational Analysis provide adequate basis for juvenile justice advocacy and is taken up in the agendas of SICA countries				
5.1.1	SICA with support from AJR and country-specific juvenile justice groups drafts recommendations for a regional juvenile justice policy	0	A2=Regional policy recommendations drafted including recommendations from Honduran juvenile justice groups.	0
5.1.2	Regional Juvenile Justice Policy recommendations are taken up in the agendas of target SICA member countries	0	A2=Regional Policy recommendations formally presented at Commission de Seguridad; Regional Prevention Committee and CCAJ and commitment by SG SICA to present recommendations at Regional/Presidential level.	0
Sub IR 5.2: Implementation of alternative measures is improved in the North Triangle countries				

5.2.1	Standardized procedures designed for the application of alternative measures are being offered to Juvenile Justice Operators in the three countries	0	A2= Alternative measures program developed for Honduras and presented to country's Juvenile Justice system and corresponding institution (INHFA) for implementation.	0
Sub IR 5.3: Sustainable in-service juvenile justice training and post-graduate training program developed				
5.3.1	Regional post-graduate juvenile justice program and other professional- grade service training short courses/ programs developed in collaboration with the Central American Court of Justice and SICA	0	A2=1 regional post-graduate program, to include Honduras. One short term course/program developed for Honduras.	0
IR 7: Vocational and job training programs are accessed by deportee youth				
7,1	Deported youth accessing vocational and job training services programs to support job competitiveness	0	A5=100 youth	0

**Notes:**

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

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

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

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

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

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

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

## **Program Impact**

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

AJR developed an in-depth diagnostic of youth violence in El Salvador to create awareness about youth violence, sensitize stakeholders to risk factors, get feedback from key players from different sectors to later promote citizen mobilization and support to crime prevention policies in El Salvador. The presentation of the El Salvador Youth Violence Diagnostic to Salvadorans from all sectors at ten different workshops: government institutions, members of the media; private businesses; youth organizations; higher education institutions; youth groups; churches; NGOs; Mayors; national sportsmen and artists, was of major impact. Great ideas to prevent violence emerged from the sessions. Attendants were asked if they were interested to become involved in actions to prevent violence from their own sector. Nine of every ten attendees expressed being interested in participating in activities to prevent violence. Youth embraced the idea of starting a movement to prevent crime. One hundred and ninety four ideas and means of putting them into practice were proposed by the sectors. The soon to be launched youth movement will use the violence diagnostic as a direct input and now has a database with 250 contacts from all different sectors and the names of 120 Salvadorans from ten sectors as key stakeholders who are willing to engage in crime prevention initiatives.

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

Under this activity area, major developments were related to the work on alternative measures. AJR met with the heads and key personnel from the National Institute for the Integrated Development of Children and Adolescents (ISNA) in El Salvador; the Institute for Children and Family (INFHA) in Honduras; and the Secretariat of Social Well Being (SBS) in Guatemala to work on respective frameworks for the design of draft rules of procedures for the application, monitoring and control of alternative measures imposed on juvenile offenders.

In El Salvador Mr. Victor Herrero drafted a framework to draft rules of procedures for the application and monitoring of alternative measures. Meetings were held during the months of October and November with ISNA to start discussions on this framework, including terminology and content. The validation process of the new set of rules of procedures will take place through a series of meetings and workshops. In the other two countries, the process is also moving forward.

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

The development of indicators for the Central American Security Index (ICAS) transpired this quarter and was a highpoint of the quarter under this activity area. The index is being designed by AJR in coordination with SICA to measure the security situation of the CA

countries and how they move towards improving these conditions and more effectively preventing violence.

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

##### **Municipal Process**

During the quarter a major impact was the launching of the crime prevention plans in Santa Ana, Chalchuapa and El Congo, El Salvador. The launches are the culmination of a long process that went from engaging the Municipal Violence Prevention Committees (MCPC); the elaboration of municipal and community diagnostics; a trip to Colombia and Guayaquil to sensitize Mayors with regards to working on prevention; the preparation, validation and presentation of the crime prevention plans; and the development of pedagogic and awareness instruments. Above all, the most important impact this quarter is considered to be the growing commitment that has grown among the three Mayors and very notable commitment to prevention efforts.

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

The Municipal process, though only just initiating in Honduras, offers a rich basis for engagement with some infrastructure in place from which AJR will be able to build. Keeness can be detected on the part of municipal and other local actors to move this process forward.

At the community level, the OC model continues to make inroads, for example, The Choloma Outreach Center, Lopez Arellano, which launched in June 2010, is experiencing to incredible demand for courses and workshops. AJR's partner there, Pastoral de Movilidad Humana, attracted a growing number of volunteers from the Parrish. Some 17 registered in all fields, from sports (basketball, soccer) to IT course provision. The OC's partner promoted the Center with the neighborhood and Parish and is forming an association that can assist with the OCs sustainability after AJR-USAID financial assistance ends.

Two pastors from the Cristo es la Roca Church, embraced the OC methodology and has opened the Chamalecon OC. Pastor Freddy Torres, the head of the Church is also the Director of a nearby school that has nearly 2,000 students. The pastor has lived in Chamelecón all his life. AJR looks forward to the launch of this OC which demonstrates great potential for impact in the community.

In Honduras, Mayors have been impacted by the Violence Diagnostic, and the process of the design of the Prevention Plan based on these findings. In the words of La Ceiba, Honduras' Mayor, "Perhaps you do not realize how much our municipal officers have learned by being involved in these process, we truly thank you for what you are doing". Importantly, they have also felt pressure to respond, knowing their policy agendas were being examined the Mayor of San Pedro Sula, based on the finding that AJR presented

in its Diagnostic that most of vulnerable sectors of the city (huge sectors like Rivera Hernández, El Carmen, etc.) did not have vocational education institutions that bring opportunities to youth affected by violence in those communities, declared, “The Municipal Education Unit is engaging the international community for assistance to open a new Vocational Institute in Rivera Hernández, which has none at this time”.

It is important to recognize that these models are just being introduced in Honduras and that their ultimate success depends largely on their being built upon and making them sustainable over time. Implementing community prevention models will only have limited and localized success, if not tied to a more comprehensive municipal model and enabled by proper national prevention policies, including, among other areas, urgent action with regards to corruption within the police force and the policing model in place.

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

The major impact of this quarter has been the continued work with regards the Monitoring and Evaluation System in use in the Outreach Centers. Routine monitoring visits to revise the means of verification of this system, have allowed great discourse over goals of each Center and progress against these goals in addition to discussion with technical team on the services provided in the Centers. The Baseline Survey (See also Executive Summaries in Report Annex) has provided important insights into the implementation terrain of the AJR in both countries. Once the report is finalized next quarter, AJR will report on these finding and process.

## Next Steps

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

#### El Salvador

- Replication of Desafío Soñar Mi Vida including development of a workshop for DSMV trainers in Santa Ana, Chalchuapa, El Congo and Nahuizalco
  - Equipping of OC teams and community facilitators with the necessary material for the development of the replicas of the Desafío de Soñar mi Vida
  - Design and implementation of training plan for operators of observatories
  - Purchase and installation of computer equipment for the observatories
  - Design methodology for analysis and interpretation of information
  - Training workshop for writing and reporting
  - Establishment of the Youth Movement against Violence
  - Method of operation of the Movement and Work plan established
  - Initiation of Community Awareness Campaigns
- 
- FUNDASALVA will begin implementing services to youth under its Rehabilitation and Reinsertion grant having completed interview process
  - Desafío 100 research advanced and plan for launching with FUNDASALVA
  - Continue with the assessment of vocational interests to establish youth groups to apply for a job or vocational training

#### Guatemala

- Convocation to all beneficiary youth to inform them about the new work strategy for the next eight months
- Opening of the United for Peace Training Center
- Trainings (computer, customer service, sales, packaging and warehouse management) provided by INTECAP
- Anti-drug trainings with SECCATID
- Psychological therapies: group and individual
- 2nd training on the philosophy of life (conflict resolution)
- “Challenge to dream my life” for former members of the *Maritos* gang
- Delivery of the first part of the systematization process

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

#### Evaluation / Recommendations of Regional Policy

- Final report Situational Analysis of Juvenile Justice in Honduras in a workshop with operators of the sector institutions, public institutions and private organizations in the month of January.
  - Prepare the final version of case study for Honduras during the month of January.
- Workshop operators Juvenile Justice to validate the case study tentatively in February
- Select members of the institutions operating to serve on the Committee to prepare the Regional Policy Recommendations.

- A final draft of the Situational Analysis is expected to be finished by the end of January 2011
  - Analysis of closed cases, starting discussions with key juvenile justice operators in the three countries through a series of workshops
  - Meetings with SICA and its Democratic Security Unit in order to start discussions regarding the process and methodology to be followed for the effective construction of recommendations for a regional juvenile justice public policy
  - The establishment of an Ad-Hoc committee which will draft the recommendations will also be discussed in detail with SICA.
- 
- First draft document of proposed procedures for the implementation of alternative measures to be reviewed in January 2011 in workshops with staff IHNFA
  - Review and improve the document proposed with the operators of the juvenile justice system (IHNFA, Judges, Prosecutors, Public Defenders)
  - Preparation of final procedures for the implementation of alternative measures to be adopted, published and enforced.
  - Definition and creation of a model administrative file of case management and monitoring of adolescents under alternative measures based on procedures.
  - Jointly analyze the model of internal organization of the program of alternative measures and propose an appropriate organizational model for implementation of the legislation developed.
  - Support the implementation of an IHNFA pilot office with the new internal organization to practice the implementation and monitoring of alternative measures
- 
- Workshops in each country with ISNA, SBS and IHNFA in order to: 1) Present and validate the respective action plans; 2) Have each institution explain their organizational model and current processes carried out by each one regarding the monitoring and control of alternative measures; 3) Analyze the technical support forms (case files/ or records), currently in use by the institutions in order to propose improvements.
  - Selection and appointment of a new expert consultant (methodologist, curricular development specialist) to design training programs and curricula for law schools
  - Workshops with training schools and law schools to discuss juvenile justice sustainable training modules and or programs and begin developing a methodology
  - Work in the development of draft training modules/programs with respective methodologies is expected to take place during the months of February and March 2011

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

- Design and approval of Violence Index format
- Design of Violence Index Monitoring and Evaluation System based on established Indicators

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

- Proposal submitted to USAID for vocational and technical training activities under more than thirty technical areas in three municipalities
- Agreements signed with vocational and technical training providers

- Training Fair held in the three municipalities to register youth in full collaboration with local development organizations including ADESCOs and CMPV
- Vocational and technical training activities underway in all three municipalities and validated by the CMPV
- Ficha or data sheet complete and indicating service needs for all youth in the municipality who will receive services
- Mentoring methodology developed
- Leaders identified with mentor qualities that can be incorporated into prevention efforts
- Develop greater efforts to link mentors with local developers and the municipality's efforts

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

- Expansion of volunteer network in OCs
- Follow-up with regards to proposals for strengthening of OCs
- Continuation of identification of employment partnerships with businesses familiar with the Desafio 100 program and with new businesses
- Establishment alliances with training institutions as providers of training to youth
- Development micro enterprises as alternative forms of income for Desafio 100 Youth
- Seminars carried out in collaboration with the Chamber of Commerce of Honduras (CCIT) and the Coalition
- New Officer who will be in charge of Public Policy dedicates part of his time to grant follow-up in Tegucigalpa

##### San Pedro Sula and Choloma

- Prevention Plan presented before City Hall and local government
- Formalization and legalization of CMPVs as municipal entities
- Launch of Prevention Plans and communication sensitization campaigns
- Follow up to proposals presented by Universities working on prevention efforts in San Pedro Sula and Choloma and establishment of partnerships to provide volunteer time in the implementation communities
- Signing of agreements with community partners to implement OCs
- Implementation and equipping of OCs in the prevention communities

##### La Ceiba

- Formalization and legalization of CMPV as municipal entities
- Approval of Action Plan of La Ceiba
- Launch of Prevention Plan and communication sensitization campaigns
- Signing of agreements with community partners to implement OCs
- Implementation and equipping of OCs in the prevention communities
- Population census carried out in five implementation communities

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

- Presentation of final report by Vox Latina for Baseline Survey El Salvador and Honduras;
- Presentation of final report by Vox Latina Baseline in El Salvador and Honduras at the municipal level to CMPVs
- Finalization of all data collection instruments
- Attention to preparation of Success Stories
- Design data collection instrument appropriate for municipal crime prevention committee process in close collaboration with technical teams
- Training of new OC Coordinators M&E Tracking System
- Internal training extraction of lessons from implementation experience with staff in El Salvador, Guatemala and Honduras.

#### **Activity 7: Restorative Justice for Juveniles**

- Planning and resources in place to operationalize Activity
- Activities underway to strengthen juvenile criminal justice in Honduras, providing assistance in proposing reforms to the legal framework and enhancing the capacities of juvenile justice system operators to apply restorative justice.