



USAID
FROM THE AMERICAN PEOPLE

MEXICO

MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP) QUARTERLY REPORT (OCTOBER – DECEMBER 2014)

JANUARY 2015

This publication was produced for review by the United States Agency for International Development.
It was prepared by Tetra Tech.

The Mexico Crime and Violence Prevention Program (CVPP) is being implemented under USAID Contract No. AID-523-TO-12-00001.

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

Tetra Tech contact: David Green, Senior Technical Advisor/Manager
David.Green@tetrattech.com

MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP)

QUARTERLY REPORT (OCTOBER – DECEMBER 2014)

JANUARY 2015

DISCLAIMER

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

TABLE OF CONTENTS

TABLE OF CONTENTS	I
ACRONYMS AND ABBREVIATIONS	II
RESUMEN EJECUTIVO	3
1.0 INTRODUCTION	6
2.0 NARRATIVE REPORT ON PROJECT ACTIVITIES	7
2.1 INTERMEDIATE RESULT 1: STRENGTHEN FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME.....	7
2.2.1 Activity 1.1: Support the GOM to Improve Monitoring and Evaluation and Knowledge Sharing to Inform National Violence Prevention and Reduction Policies and Better Planning	7
2.2.2 Activity 1.2: Support the GOM Multi-Sectoral Pillar IV Working Group to Develop a Model for Social Programs and Policies for Crime and Violence Prevention in Urban Areas.....	8
2.2.3 Activity 1.3: Support GOM’s Communication Plan that Includes Social Communication Efforts and a Violence Prevention Outreach Strategy.....	9
2.2.4 Challenges and Remedies for IR1	11
2.3 INTERMEDIATE RESULT 2: STRENGTHEN CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/ REDUCTION INITIATIVES	12
2.3.1 Activity 2.1: Develop Crime and Violence Master Plans in Target Communities	12
2.3.2 Activity 2.2: Support Urban and Social Planning Strategies to Strengthen Crime and Violence Prevention	13
2.3.3 Activity 2.3: Strengthen the Capacity of Local Governments to Conduct Participatory Budgeting to Increase Public and Private Investments in Violence Prevention.....	15
2.3.4 Activity 2.4: Promote Community Policing to Improve the Relationships between the Municipal Police and the Communities.....	17
2.3.5 Activity 2.5: Support Local Organizations to Implement Community Healing/Victims’ Programs	18
2.3.6 Activity 2.6: Support Mechanisms to Disrupt the Path of Youth to Criminality Based on Best Practices from the Latin American Region and the U.S.	18
2.3.7 Activity 2.7: Build Sustainable Local Capacity through Grants and Public-Private Partnerships.....	21
2.3.8 Challenges and Remedies for IR2.....	22
3.0 SPECIAL REPORTING	22
4.0 BUDGET ALLOCATIONS	23
5.0 ACTIVITY PLAN AND PROJECTED EXPENDITURES FOR NEXT QUARTER	23

ANNEXES (SUBMITTED SEPARATELY ON A CD)

ANNEX A: TRAINING REPORTS

ANNEX B: DEC REPORTS

ANNEX C: ACTIVITY PLAN AND PROJECTED EXPENDITURES FOR NEXT QUARTER

ACRONYMS AND ABBREVIATIONS

CAP	Community Advocacy Project
CHEPAZ	<i>Crecimiento Humano y Educación para la Paz</i>
CIFAC	<i>Centro de Investigación Familiar, AC</i>
CIDE	<i>Centro de Investigación y Docencia Económicas</i>
CPTED	Crime Prevention through Environmental Design
CVPP	Crime and Violence Prevention Program
CVPP2	Phase two of the Crime and Violence Prevention Program
FIC	<i>Fundación Internacional Comunitaria</i>
FICOSEC	<i>Fideicomiso para la Seguridad y la Competitividad</i>
GOM	Government of Mexico
ICAPI	<i>Inventario de la Capacidad Institucional</i>
ICMA	International City/County Management Association
IR	Intermediate Result
IRI	International Republican Institute
MCVPC	Municipal Crime and Violence Prevention Committee
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
NSPCVP	<i>Programa Nacional para la Prevención Social de la Violencia y la Delincuencia</i>
OCA	Organizational Capacity Assessment
PAO	<i>Patronato de Amigos de La Orquesta de Baja California</i>
PPP	Public-Private Partnership
RFP	Request for Proposals
SABIC	<i>Salud y Bienestar Comunitario</i>
SUBSEMUN	<i>Subsidio para la Seguridad Pública en los Municipios</i>
SUPERA	<i>Pro Superación Familiar Neolonesa, A.C</i>
UANL	<i>Universidad Autónoma de Nuevo Leon</i>
UACJ	<i>Universidad Autónoma de Ciudad Juárez</i>

UNAM	<i>Universidad Nacional Autónoma de Mexico</i>
USAID	United States Agency for International Development
VETSA	<i>Voluntarios en Equipo Trabajando por la Superación con Amor</i>
VICALLI	<i>Vida con Calidad</i>
YSET	Youth Service Eligibility Tool

RESUMEN EJECUTIVO

El primer informe trimestral del año fiscal 2015 documenta los avances y desafíos más destacados del Programa para la Convivencia Ciudadana (PCC) ocurridos durante el período correspondiente a octubre-diciembre de 2014. En este resumen ejecutivo se incluye los temas más relevantes durante el periodo reportado por cada Resultado Intermedio (IR1 e IR2) del Programa.

RESULTADO INTERMEDIO I (IR1)

Se avanzó en la implementación de la estrategia de capacitación del PCC. El programa completó el diseño, y continuó con la implementación, de varios programas de capacitación de manera conjunta con diferentes direcciones generales de la Subsecretaría de Prevención. Junto a la universidad Anáhuac y la Dirección de Información Pública y Disseminación de la subsecretaría, completó el diseño, y llevó a cabo la primera sesión del programa de capacitación sobre comunicación comunitaria para la prevención de la violencia. También apoyó a la Dirección Técnica de Planificación y a la Fundación Idea en diseño del programa de capacitación para la elaboración de diagnósticos participativos, transfiriendo la metodología del PCC sobre Planes de Intervención para la Prevención; e inició el diseño del contenido para capacitaciones aplicadas en el tema de desarrollo de planes municipales de prevención y capacidades para evaluar programas de PRONAPRED. Asimismo, el PCC avanzó en el diseño de una estrategia de fortalecimiento de capacidades locales para transferir sus metodologías de capacitación y acompañamiento a nivel regional, con la finalidad de crear una oferta de fortalecimiento de competencias a funcionarios de gobiernos municipales y estatales y organizaciones de la sociedad civil en las regiones prioritarias en las cuales el Programa Nacional de Prevención Social de la Violencia se está implementando. Esta estrategia será piloteada en Ciudad Juárez y Chihuahua en colaboración estrecha con el gobierno de Chihuahua e instituciones académicas presentes en ambas ciudades.

La campaña Vivamos la Calle genera aprendizajes valiosos para promover su réplica más allá del PCC. La evaluación externa de la campaña que finalizó durante el período reportado arrojó lecciones aprendidas importantes que serán de utilidad para la finalización del modelo de comunicación comunitaria para la prevención de la violencia y la guía para promover la réplica de campañas de comunicación en este contexto. De acuerdo a los principales hallazgos, la metodología utilizada para la campaña logró posicionar los temas promovidos en cerca de la mitad de la población meta y generar impactos positivos de movilización en 80% de los participantes. Estos resultados posicionan de manera positiva a la campaña cuando es comparada con otras campañas de mayor alcance, tiempo y recursos. También arrojó áreas de oportunidad importante que serán documentadas y traducidas en la guía para el diseño e implementación de campañas de comunicación que será finalizada durante el próximo trimestre para promover la réplica de la campaña más allá de las ciudades meta del programa. Para escalar los resultados alcanzados durante la campaña, el PCC trabaja con la Subsecretaría de Prevención y actores locales, para promover capacidades institucionales con la finalidad de desarrollar estrategias efectivas de comunicación.

Se avanza en la producción y disseminación de documentos de conocimiento del PCC para promover la réplica de modelos, metodologías y prácticas. El equipo de técnicos del PCC completó la producción de siete publicaciones sobre modelos, metodologías y sistematizaciones que incluyen las siguientes: actualización del modelo de Policía Comunitaria, Guía para el Diseño de Espacios Públicos Seguros, Guía para el diseño de Planes de Intervención Comunitaria, Sistematización de las siguientes prácticas: Redes Arte Cultura y Paz (CONARTE), Policía Vecinal de Proximidad (NEZAHUALXCÓYOTL), Comunidad Asistida para Adolescentes Infractores (REINTEGRA), y Prevención de la Deserción Escolar con Adolescentes (CASA). Asimismo, el PCC avanzó en la generación de otros modelos, guías y sistematizaciones que serán publicadas durante el próximo trimestre. Como parte de su estrategia de disseminación del legado de

conocimiento del programa, el PCC participó, como co-auspiciador o invitado, en cuatro eventos de alto perfil en Tijuana, Monterrey, Puebla y la Ciudad de México. Durante estos eventos presentó la estrategia de gestión local para la prevención que promueve el PCC y la lista de publicaciones. Durante el próximo trimestre, el PCC continuará promoviendo estos materiales mediante eventos de capacitación, y compartiendo los documentos mencionados junto a la Subsecretaría de Prevención a nivel nacional.

RESULTADO INTERMEDIO 2 (IR2)

Se avanza en la consolidación del modelo de Relaciones Familiares de la ciudad de Los Ángeles, California a Monterrey, Nuevo León. A través de la Universidad Autónoma de Nuevo León, el programa aplicó el modelo de relaciones familiares a 57 jóvenes identificados como elegibles en el trimestre pasado y desarrolló herramientas y protocolos para ajustar el modelo al contexto mexicano. Se identificaron desafíos y construyeron respuestas, con el apoyo de la Universidad del Sur de California y colegas de la ciudad de Los Ángeles. Como resultado del interés generado durante esta primera fase, el PCC y la UANL diseñaron una estrategia para escalar el modelo y replicarlo en otros polígonos de Monterrey y de otras ciudades del país. Los avances de este modelo fueron presentados en un encuentro promovido por USAID Washington en Guatemala en el que participaron representantes de las misiones de USAID de Washington, Centro América y el Caribe, y otros socios de USAID. La presentación del modelo promovido en México despertó mucho interés entre los participantes debido al empoderamiento de la Universidad como líder operador del modelo en México, elemento que busca garantizar continuidad de los esfuerzos generados durante el programa.

Continúa el cierre del programa de pequeñas donaciones del PCC. Durante este período el PCC cerró administrativamente seis donaciones y se preparaba para el cierre de la última donación pendiente con la Universidad Autónoma de Nuevo León que terminarán durante el próximo trimestre. Al terminar con estas donaciones, el PCC habrá ejecutado modelos aplicados en los nueve polígonos meta del proyecto y generado un aprendizaje importante para documentar y generar conocimiento a nivel nacional en las tipologías de prevención psicosocial, comunitaria, situacional, social y de atención a víctimas, y en el ámbito de prevención primaria y secundaria. Las intervenciones más exitosas están siendo documentadas y sistematizadas para promover la réplica a nivel nacional.

Esfuerzos para el fortalecimiento de la Red VIRAL generaron resultados importantes. Durante este período, el PCC trabajó junto a la Subsecretaría de Prevención en el fortalecimiento institucional de la Red VIRAL y en la organización de la cumbre bi-nacional de VIRAL que se llevó a cabo en diciembre en Ciudad Juárez. A través varias sesiones cerradas de trabajo con el grupo de líderes de VIRAL y asambleas de la Red, ésta logró desarrollar mecanismos de decisión mediante la generación de regulaciones internas y acuerdos, la identificación y planificación de actividades para el año 2015 e identificación de mecanismos de financiamiento de esas actividades y se preparó para completar el plan de sostenibilidad que será realizado durante el próximo trimestre. Complementando estos avances, se llevó a cabo la cumbre bi-nacional de VIRAL en Ciudad Juárez en la cual participaron más de 200 jóvenes de todo el país y 16 jóvenes de Los Estados Unidos. La Cumbre, que fue considerada como la reunión anual de VIRAL del año 2014, fue coauspiciada por SEGOB, la empresa Clean Energy y el PCC de USAID apalancando un total de USD\$75,516 de en contribuciones adicionales a lo suministrado por el PCC. La Cumbre sirvió para elevar la agenda de la Red a nivel nacional y binacional y para poner en marcha el plan de actividades de la Red.

Se inició el diseño del observatorio de prevención de la violencia en el municipio de Guadalupe. El municipio de Guadalupe acordó crear un observatorio de prevención de la violencia en línea con los planteamientos técnicos sugeridos por el PCC en un taller de tres días que se llevó a cabo en esa ciudad en Noviembre. El PCC acordó apoyarles en el desarrollo del diseño del observatorio durante el próximo trimestre y acompañar al municipio en la implementación del mismo a mediados del 2015. Como evidencia del interés, el municipio invitó a la UANL para que participe como ente operador del observatorio y se espera la aceptación de éste en el mes de enero.

I.0 INTRODUCTION

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech on February 6, 2012. CVPP is a three-year program with an original budget of \$15,202,629 that was increased through Contract Modification No. 08 on June 20, 2014 by \$2,330,756 to \$17,533,385.

CVPP stems from the Merida Initiative, which is a collaborative program between the U.S. and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the border and elsewhere in Mexico. Mexican and U.S. officials revised their agreement in “Beyond Merida,” outlining four pillars, including Pillar IV, which strives to build strong and resilient communities and encompasses prevention efforts that complement elements of the other pillars that target citizen security.

CVPP was designed to pursue the overarching goal of Pillar IV, to build stronger and more resilient communities that can withstand the pressures of crime and violence. The program provides technical support to plan and implement community development strategies aimed at reducing crime and violence while providing youth with alternatives to criminal activity. Activities are targeted at the national level and sub-national levels in Ciudad Juarez, Tijuana, and Monterrey. Local interventions focus specifically on three communities in each target city identified by the GOM as having high levels of crime, combined with proven citizen engagement in initiatives that address the challenges of crime and violence.

The program supports local institutions that are striving to promote social cohesion, and strengthens the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies. The program supports results-oriented interventions, builds capacity to expand them, and creates communication bridges between communities and their local government.

Tetra Tech leads the implementation of CVPP, supported by three primary implementing partners: the International City/County Management Association (ICMA) provides technical leadership in local governance engagement and strengthening, Youth Build International (YBI) provides technical leadership in youth-focused crime and violence prevention strategies, and Howard Delafield International (HDI) provides technical leadership in communication and outreach strategies.

This document presents CVPP’s Quarterly Report covering the time period from October 1, 2014 to December 31, 2014. The sections are organized by Work Plan Activities based on the Year IV Work Plan submitted by Tetra Tech on October 10, 2014 and approved by USAID on December 19, 2014.

2.0 NARRATIVE REPORT ON PROJECT ACTIVITIES

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

2.2.1 ACTIVITY I.1: SUPPORT THE GOM TO IMPROVE MONITORING AND EVALUATION AND KNOWLEDGE SHARING TO INFORM NATIONAL VIOLENCE PREVENTION AND REDUCTION POLICIES AND BETTER PLANNING

KNOWLEDGE MANAGEMENT PLATFORM DEVELOPED AND OPERATIONAL

Development of knowledge management section of website in process. In October, the Undersecretary of Prevention informed CVPP that it was developing a new version of the website <nosmuevelapaz.gob.mx> (the website), which is expected to be finalized by January. Once the website is operational, the Undersecretary of Prevention will upload the contents developed by CVPP last year to the knowledge management section of the website. Additionally, CVPP and the Undersecretary of Prevention discussed developing an interactive blog as part of the knowledge management section of the website to promote communication between beneficiaries of their joint-trainings. The Undersecretary of Prevention is interested in developing the blog once the new version of the website is finalized. CVPP is waiting for the Undersecretary of Prevention to complete the blog to support them during its implementation.

Design of mobile application in process. During this quarter, CVPP held several meetings with its subcontractor, Must Mobile, and the Undersecretary of Prevention, to discuss the design of the application to access the website from mobile devices. In December, CVPP and Must Mobile presented a preliminary design of the application to the Undersecretary of Prevention for its review and approval. The Undersecretary of Prevention requested that the application include links to social media sites to capture general user data (age, gender, etc.) and a browser to access the knowledge management section of the website. Must Mobile is currently incorporating these changes and expects the application to be ready by February. The successful operation of this application will depend on the Undersecretary of Prevention approval of its content and actual incorporation of this technology under the <nosmuevelapaz.gob.mx>. CVPP has held several meetings with key GOM's counterparts, such as Rafael Reyes, Communications Director of the Undersecretary of Prevention to ensure that they support the process to approve and install the application.

COMPLETE AND PUBLISH BEST PRACTICES FOR REPLICATION

Three practices systematized. During this quarter, CVPP's consultants finalized the systematization of the three practices selected by the committee—"Comunidad en Libertad Asistida para Adolescentes Infractores" from Reintegra, "Redes Arte Cultura de Paz" from Conarte and "Policia Vecinal" from the Municipal Police of Nezahualcoyotl. The committee reviewed the systematization of each practice using CVPP's Guide for the Documentation of Good Practices on Crime and Violence Prevention to categorize each practice as promising, good or best, and categorized the three practices as good practices.

Additionally, CVPP's consultant finalized the summaries for the seven practices that were part of the ten finalists, but were not selected to be systematized. These seven practices will be summarized in a simple format and disseminated together with the other three practices. In January, the systematization of the three

practices and the summaries of the seven practices will be uploaded to the knowledge management section of the <nosmuevelapaz.gob.mx> website to promote their replication. In February, CVPP and the Undersecretary of Prevention will hold an award ceremony to publically recognize the three good practices and to give honorable mentions to the seven practices.

COMPLETE AND DISSEMINATE CVPP'S MODELS, PRACTICES AND METHODOLOGIES

Documentation of CVPP's models, practices, and methodologies in process. During this quarter, CVPP hired a subcontractor to design, edit and publish its more than 30 documents including models, practices, guides and methodologies currently being systematized. In November, CVPP distributed a catalog of its publications at the International Conference on Crime and Violence Prevention, which it co-sponsored with the Carlos Slim Foundation and SEGOB, and more than 75 attendees expressed interest in replicating CVPP's models. By the end of the quarter, CVPP completed the production of seven documents including, the community policing guide, the guide to designing safe public spaces, the guide to developing community intervention plans, CASA's model to prevent youth from dropping out of school, and the systematization of the three good practices selected by the committee (described in further detail above). All of the remaining documents will be completed by February. The systematization of CVPP's legacy—models, practices and trainings—will be finalized by March, and in collaboration with the Undersecretary of Prevention, CVPP will present them at a public event to promote their replication by civil society organizations and federal, state and municipal authorities.

Subcontractor identified to adapt content of "train the trainers" program to online platform. In October, CVPP issued an RFP to seven organizations to develop an e-learning course of the Social Prevention of Crime and Violence training. CVPP's evaluation committee reviewed the proposals and selected the subcontractor in December. In December, CVPP adapted the training to a "train the trainers" model and expects the course to be ready by March. Through the adaptation of the trainer's course to an online platform, CVPP will work with government and non-governmental organizations to build their capacity to implement the training promoting sustainability.

Final evaluation implemented. In October, CVPP's subcontractor began the final evaluation of CVPP, carrying out surveys with 3,000 people in the nine target *polígonos*. Additionally, the subcontractor held six focus group interviews with community members and 36 in-depth interviews with community leaders, including the school directors and leaders of civil society organizations, to identify the direct and indirect impact of CVPP's activities on the target populations. The results of the evaluation will be finalized and presented in January.

2.2.2 ACTIVITY 1.2: SUPPORT THE GOM MULTI-SECTORAL PILLAR IV WORKING GROUP TO DEVELOP A MODEL FOR SOCIAL PROGRAMS AND POLICIES FOR CRIME AND VIOLENCE PREVENTION IN URBAN AREAS

SUPPORT THE GOM'S EFFORTS TO IMPLEMENT THE NATIONAL PROGRAM ON CRIME AND VIOLENCE PREVENTION (NSPCVP)

Version 2.0 of the Social Prevention of Crime and Violence training developed. In December, CVPP extended its consultant agreement with Adriana Loche to design version 2.0 of the Social Crime and Violence Prevention training. Using the training as a base, CVPP worked with the Undersecretary of Prevention to develop additional trainings on designing participatory diagnostics, indicators, and evaluation tools, for over 240 *polígonos* using PRONAPRED funds. In coordination with the Undersecretary of Prevention, a local partner implemented the first training on participatory diagnostics, using CVPP's Master Plan methodology and its Social Crime and Violence Prevention training manuals. In February, CVPP and the Undersecretary of Prevention will implement the second workshop on developing indicators and implementation plans, using diagnostics designed in the first workshop. The third workshop on evaluation tools will be held in May under CVPP2.

CVPP provides technical support to Carlos Slim Foundation. In December, the Carlos Slim Foundation asked CVPP to review prevention materials that it developed in collaboration with the Undersecretary of Prevention and UNAM for a certification program on crime and violence prevention. CVPP agreed to review the documents and will provide feedback once the Foundation gives the documents to CVPP. Based on guidance provided by the Technical Planning Office of the Undersecretary of Prevention, CVPP's support in this area will be limited to reviewing the documents that the Slim Foundation provides. CVPP's knowledge documents will not be disseminated through that online platform following the Undersecretary's guidance.

SUPPORT THE GOM IN THE DEVELOPMENT OF NATIONAL GUIDELINES TO PROMOTE POLICIES FOR CRIME AND VIOLENCE PREVENTION UNDER THE NSPCVP

CVPP supports the development of national guidelines through technical working groups. In this quarter, CVPP supported the Undersecretary of Prevention by participating in technical working groups developing national guidelines to promote crime and violence prevention policies under the NSPCVP. These technical working groups are developing national guidelines for crime and violence prevention observatories, youth in conflict with the law and community policing, and are reported under sections 2.3.2, 2.3.6 and 2.3.4, respectively, of this report.

Subcontractor identified to develop concept paper. As part of CVPP's plans to promote discussions around the issue of impact evaluation of crime and violence prevention programs, in December, it identified a subcontractor to carry out an assessment of methodologies and approaches for evaluating programs and initiatives focused on the social prevention of crime and violence in Mexico. At the end of the assessment, the subcontractor will develop a concept paper on impact evaluation and indicators for crime and violence prevention programs. CVPP will hire the subcontractor in January.

CVPP promotes knowledge legacy through conferences and workshops. During this quarter, CVPP participated in several events, promoting its models, methodologies and publications. In October, CVPP participated in the *Entjuanarte* Cultural Festival and the *Tijuana Innovadora* Festival and both events were attended by more than 10,000 people. In November, CVPP co-sponsored Tijuana's forum for the social prevention of violence (reported under section 2.3.2), and, in collaboration with the Carlos Slim Foundation and SEGOB, the International Conference on Crime and Violence Prevention. The objective of the International Conference on Crime and Violence Prevention was to promote discussions among attendees regarding the development of citizen security at the national level and more than 250 people attended. In Monterrey, CVPP participated in the first National Congress for the Social Prevention of Violence, organized by the Sub-Secretary of Prevention and Citizen Participation from the State of Nuevo Leon, to share best practices and promote the development of public policies related to prevention. More than 600 people attended the event. During the event, CVPP highlighted its models, and several agencies, including the Federal Government of the Dominican Republic and the municipality of San Nicolas de los Garza from Nuevo Leon, expressed interest in replicating them. Also on December 9th, CVPP presented its model and publication plan in the International Congress on Crime Prevention in Puebla. More than 300 people attended. Through these events, CVPP has increased the profile of its knowledge legacy and is promoting the replication of models, methodologies and tools. During the next year, CVPP will capitalize on its reputation to scale-up the replication of these efforts.

COMPLETE THE DELIVERY OF THE POLICY MAPPING TOOL FOR THE GOM

Policy mapping tool developed. During this quarter, CVPP worked with the Undersecretary of Prevention to set a date to deliver the policy mapping tool and to train selected personnel in its use. Although the Director of the Technical Planning Office, Lucila Guerra, has verbally expressed that the tool will be formally received and transferred, CVPP is still waiting to formally deliver the tool. The Undersecretary of Prevention is still waiting for final approval to merge the tool with the larger monitoring system it developed. The Undersecretary will receive the final approval in January and CVPP will deliver the system and implement the trainings shortly thereafter.

2.2.3 ACTIVITY 1.3: SUPPORT GOM'S COMMUNICATION PLAN THAT INCLUDES SOCIAL COMMUNICATION EFFORTS AND A VIOLENCE PREVENTION OUTREACH STRATEGY

FINALIZE THE IMPLEMENTATION OF VIVAMOS LA CALLE; ANALYZE AND DOCUMENT THE EXPERIENCE FOR REPLICATION

Evaluation of *Vivamos la Calle* complete. During this quarter, CVPP's subcontractor conducted an evaluation of its communication campaign, *Vivamos la Calle* (the campaign), in the six target *polígonos* of Tijuana and Ciudad Juarez. The evaluation measured how many community members knew about the campaign and if the campaign influenced the way youth deal with violence. The subcontractor carried out 12 interviews and 700 surveys with members of the campaign's target population—male and female residents of the six *polígonos* between the ages of 8-17. Results of the evaluation showed that almost half of the target population (46%) had heard of the campaign, of whom 80% reported that the campaign had a positive impact—on themselves, community residents and their neighborhood. This finding rivals results from other campaigns with more resources and a longer implementation period (Campaigns *Teleton* 43% and *Cruz Roja* 32%). Eighty-three percent of the population surveyed said participating in the campaign inspired them to improve their behavior in a positive manner. Additionally, the surveyed population reported the various community events, especially breakdance and rap activities, as a highlight of the campaign and emphasized the importance of the campaign's logo in conveying the meaning of the campaign and raising awareness throughout the *polígonos*. The results also showed that the use of social networks could be improved, as the majority of the population surveyed did not use them. Recommendations include advertising the campaign events earlier to give attendees more notice and implementing events throughout the *polígonos* instead of just focusing on one area. The results of the evaluation will be included in a document systematizing the experience of the campaign and its methodology that will be finalized by the end of February.

Additionally, the results of the evaluation will be incorporated as lessons learned in two publications CVPP is developing to promote the replication of its communication strategy and campaign—the Community-based Communication Strategy for Crime and Violence Prevention Model and the Guide for Implementing Communication Campaigns to Prevent Crime and Violence. Both publications are part of the systematization of CVPP's models and will be finalized in January. During the next quarter, CVPP will work closely with the Undersecretary of Prevention to distribute the model and guide among sub-national governments to promote the replication of its community-based communication strategy.

SUPPORT THE GOM COMMUNICATION STRATEGY FOR CRIME AND VIOLENCE PREVENTION.

Training program designed and implemented. During this quarter, CVPP collaborated with its subcontractor, the University of Anáhuac and the Undersecretary of Prevention to design and implement three sessions of a two-day training program to improve the ability of government officials to carry out community-based communication campaigns on crime and violence prevention. In December, the first training was held at the University of Anáhuac and 52 representatives from the three levels of government attended. Attendees came from various states, including Morelos, Aguascalientes, Queretaro, Veracruz, Mexico, Hidalgo, Puebla and Durango, and the *Distrito Federal*. In January, CVPP, the Undersecretary of Prevention and the University of Anáhuac, will implement two more trainings for government representatives from northern and southern states.

After the trainings are complete, CVPP and the GOM will select 30 participants from the trainings to participate in a study tour to Colombia during which participants will learn about community-based crime and violence prevention communications strategies promoted in Colombia. The study tour will be held in late February.

Training held in Tamaulipas. In November, at the request of the Undersecretary of Prevention, CVPP implemented trainings for 26 Tamaulipas state government representatives on replicating its communication strategy. The trainings strove to develop mechanisms at the state level to promote and transfer capacity to municipalities to develop communication strategies to prevent crime and violence. The Undersecretary of

Prevention will work with attendees of the trainings to form communication communities throughout Tamaulipas to promote the development of communication strategies for crime and violence prevention. Additionally, CVPP held several meetings with the Undersecretary of Prevention to discuss trips to other states, including Morelos and Coahuila, but was unable to confirm exact dates. The Undersecretary informed CVPP in December that due to resource constraints, it was unable to hold additional trainings in 2014.

SUPPORT THE CRIME AND VIOLENCE PREVENTION AGENDA THROUGH THE PROFESSIONALIZATION OF JOURNALISTS THROUGH TRAINING AND HIGH-PROFILE EVENTS

Training with the *Universidad Iberoamericana* in process. In this quarter, CVPP continued working with the *Universidad Iberoamericana* and the *Instituto de Justicia Procesal Penal* to plan a forum for journalists from Mexico City that was rescheduled from November to February. They will work with UNAM, the Monterrey Institute of Technology and Higher Education campus in Mexico City, CIDE and the Carlos Septien Garcia School of Journalism to raise awareness of the forum among journalists and journalism students and encourage their attendance. The objective of the forum is to increase awareness among journalists about the importance of crime and violence prevention and to discuss the important role journalists play in the area of prevention. CVPP will sponsor the participation of Spanish Journalist, Javier Bernabé, an expert in preventive journalism, as a key note speaker. Preventive journalism incorporates key concepts of civic and peace journalism and is based on the principle that journalism can alert society to problems and potential issues before they evolve into crises. During the forum, CVPP will hold a training for 20 journalists on preventive journalism and has hired well-known Mexican journalist, Marco Lara, to develop the training. The training will promote the concept of preventive journalism with the objective that attending journalists will have a better understanding of the role they play in the area of prevention. After the forum, CVPP will promote a partnership with the *Universidad Iberoamericana* to encourage further collaboration to educate journalists on the issue of crime and violence prevention.

Additionally, Marco Lara will develop and post pieces on prevention to CVPP's online platform for journalists. CVPP's online platform strives to raise awareness among journalists on the topic of prevention and the critical role they can play. He will also review and make adjustments to the journalist guide of best practices and guidelines for reporting on crime and violence prevention that was developed by CVPP's grantee last quarter.

DISSEMINATE SUCCESS STORIES AND BEST PRACTICES FOR KEY STAKEHOLDERS AND PARTNERS

In an effort to increase the accessibility of its models, CVPP uploaded its catalog of publications and its Social Prevention of Crime and Violence trainings to its website. The documents have been downloaded 161 and 294 times, respectively, during this quarter. Additionally, CVPP's website received 2,797 visits during this quarter, of which 23 percent were from repeat visitors and 77 percent from new visitors. Visitors to CVPP's website were from over 50 countries and the majority were from Mexico. CVPP's website features highlights from the target cities and includes CVPP's guides, manuals, best practices and trainings. CVPP will transfer the content of its webpage to the GOM and other organizations during the anticipated next, 12-month phase of the program (CVPP2).

2.2.4 CHALLENGES AND REMEDIES FOR INTERMEDIATE RESULT I

CVPP continues experiencing delays in the approval of technical products to improve the capacity of the GOM. Similar to the previous quarter, CVPP experienced significant delays from SEGOB in approving technical documents. CVPP is trying to be responsive to SEGOB's requests for support, though there are concerns about the actual strategic value of its contribution. CVPP continues making important efforts to present strategic proposals to generate sustainable capacity at the three levels of government and to generate long lasting products and results in close coordination with SEGOB. CVPP is working closely with USAID to confirm this approach.

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

2.3.1 ACTIVITY 2.1: DEVELOP CRIME AND VIOLENCE MASTER PLANS IN TARGET COMMUNITIES

DISSEMINATE AND REPLICATE THE MASTER PLAN METHODOLOGY

Systematization of the master plan methodology complete. During this quarter, CVPP worked with its subcontractor to edit and publish the final version of the master plan methodology “Guide for the Design of Community Intervention Plans: Diagnostic and Management for Crime and Violence Prevention Intervention” that will be published in early January. The guide explains how to design a community crime and violence intervention plan through a participatory process and will be used to provide capacity building to subnational governments and CSOs on how to conduct diagnostics, and design and evaluate crime and violence prevention projects.

COMPLETE THE CAPACITY BUILDING OF LOCAL ORGANIZATIONS TO IMPLEMENT AND PROVIDE OVERSIGHT OF THE MASTER PLANS

CVPP supports capacity building of community committees. In November, CVPP’s 12-month grant to FIC in Tijuana ended. Under its grant from CVPP, FIC mobilized community members to prevent crime and violence and increase community resilience through the development of community committees. FIC, in collaboration with local NGO, *Cómplices Comunitarias*, formed three community committees (one in each *polígono*) comprised of more than 44 members and trained the committees on the following topics: human development, types of prevention, community participation, social management and developing and implementing community based-projects. FIC worked with each committee to develop work plans and security agendas aimed at resolving security concerns in the *polígonos*. Additionally, FIC supported the legal registration of *Cómplices Comunitarias* as an independent NGO in Tijuana as one of the objectives of the grant. To support the sustainability of the committees’ initiatives beyond the life of CVPP, FIC linked them with beneficiaries of other CVPP grants and community groups so that they may discuss ways to integrate their projects and draft joint work plans. In the next quarter, *Cómplices Comunitarias* and CVPP will continue to support the integration of committees with community organizations and other beneficiaries of CVPP’s grants.

The community committees in Monterrey and Ciudad Juarez have continued holding monthly meetings and have started collaborating with NGOs and other beneficiaries of CVPP’s grantees to promote the sustainability of their initiatives. In Ciudad Juarez, committees have held workshops on handicrafts, collaborated with local NGOs and the municipal government to carry out joint events and supported a food shelf. In December, CVPP held a workshop on community resilience for 26 members of the committees from the three target *polígonos*. The workshop focused on topics related to prevention, conflict resolution and leadership skills. In Monterrey, the committee of Nuevo Almaguer held a meeting with the *Guardia de Proximidad* (reported in section 2.3.4) to present its security agenda that was developed through the support of CVPP. Most of these activities are taking place after the completion of CVPP’s grants.

Systematization of CVPP’s Community Resilience Model in process. During this quarter, CVPP began documenting the systematization of its community resilience experience in the three cities. The community resilience model will be fully and finally documented during the next project phase, CVPP2.

Grant to build capacity of local NGOs ends. CVPP’s grant to *Fortaleza* focused on building the organizational capacity of 12 of its grantees and ended in December. In October, *Fortaleza* implemented a final evaluation using the OCA tool to measure the current institutional capacity of 11 of the grantees. It was unable to perform a final evaluation of CVPP’s grantee, CIFAC, because the organization did not submit the necessary documents in time. *Fortaleza* compared the results of the final OCA evaluation to the original OCA

assessment to identify the organizations that increased their organizational capacity by at least one level. The OCA evaluation ranks organizations on the following capacity levels—low, basic, moderate and high. Four organizations increased their capacity level from low to basic (SABIC, *Tijuana Innovadora*, PAO, *Gente a Favor de Gente*); two organizations increased their capacity from basic to moderate (VICALLI and FIC); and three organizations increased their capacity from moderate to high (VETSA, CReeSeR, and *Villas Asistenciales*). Although two organizations (*Telón de Arena* and CHEPAZ) did not increase their institutional capacity level according to the OCA, both organizations made important advances. *Telón de Arena* developed methodology and tools to measure results from its interventions, a plan for internal and external communication, and a human resources program. CHEPAZ worked with *Fortaleza* during meetings to develop documents including a “problem tree” that it used to identify and address areas for improvement. It did not, however, complete other tasks assigned by *Fortaleza* focused on increasing its institutional capacity. Organizations that increased their institutional capacity demonstrated a high level of commitment to the project and followed through on *Fortaleza*’s recommendations to improve their capacity. *Fortaleza* worked with each organization to design personalized plans to improve their institutional capacity. Each organization has a copy of these plans and can follow recommended steps to continue improving their institutional capacity in the future.

IMPLEMENT MASTER PLANS BY WORKING WITH LOCAL PARTNERS

CVPP makes progress in the implementation of the Master Plans. During this reporting period, 19 prevention initiatives were implemented in nine target communities in line with the Community Crime and Violence Prevention Master Plans. Sections 2.3.2 through 2.3.7 of the quarterly report describe CVPP’s activities that address the Master Plans in each *polígono*. Most of CVPP’s activities at the community level are related to the small grants programs that are closing at this stage of the project.

2.3.2 ACTIVITY 2.2: SUPPORT URBAN AND SOCIAL PLANNING STRATEGIES TO STRENGTHEN CRIME AND VIOLENCE PREVENTION

CONSOLIDATE MCVPCS IN TIJUANA, GUADALUPE AND CIUDAD JUAREZ

During this quarter, Tijuana’s MCVPC held four meetings attended by more than 50 representatives from 14 municipal government units, and 17 NGOs, academic institutions and local businesses. Its seven subcommittees continued holding bi-weekly meetings, drafting their strategies and work plans which will eventually be incorporated into the Municipal Prevention Program. In October, the subcommittee for Citizen Security developed a working group to design a strategy to prevent violence in schools and to provide support to victims of school violence. CVPP hired a consultant to help develop the strategy, which will be piloted in five schools throughout Tijuana from May through December. In November, in collaboration with the municipality of Tijuana and CVPP, the MCVPC sponsored a civic forum for the social prevention of violence and 220 people attended. The forum, the first of its kind in Tijuana, gave participants the opportunity to share prevention models based on the collaboration and coordination of various actors and to discuss local, national and international experiences and best practices. Additionally, the MCVPC presented its achievements and lessons learned and the seven subcommittees shared their advances to date in identifying specific strategies and activities to address challenges in their respective areas. Major accomplishments of the forum include: 1) an understanding and commitment among participants to the importance of coordination among the different actors involved in crime prevention, including local government, civil society and private sector; 2) public acknowledgement of the necessity of a municipal prevention plan; 3) discussions on and renewed interest in the role of the private sector in supporting crime prevention initiatives and models. In January, CVPP will hire a consultant to help the MCVPC create an action plan and timeline for activities to be incorporated into the Municipal Prevention Program, which will be developed during the following quarters.

In October, the Cabinet for the Social Prevention of Violence and Crime in Guadalupe (the cabinet), held its second meeting attended by 33 people, including representatives from 20 governmental agencies, and 10 civil society organizations. At the meeting, members approved internal regulations for the cabinet, which were drafted through the support of CVPP and the construction of a crime and violence prevention observatory in

Guadalupe (described further below). Following up on an agreement made during the first meeting in September to promote coordinated actions with local communities, members of the cabinet held meetings with residents from four *polígonos* to discuss safety concerns in their communities. During a meeting with residents of *Tierra Propia*, members of the cabinet agreed to work with the municipality to install proper lighting throughout the *polígono* and to support a community volunteer to supervise the soccer field while children play during week nights.

In November, CVPP sponsored the travel of five Guadalupe cabinet members to Tijuana to attend a meeting of Tijuana's MCVPC, with the objective of promoting a partnership between the two municipalities and to provide technical support to the cabinet. During the meeting, the cabinet representatives learned about the MCVPC's structure, operation, methods of coordination and members' roles and attended a meeting of a MCVPC subcommittee to gain a better understanding of the structure of its meetings and how it operates. Members of the cabinet reported various lessons learned during the trip, including the importance of including civil society organizations and academic institutions as members of the cabinet and developing subcommittees to support coordinated efforts among municipal departments. During the next quarter, CVPP's consultant will continue supporting the cabinet to promote the inclusion of civil society and academic organizations, to standardize its meetings and to strengthen its four subcommittees.

In Monterrey, CVPP continued discussions with the municipality regarding launching its MCVPC, holding four meetings with the representatives from the Secretary of Human Development to review questions and delivering documents to the municipality for operating the MCVPC. Although the municipality expressed interest in launching the MCVPC, CVPP has not received a firm commitment regarding the launch date.

In October, CVPP hired a consultant to provide technical assistance to strengthen Ciudad Juarez's Municipal Cabinet for the Social Prevention of Violence and Crime (the municipal cabinet) and to perform an evaluation of its operational structure. Based on the results of the evaluation, CVPP developed a proposal to reorganize the municipal cabinet, and shared it with the Municipal President, the Secretary of Public Security and other cabinet members, all of whom have expressed interest in the proposal. CVPP is currently working with the Municipal President to organize a meeting of the municipal cabinet in February to formally review and approve the proposal. Additionally, CVPP developed a proposal to create four subcommittees—youth, women, the promotion of a culture of peace, and urban social issues—and met with representatives of various NGOs and governmental agencies to discuss their participation and roles in the subcommittees. Next quarter, CVPP will continue providing technical assistance to the municipal cabinet and will promote the involvement of civil society organizations and effective coordination among members.

IMPROVE THE CAPACITY OF GOM TO PLAN AND IMPLEMENT EVIDENCE-BASED CRIME AND VIOLENCE PREVENTION POLICIES AND PROGRAMS

CVPP presents results of second ICAPI assessment in Tijuana. In November, during a meeting with municipal government representatives, CVPP presented the results of the second ICAPI assessment, which was carried out in mid-May. The Program implemented the first assessment in April 2012 and the goal of each assessment is to evaluate the evolution of the municipal government's institutional capacities, document its progress, provide feedback and identify areas for improvement. Results from the second assessment showed that the municipality's institutional capacity for crime and violence prevention increased by 84 percent and the overall institutional capacity increased by 70 percent. These impressive results can be attributed to the municipality placing a greater emphasis on urban design and development, managing public spaces and addressing situational risks. The assessment also identified the need for the municipality to implement monitoring and evaluation systems and to establish comprehensive policies to address social risks.

CVPP carried out a second ICAPI assessment in Monterrey last quarter and is waiting for the municipal government to confirm a date for a meeting in which CVPP can present the results (the results of Monterrey's second assessment were reported in the last quarterly report).

CVPP supports technical working group to develop national guidelines on violence observatories. In August, CVPP and the Undersecretary of Prevention established a technical working group to design national

guidelines to promote the development of municipal crime and violence prevention observatories in Mexico. The working group met in December and agreed to disseminate the guidelines in mid-2015, as well as hold various trainings with observatories throughout Mexico on promoting scientific analysis of crime and violence prevention. Additionally, the working group agreed to collaborate with the *Centro Internacional para la Prevención de Crimen* and co-sponsor an international meeting on crime and violence observatories in November. CVPP hired an international consultant to draft the guidelines in collaboration with the working group. The guidelines will be finalized next quarter and CVPP will support the working group in disseminating the guidelines and will work with the Undersecretary of Prevention to promote the development of policies to improve the use of federal government funds to establish crime and violence prevention observatories.

Development of Guadalupe observatory in process. In November, CVPP held a three-day workshop to increase awareness regarding crime and violence prevention, identify issues related to insecurity in Guadalupe and to establish mechanisms for inter-institutional coordination among the various municipal agencies. Additionally, building on the strong interest displayed by the municipality last quarter, attendees discussed the Municipal Crime and Violence Prevention Observatory, and agreed to create the observatory by mid-2015. In November, CVPP hired two local consultants to design the structure of the observatory and to carry out an evaluation on the systems and infrastructure of entities in Guadalupe who will contribute to the observatory. The municipality searched for a public university to oversee and house the observatory, and in December, UANL agreed to play this role. CVPP will meet with the university in January to discuss next steps. Through the development of an observatory in Guadalupe, CVPP will help the municipality access important data that will be used to develop public policies related to crime and violence prevention.

Despite interest displayed earlier last year, and several program efforts to sensitize key municipal stakeholders, CVPP received formal confirmation from the municipality of Tijuana that they will not support the implementation of a crime and violence prevention observatory under the leadership of the municipality.

CVPP promotes collaboration between the Observatory for Citizen Security and Guadalupe. In October, CVPP met with members of the Observatory for Citizen Security from the *Universidad Autónoma de Ciudad Juárez* to discuss opportunities for coordination and collaboration. During the meeting, CVPP encouraged them to participate in Ciudad Juárez's municipal cabinet and to provide technical support to municipal government representatives from Guadalupe as they design their own crime and violence prevention observatory. Members of the observatory agreed to attend the next meeting of the cabinet and to share lessons learned, best practices and software for systematizing information with the representatives from Guadalupe to aid them in building their observatory.

COMPLETE THE DEVELOPMENT OF THE CPTED MODEL THROUGH COMMUNITY-FOCUSED PROJECTS AND PREPARE SUBNATIONAL GOVERNMENTS TO TRANSFER CAPACITY

In Tijuana, CVPP worked with its grantee, FIC, and the three organizations implementing CPTED projects in each *polígono*, to secure government funding, including PRONAPRED and SUBSEMUN funds, for projects identified last quarter through participatory diagnostics. Community members from the three target *polígonos* met with representatives from their respective delegations to present their projects with the goal of gaining municipal support to use government funds to implement them. The representatives from the delegations in Camino Verde and Mariano Matamoros were interested in the proposed projects and are working with the municipal government to secure PRONAPRED funds from the 2015 municipal budget to implement the projects. In Granjas Familiares, representatives of the delegation secured Ramo 33 funds to implement part of their identified projects in October, including rehabilitating a public park, constructing sidewalks and lighting a dimly-lit tunnel, and are working to obtain additional government funding for the remaining projects. Additionally, community members of Granjas Familiares have collaborated with the private sector, receiving technical support from the *Factores* Group and bags to use when picking up trash donated by the local company *Panadería Nueva Tijuana*. CVPP's grant with FIC ended in September after reaching 300 beneficiaries. During the next quarter, CVPP's local office in Tijuana will continue providing

technical assistance to community members in the three *polígonos* as they work to secure government funding to implement their CPTED projects.

In Monterrey and Guadalupe, CVPP's consultant worked with community members in the *polígonos* of La Alianza and Nuevo Almaguer respectively, to identify and design CPTED projects based on the results of participatory diagnostics, with the objective of applying for government funding to implement them. Community members in La Alianza designed a project to build a park by the streets *Madereros* and *Mineros* and presented their project during a meeting with municipal government representatives in October. In Nuevo Almaguer, community members designed a project to rehabilitate a popular park and presented the project to Guadalupe's Municipal Cabinet for the Prevention of Crime and Violence. Both projects were well received by municipal representatives who will work with community members to secure government funding to implement the projects in 2015. CVPP's local office in Monterrey will continue providing technical support to community members during the next quarter.

In Guadalupe, CVPP promoted a partnership between the municipality and Jóvenes Constructores (JCC) to implement a safe route program in Nuevo Almaguer. The project originally envisioned the participation of CEMEX, JCC and the municipality of Guadalupe. The project did not go through because JCC could not present a proposal on time for Guadalupe to secure federal funds. CVPP will continue exploring opportunities to re-launch this initiative.

IMPROVE THE INSTITUTIONAL CAPACITY OF MUNICIPALITIES TO PLAN AND OPERATE CRIME AND VIOLENCE PREVENTION PROGRAMS

Replication of CVPP's models promoted. Last August, CVPP held two trainings for representatives from the state and municipal governments of Chihuahua on replicating its communication campaign. Representatives from the municipality of Guadalupe y Calvo attended the training and decided to include the replication of the campaign in their municipal budget for 2015 using PRONAPRED funds. In December, the municipality requested support from CVPP to replicate the campaign, and CVPP will provide materials and technical support to the municipality as they begin implementing the campaign in January. Guadalupe y Calvo will be the first municipality to replicate the campaign in its entirety.

Additionally, at the request of the District Attorney's Office of the state of Chihuahua, CVPP developed a proposal to support the government of the State of Chihuahua in transferring the MCVPC model to municipal governments through the state. CVPP will provide technical assistance during next quarter to support the replication of the model throughout the state of Chihuahua. CVPP and USAID representatives will hold meeting in January with the UACJ in Ciudad Juarez and other relevant organizations in Chihuahua to explore possibilities to transfer CVPP training methodologies to these entities so that they can provide direct training to municipal officials directly.

After seeing the benefits of a CVPP-designed CPTED project implemented last fall in Felipe Angeles, the municipality of Ciudad Juarez is interested in allocating PRONAPRED funds to implement another safe passage project in Felipe Angeles. The project will build a set of stairs, connecting the lower and higher parts of the *polígono* and will benefit 2,500 residents. CVPP will meet with the municipality in January to discuss implementing the project.

Development of Municipal Competency Index in process. CVPP will finalize the Municipal Competency Guide and Index in February and will pilot it in Tijuana and Guadalupe during CVPP 2. Once piloted, CVPP will make final adjustments to the tool and promote its implementation during phase two of CVPP in 2015.

2.3.3 ACTIVITY 2.3: STRENGTHEN THE CAPACITY OF LOCAL GOVERNMENTS TO CONDUCT PARTICIPATORY BUDGETING TO INCREASE PUBLIC AND PRIVATE INVESTMENTS IN VIOLENCE PREVENTION

COMPLETE THE DEVELOPMENT AND PUBLICATION OF THE PARTICIPATORY BUDGETING GUIDE

Municipal Guide to Participatory Budgeting finalized. The Municipal Guide to Participatory Budgeting was finalized last quarter and the final version of the guide is in the process of being published. The guide will be included with CVPP's models currently being systematized and will be disseminated in March to promote its replication among municipal governments. This guide was produced together with the USAID funded IRI project.

2.3.4 ACTIVITY 2.4: PROMOTE COMMUNITY POLICING TO IMPROVE THE RELATIONSHIPS BETWEEN THE MUNICIPAL POLICE AND THE COMMUNITIES

SUPPORT THE INSTITUTIONALIZATION OF THE COMMUNITY POLICING MODEL

Community security agendas finalized. During this quarter, representatives from the community committee of Nuevo Almaguer held two meetings with members of the *Guardia de Proximidad* and the Municipal Cabinet for the Prevention of Crime and Violence, to present a security agenda that they developed last quarter with CVPP. The agenda detailed specific security concerns, including the presence of gangs in the community, lack of lighting in the streets and abandoned houses, and provided solutions for their resolution. The *Guardia de Proximidad* agreed to collaborate with the committee to address these issues and they will meet again in January.

In Tijuana, CVPP's grantee, FIC and *Cómplices Comunitarias* worked with the three community committees to finalize the security agendas, which they presented during a meeting with the MCVPC in October with the objective of gaining municipal support to resolve the issues included in the agendas. The committees continue refining the agendas and next quarter will collaborate with *Cómplices Comunitarias*, a new member of the MCVPC, and other municipal institutions, to implement activities outlined in their agendas.

CVPP supports community policing model in Guadalupe. During this quarter, CVPP's consultant continued providing technical support to the Municipal Police of Guadalupe to support the decentralization process in the following areas: adjusting the size of police districts and the distribution of police officers among the districts, allocation of police officers to areas with higher crime rates, and the development of indicators for police to monitor and evaluate progress to co-produce security with the community. Additionally, in December, CVPP and the *Guardia de Proximidad* started planning the second round of training for mid-level officers from region two on community policing and program oriented policing that will be held in January. The *Guardia de Proximidad* will invite trainers to the session to promote its replication in the future.

Guardia de Proximidad trained on CVPP's mobile mediation model. In October, CVPP's grantee, VETSA, held a training with representatives from region two of the *Guardia de Proximidad* to present CVPP's mobile mediation model and explain how the *Guardia de Proximidad* could refer cases in need of mediation to VETSA.

PROMOTE THE REPLICATION OF CVPP'S MODEL AT THE NATIONAL LEVEL WORKING WITH THE GOM'S TECHNICAL WORKING GROUP

CVPP participates in technical working group to develop community policing model. In September, CVPP was invited to join a technical working group in charge of developing a community policing model to be implemented by municipalities through federal funds such as PRONAPRED and SUBSEMUN. During this quarter, CVPP worked with the Undersecretary of Prevention and the National Security Commission to use CVPP's community policing strategy as a guide to develop a document containing fundamental concepts of the community policing model and a plan for implementing it. CVPP will present both documents to the working group during a meeting in January. Additionally, at the same meeting in January, the Municipal President of Guadalupe will give a presentation on the *Guardia de Proximidad*, and CVPP will present the guidelines it has developed on decentralization, sectorization and efficient use of police force, to promote their adaptation and replication by police forces throughout Mexico.

2.3.5 ACTIVITY 2.5: SUPPORT LOCAL ORGANIZATIONS TO IMPLEMENT COMMUNITY HEALING/VICTIMS' PROGRAMS

COMMUNITY HEALING MODEL DEVELOPED AND VALIDATED THROUGH PILOT INTERVENTIONS

Implementation of CAP model finalized. In October, 74 female victims of domestic violence identified last quarter by the Municipality of Guadalupe and CVPP's grantee, CIFAC, were randomly assigned to participate in a 10-week treatment program using either the CAP model or group therapy sessions currently implemented by local municipal government agencies. Nine psychologists from the municipality trained in the CAP methodology implemented the treatments, to ensure that lessons learned and best practices from these interventions remain with the municipality. The treatments ended in November and CIFAC is working with the municipal government and the University of Michigan to compare results of the treatments and, potentially adapt current methodologies used by the municipality. CIFAC's grant ended in November after reaching 344 beneficiaries, including 253 female youths who attended workshops on preventing dating violence; 17 local psychologists who were trained in the CAP methodology; and 74 female victims of domestic violence who participated in the treatment programs.

NETWORKS TO PROMOTE COMMUNITY HEALING IN THE PUBLIC AGENDA STRENGTHENED

CVPP's Comprehensive Community Healing Model in process. In this quarter, CVPP completed a first draft of the model that will include a conceptual framework on community healing and crime and violence prevention, and the systematization of four of CVPP's grant interventions. The model will be finalized as part of the systematization of CVPP's models in March.

2.3.6 ACTIVITY 2.6: SUPPORT MECHANISMS TO DISRUPT THE PATH OF YOUTH TO CRIMINALITY BASED ON BEST PRACTICES FROM THE LATIN AMERICAN REGION AND THE U.S.

COMPLETE THE IMPLEMENTATION OF FOUR AT-RISK YOUTH GRANTS IN THE TARGET POLIGONOS

Implementation of Men for Equality Model complete. CVPP's grantees, SUPERA and SABIC, completed the implementation of the Men for Equality Model in Monterrey and Ciudad Juarez after reaching more than 1,773 beneficiaries. In Monterrey, SUPERA sponsored weekly soccer tournaments, attended by more than 200 youths, who played on mixed-gender teams in an effort to promote gender equality in terms of teamwork and leadership. Additionally, SUPERA held workshops on painting, music and photography and more than 90 youths participated, during which they painted 27 murals depicting men in non-violent roles, recorded 12 songs describing their personal experiences, and took more than 500 photos promoting gender equality and new ways to express masculinity. Ten youths were selected to have their songs professionally recorded and made into a CD that SUPERA will distribute to local organizations looking to replicate the model and to community members throughout the *polígonos*. During the last month of the grant, youth beneficiaries highlighted their work at community events by showcasing their murals and photos and performing their songs. In early December, 12 youths traveled to Ciudad Juarez to participate in the VIRAL Bi-National Summit, at which they displayed two murals they had painted and exhibited their photos. Through CVPP's grant to SUPERA, youth beneficiaries learned to identify types of violence associated with males and were encouraged to question why this type of violence occurs. Additionally, beneficiaries learned how to manage emotions positively, to resolve conflicts peacefully, and new, non-violent ways to express their masculinity.

In Ciudad Juarez, SABIC held three community movie nights, showing movies that dealt with masculine identities and gender-based violence and 120 people attended. SABIC also implemented seven workshops on masculinity, exploring such topics as stereotypes of men, defining masculinity and expressing emotions in a positive manner that 135 youths attended. Additionally, in an effort to raise awareness about the model, SABIC set up an information booth at a local high school in the *polígono* of Riberas del Bravo and by passing out bracelets, brochures and holding brief discussions with students, raised awareness about the model with

70 percent of the school population. Through its grant to SABIC, CVPP introduced the topics of gender equality and forming new masculinities into two high schools in Ciudad Juarez with a student population of 1,500. Three hundred students directly participated in the model by attending workshops and they, along with their teachers, have reported positive changes in their daily behavior. Additionally, CVPP trained representatives from SABIC and CHEPAZ in implementing the model, and while both organizations had several years of experience in community health, their target population had been mainly women. Implementing the model gave them the opportunity to work with male youths and better understand the importance of working with them from an early age to help prevent them from becoming perpetrators of violence.

In Monterrey, the technical committee formed to promote the replication of the model will hold its third meeting in January to discuss the sustainability of the model and draft a plan for replicating it throughout Nuevo Leon. Members of the technical committee include representatives from the Secretary of Social Development, Secretary of Education, DIF, Secretary of Health and the United Nations Office on Drug and Crime. In Ciudad Juarez, several organizations are interested in replicating the model, including various school systems. CVPP will work with these organizations to promote the replication of the model next quarter. Additionally, CVPP is in the process of documenting the model, which will be included with CVPP's systematizations.

Implementation of Mobile Mediation Model finalized. In November, CVPP's grant to VETSA ended after reaching more than 800 beneficiaries. VETSA implemented CVPP's Mobile Mediation Model, which promoted constructive communication within communities through the use of mediation as a tool to resolve conflicts. Throughout the grant, more than 800 community members attended promotional events to raise awareness about the model and 50 people were trained in implementing community mediations, including 22 community leaders, who will continue mediating conflicts in their communities, promoting the sustainability of the model. In collaboration with the *Centro Estatal de Métodos Alternos de la Procuraduría General de Justicia del Estado de Nuevo León*, VETSA mediated 90 cases, of which 44 were related to family issues and 46 were related to issues within the community. Approximately 90 percent of the mediations were successfully resolved and 217 community members participated in the mediations. Given the positive results of the model, the municipality of Guadalupe has decided to continue implementing it in other high-conflict areas throughout Guadalupe. The municipality will hire VETSA using SUBSEMUN funds to implement the model in 2015. This is a replication of CVPP's promoted model beyond the pilot poligonos.

COMPLETE THE DOCUMENTATION OF THE CHILDREN AND YOUTH VIOLENCE PREVENTION MODEL AND FOUR SYSTEMATIZATIONS

During this quarter, CVPP staff members and consultants made advances on CVPP's Children and Youth Violence Prevention Model, which will include concepts, practices and recommendations for policy makers and practitioners. The model will include the systematization of four models implemented by CVPP's grantees JCC, PAO, *Telón de Arena* and CASA and will be published with the other systematizations in March.

SUPPORT THE STRENGTHENING AND EXPANSION OF THE VIRAL YOUTH NETWORK

CVPP builds capacity of VIRAL network. In November, CVPP and the Undersecretary of Prevention held a two-day workshop for 15 VIRAL members in Guadalajara. The first day of the workshop focused on prevention concepts and how to leverage resources from PRONAPRED to implement projects focused on at-risk youth. Attendees discussed the role that VIRAL plays in the area of violence prevention and identified the need to develop a clear plan and strategy regarding contributions it can make in this area. At the end of the workshop, VIRAL submitted a proposal of prevention related activities to the Undersecretary of Prevention with the objective of gaining financial support to implement them. The second day of the workshop was a general assembly meeting for VIRAL and focused on strategic planning and the organization of the network. Attendees reviewed the internal regulations of VIRAL, including member requirements, decision-making mechanisms, and member responsibilities. At the end of the workshop, attendees elected a

new president, Dr. Carlina Zuheil Candelario Rosales. Additionally, attendees decided to legally register the network as a civil society organization and develop guidelines for the strategic planning of the organization.

In early December, through the support of CVPP and the Undersecretary of Prevention, VIRAL held a second general assembly meeting, during which the new president was inaugurated and attendees developed another proposal of activities related to crime and violence prevention to be implemented throughout the country with at-risk youth. At the end of the meeting, VIRAL delivered the proposal to the Undersecretary of Prevention with the objective of gaining financial support to implement it. CVPP's support to VIRAL improved its 1) internal organization by developing decision making mechanisms and internal regulations; and 2) its internal planning through strategic planning and the development of proposals for activities focused on at-risk youths. Building on momentum of its advances from the support of CVPP, VIRAL will work next year to develop its sustainability plan.

First Bi-national VIRAL Summit implemented. On December 8-10, CVPP, its subcontractor Youth Build International, and the Undersecretary of Prevention co-sponsored the first Bi-National VIRAL Summit, leveraging USD\$75,516 from NGOs, municipal partners, and Clean Energy. Youth Build International promoted the methodology to include youths from the United States at the summit and through private sector funding, leveraged approximately \$15,000 USD to pay for the transportation and lodging of 16 American youths to attend the event. More than 200 youths participated in the summit, including 16 youths from the United States and Mexican youths from more than 10 states, including the *Distrito Federal*. The objective of the summit was to provide a space for youth from Mexico and the United States to come together and exchange experiences and best practices related to crime and violence prevention. The summit strove to help attendees develop skills and abilities to influence crime and violence prevention policies in their respective countries. During the summit, attendees participated in workshops and activities designed to encourage them to become actively involved in issues facing their communities. The summit gave bi-national coverage to the social prevention of violence and crime from the perspectives of youths; gave VIRAL coverage at the national level; strengthened and increased the participation of youth leaders in VIRAL; and gave participants the opportunity to come together to discuss and design innovative proposals related to the social prevention of violence and crime.

Subcontractor selected to provide technical assistance to VIRAL's online platform. In October, CVPP released RFPs for a subcontractor to improve the functionality of VIRAL's online platform. Several of the companies responding to the RFP had ties to the VIRAL network and to avoid any conflict of interest, CVPP sent out another RFP in November. CVPP received two proposals and the evaluation committee selected the winning proposal in late December. CVPP will work with the subcontractor to start providing technical assistance to VIRAL's online platform in early January.

SUPPORT THE TECHNICAL WORKING GROUP ON YOUTH IN CONFLICT WITH THE LAW TO PROMOTE EFFECTIVE PROGRAMS THROUGH FEDERAL FUNDING

CVPP had originally planned to develop a best practices document on youth in conflict with the law that would include a conceptual framework and specific recommendations to design effective programs in this area. However, during meetings with the technical working group, the group asked CVPP to develop a document containing recommendations on the development of public policies and the allocation of federal resources to social reinsertion projects implemented at the state-level. CVPP is in the process of hiring a consultant to complete the document and expects to finalize it in March.

CVPP co-sponsors national conference on youth in conflict with the law. In late September, CVPP and the Undersecretary of Prevention sponsored a national meeting on youth in conflict with the law targeted at civil society organizations and government agencies. More than 30 national and international experts attended the meeting. The objective of the meeting was to promote coordination among various actors working in the area of social reinsertion of youth in conflict with the law and to present the results of a study on Mexican youths in prison. During the meeting, the Undersecretary of Prevention announced the allocation of government

funds to Mexican states to support the reinsertion of Mexican youth as they leave prison. In February, CVPP2 will award a grant to an organization to implement its Social Reinsertion Model in Mexico City.

COMPLETE PHASE I OF THE FAMILY RELATIONSHIP AT-RISK YOUTH MODEL

Phase one of the family relationship at-risk youth model continues. During this quarter, family counselors from CVPP's grantee UANL worked with the 57 youths participating in the model and their families to identify risk factors, including lack of parental supervision and having friends involved in gangs, and agree upon tasks to address each risk factor. The counselors held more than 170 meetings with the youths and their families to review progress, discuss obstacles and reflect on the process. Once identified problems were successfully resolved, the families selected new issues to address. In December, CVPP received USAID's approval to extend the grant by two months to conduct a second YSET-M assessment to measure the youths' progress six-months after the original assessment, as recommended by the developers of the model. Additionally, during the original YSET-M assessment, members of the younger population (10-12 years) had difficulty understanding some items in the assessment. To ensure the YSET-M is fully adapted to the Mexican context, UANL has adjusted the wording of some questions and will pilot an adapted version, called YSET-MA, in February. In February, Miguel Leon from the Mayor's Office of the City of Los Angeles, California, will travel to Mexico to hold a training with members of UANL on implementing the model. At the end of the grant, UANL will complete a guide for the replication of the model in other at-risk Mexican communities and submit a proposal for a grant under CVPP2 to continue implementing the model in Monterrey with other at-risk youths.

CVPP shares experiences at international conference. In November, representatives of CVPP and UANL traveled to Guatemala to present on their experience in implementing the family relationship at-risk youth model at a conference organized by USAID-Washington. More than 30 people attended the conference, during which another organization shared its experience implementing the model in Honduras, promoting an exchange of lessons learned and best practices for implementing the model.

DESIGN NEW GRANTS FOR PHASE 2 OF CVPP

Drafting of new RFAs in process. In an effort to expedite the transition from CVPP's current contract to CVPP2, CVPP began in November to draft RFAs for models related to family relations, secondary and tertiary prevention and school retention. In December, CVPP identified a consultant who will be hired in January to support the process of drafting the negotiation memorandums for grants issued under CVPP2.

2.3.7 ACTIVITY 2.7: BUILD SUSTAINABLE LOCAL CAPACITY THROUGH GRANTS AND PUBLIC-PRIVATE PARTNERSHIPS

CONSOLIDATE PARTNERSHIP WITH CEMEX

In November, CVPP held a meeting with CEMEX to present several of its crime and violence prevention models, as CEMEX is interested in replicating CVPP's models in 12 of its community centers throughout Mexico. After the presentation, CEMEX expressed interest in replicating the following models: community committees, JCC, CPTED, and the Family Relationship At-Risk Youth. During this quarter, CVPP designed a training for 40 CEMEX employees involved in the implementation of its community-based programs, which it will implement in March. The objective of the training is to transfer selected CVPP models to CEMEX; and to increase attendees' knowledge of social prevention and its indicators. In January, CVPP and CEMEX will sign a MOU detailing the technical assistance CVPP will provide over the coming months.

CVPP continued working with CEMEX and the municipality of Guadalupe to promote a partnership between the two to implement a *Centro Productivo de Auto empleo* project. In this quarter, the municipality approved the allocation of funds to implement the project, which is scheduled to begin in February. CEMEX and the municipality of Guadalupe will formalize this agreement by signing a MOU in January.

CVPP held conversations with representatives from *Red Sumarse*, who continued expressing interest in learning more about CVPP's models to identify those it wants to replicate. CVPP will continue discussions with *Red Sumarse* during the next quarter.

FORMALIZE A PARTNERSHIP WITH AXTEL FOUNDATION, SLIM FOUNDATION AND FICOSEC

Partnership with Axtel in process. During this quarter, CVPP held meetings with representatives from the Axtel Foundation to discuss opportunities for collaboration. They agreed to sign a MOU in early 2015 to collaborate in the following areas: 1) CVPP will transfer prevention-based models, including the Family Relationship At-Risk Youth Model, to Axtel; 2) CVPP will provide technical support to Axtel as it implements the transferred models; and 3) CVPP will offer a training to Axtel personnel and its grantees on its social prevention of violence and crime methodologies.

CVPP collaborates with the Slim Foundation. As reported in section 2.2.2, in November, CVPP and the Carlos Slim Foundation sponsored the International Conference on Crime and Violence Prevention. Additionally, CVPP is supporting the foundation by reviewing documents it developed with UNAM on a crime and violence prevention certification program. After the conference, CVPP initiated conversations with the Slim Foundation to identify other areas of cooperation. By January 2015, CVPP and the Slim Foundation will lay out options to establish a partnership in areas of mutual interest.

FICOSEC interested in replicating CVPP's models. During this quarter, CVPP held meetings with representatives from FICOSEC to discuss the replication of the Family Relationship At-Risk Youth Model in Ciudad Juarez. In February, representatives of FICOSEC will travel to Monterrey to meet with members of UANL, CVPP's grantee currently implementing the model, to discuss the replication of the model in Ciudad Juarez. Additionally, in February, CVPP and FICOSEC will meet to discuss collaborating on a tertiary prevention project focused on reinsertion in Ciudad Juarez under CVPP2.

COMPLETE CAPACITY BUILDING PROCESS TO GRANTEES

CVPP's activities related to building capacity of grantees through *Fortaleza*, are reported in section 2.3.1.

2.3.8 CHALLENGES AND REMEDIES FOR IR2

The new electoral period is already generating delays in some activities in Monterrey and Guadalupe. As noted in the previous report, the municipality of Monterrey has shown interest in the products and models of CVPP but has shown little interest in implementing agreements. During this quarter, the Mayor of Monterrey Margarita Arellana and her closest staff and main counterpart of CVPP, left the office to launch her campaign for governor. This change in the administration will increase the obstacles for CVPP implementation in Monterrey. CVPP has stopped promoting efforts in that municipality and is diverting all technical assistance to the municipality of Guadalupe and private sector and civil society organizations. CVPP is also finding delays in the response of key personnel in Guadalupe who are deciding whether or not to run for office.

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov