



USAID

USAID MUNICIPAL COMPETITIVENESS PROJECT Competition to Support Crime and Violence Prevention Initiatives Final Report



Sports and capacity building initiatives conducted under Domestic Finance for Development (DF4D) Grants Program

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Competition to Support Crime and Violence Prevention Initiatives

USAID MUNICIPAL COMPETITIVENESS PROJECT

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Acronyms

ASAPROSAR	<i>Asociación Salvadoreña Pro-Salud Rural/Salvadoran Association for Rural Health</i>
CAP	<i>Centro Arte para la Paz/Arts Center for Peace</i>
CECADE	<i>Asociación Centro de Capacitación y Promoción de la Deomcracia/Center for Training and Democracy Promotion Association</i>
COMTEC SFS	<i>Complejo Técnico San Francisco de Sales/Technical Complex San Francisco de Sales</i>
COMURES	<i>Corporación de Municipalidades de la Republica de El Salvador/Municipalities Corporation of El Salvador</i>
CVPP	Crime and Violence Prevention Project
DF4D	Domestic Finance for Development
EMPRE	Unidad Municipal para el Desarrollo Empresarial/Municipal Unit for Enterprise Development
FUNDASAL	<i>Fundación Salvadoreña de Desarrollo y Vivienda Mínima/Salvadoran Foundation for the Development and Social Housing</i>
FUPEC	<i>Fundación para la Educación Social Económica y Cultural/Foundation for Social, Economic and Cultural Education</i>
FUSAL	<i>Fundación Salvadoreña para la Salud y el Desarrollo Humano/Salvadoran Foundation for Human Health and Development</i>
FUNDE	<i>Fundación Nacional para el Desarrollo/National Foundation for Development</i>
MCC	Municipal Competitiveness Committee
MCI	Municipal Competitiveness Index
MCP	Municipal Competitiveness Project
NGO	Non-governmental Organization
RTI	Research Triangle Institute International
SACDEL	<i>Sistema de Asesoría y Capacitación para el Desarrollo Local/Assistance and Training for Local Development System</i>
SSDTD	<i>Subsecretaría de Desarrollo Territorial y Descentralización/Under Secretariat for Territorial Development and Decentralization</i>
UCA	<i>Universidad Centroamericana José Simeón Cañas/José Simeón Cañas Central American University</i>
USAID	United States Agency for International Development
USG	U.S. Government
VAT	Value Added Tax

I. Executive Summary

The United States Agency for International Development (USAID) designed and sponsored the implementation of the Municipal Competitiveness Project (MCP). The project, implemented by RTI International (RTI) was aimed at strengthening Salvadoran municipalities' competitiveness by strengthening their administrative and delivery-service capacity, cultivating mayors' dynamism in promoting economic activity, and fostering alliances among municipalities and with the private sector, hence, promoting investment and trade and increasing economic growth and employment at the municipal level.

One of the components of the MCP was the *Concurso para Apoyar Iniciativas de Prevención de Crimen y Violencia* (Competition to Support Crime and Violence Prevention Initiatives), which consisted on a competitive grants program that incentivizes better financial resource management at the municipal level and made awards to support crime prevention activities in El Salvador. The implementation period was from June 29, 2012 to January 31, 2014.

The grants program was designed to provide incentives to improve local government revenue collection and engage municipal authorities to work with the private sector in implementing crime and violence prevention activities. The 50 municipalities working with the Municipal Competitiveness Project (MCP) and three with the USAID-funded El Salvador Crime and Violence Prevention Project (CVPP) were invited to participate.

The implementation model was based on the participation of municipalities improving their xxx situation to be eligible to win awards to carry out the initiatives designed by the municipalities. The identification of the projects was to be done through the municipal competitiveness committees (MCCs), organized by the MCP.

In January 31, 2013, 45 municipalities provided applications and financial statements with detailed income and expenses for the closing of June and December 2011, as well as of June, October and December 2012, which were evaluated on improvements in tax revenue generation and municipal services.

On February 18, 2013, 28 municipalities that performed well in collecting and managing revenues during the period July – December, 2012 were entitled to participate in the second phase of the competition and, therefore, were motivated to submit the application with the proposed initiatives. The selection criteria that identified them as municipalities that had improved their income generation are shown in **Table 4** below. 20 municipalities complied with the criteria.

The design of the activities required the 20 municipalities to work with their local Municipal Competitiveness Committees (MCCs) and/or Crime and Violence Prevention Committees to prepare crime and violence prevention initiatives to be presented for final evaluation. They were evaluated by an Award Committee and USAID, according to the established criteria.

The 20 winning municipalities received grants, to be invested in 29 municipal-level crime and violence prevention activities.

On February 14, 2013, the 20 winning municipalities were announced at an event presided by US Ambassador Mary Carmen Aponte with the participation of the USAID Associate Administrator.

Twenty-nine initiatives were selected to be implemented by 11 NGOs¹ in the 20 winning municipalities and were submitted to USAID for final approval on May 10, 2013. They included components such as constructing and equipping youth centers; entrepreneurship and vocational training; and working in the arts, theatre, dance, music, and sports.

Capacity building and vocational training for youth was considered an important factor for personal development and crime and violence prevention. In total, 4,772 youth (2,120 men and 2,652 women) were trained in diverse disciplines, ranging from technical to artistic, as a means of moving youth away from violence.

A crucial aspect of the project's success is that municipalities were incentivized to compete for grant funds and the MCCs of the winning municipalities were involved in the selection of NGOs and final projects to be funded. In this instance, the awards were used for violence prevention projects but the same methodology can be used for incentives under any kind of project.

II. Introduction

The Domestic Finance for Development (DF4D) Grants Program was designed by the U.S. Government (USG) to encourage developing countries to mobilize their own financial resources by reducing corruption, reforming tax systems, and improving the management of their expenditures.

USAID issued a contract amendment to the MCP on May 31, 2012, providing additional funds from the DF4D Grants Program to implement a crime and violence prevention project, which consisted of assisting municipalities in the following areas:

¹ Thirty-nine NGOs completed expressions of interest to carry out the initiatives and presented proposals for approval to the MCCs and the municipal authorities. Twenty-seven prequalified.

- **Public Safety.** To reduce the impact on crime in business owners and municipalities more able to exercise a role in crime prevention. Assistance could be implemented to help municipal work to decrease crime and increase municipal expenditure on public safety. This should be closely coordinated with USAID’s democracy project and consider that the Agency can only work on prevention.
- **Rates and taxes.** To reduce municipal fees and taxes on business but simultaneously be more efficient, assistance could include promotion of new incentives for tax payments and tax revenues standardized by municipal services.

RTI administered a grants program through the *Concurso para Apoyar Iniciativas de Prevención de Crimen y Violencia* (Competition to Support Crime and Violence Prevention Initiatives).

III. Objective

This project component, launched on June 29, 2012, was designed to provide incentives to the 50 municipalities working with the MCP and three with the USAID-funded El Salvador CVPP to improve local government revenue collection and engage municipal authorities to work with the private sector in implementing crime and violence prevention activities.

IV. Municipalities Selection Process

The selection was a two-phase process with dates clearly established, as shown in *Table 1*.

Table 1. Project Phases

	No.	Activity	Date
First phase	1	Project Launch	June 29, 2012
	2	Municipalities Revenue Improvement Actions	July 1 - December 31, 2012
	3	Financial Documentation Reception	November 30, 2012
	4	Municipal Applications Reception	January 31, 2013

Second phase	5	Participating Municipalities Selection	February 18, 2013
	6	Implementing NGOs Selection	April 26, 2013
	7	Projects Implementation	June 10 - December 31, 2013
	8	Projects Impact Evaluation	January 1 - 31, 2014

The first phase of the competition began on June 29, 2012 with a launch where the 53 eligible municipalities working in the MCP and the CVPP (shown in *Table 2*) were invited to participate.

Table 2. Municipalities Eligible to Participate in the Competition

Municipalities		
1. Acajutla	19. Sonsonate	37. Mejicanos
2. Aguilares	20. Soyapango	38. Nahuizalco
3. Alegría	21. Suchitoto	39. Nejapa
4. Antigua Cuscatlán	22. Talnique	40. Nueva Concepción
5. Apastepeque	23. Tecoluca	41. Nueva Guadalupe
6. Apopa	24. Tejutla	42. Olocuilta
7. Atiquizaya	25. Tepecoyo	43. Panchimalco
8. Ayutuxtepeque	26. Tonacatepeque	44. San Antonio Del Monte
9. Caluco	27. Zacatecoluca	45. San Bartolomé Perulapía
10. Candelaria de La Frontera	28. Zaragoza	46. San Juan Opico
11. Chalatenango	29. El Paisnal	47. San Luis Talpa
12. Chinameca	30. Ilobasco	48. San Martín
13. Ciudad Arce	31. Ilopango	49. San Salvador
14. Ciudad Barrios	32. Izalco	50. Santa Ana
15. Ciudad Delgado	33. Jiquilisco	51. Santa Cruz Michapa
16. Comasagua	34. Jucuapa	52. Santa Elena
17. Cuscatancingo	35. La Libertad	53. Santa María Ostuma
18. Santa Tecla	36. Sensuntepeque	

In order to qualify, eligible municipalities were required to demonstrate improvements in processes to collect and manage revenues during the periods that ended in June and December 2011 and June, October and December 2012 by providing financial statements with detailed income and expenses for those periods. This was a crucial stage of the competition, where municipalities demonstrated improvements in financial management in order to be awarded to implement the crime and violence prevention projects.

The MCP team received applications and financial statements from 45 of the 53 eligible municipalities.

28 municipalities (*Table 3*) that performed well in collecting and managing revenues during the period July – December 2012 were entitled to participate in the second phase of the competition and submit projects for crime and violence prevention initiatives.

Table 3. Municipalities Selected to Participate in Second Phase of Competition

Municipalities	
1. Antiguo Cuscatlan	15. Olocuilta
2. Apastepeque	16. Panchimalco
3. Atiquizaya	17. La Libertad
4. Caluco	18. San Antonio del Monte
5. Candelaria de la Frontera	19. San Juan Opico
6. Chalatenango	20. San Martin
7. Ciudad Barrios	21. Santa Tecla
8. Cuscatancingo	22. Sensuntepeque
9. El Paisnal	23. Soyapango
10. Ilopango	24. Suchitoto
11. Izalco	25. Talnique
12. Jucuapa	26. Tecoluca
13. Mejicanos	27. Tejutla
14. Nahuizalco	28. Zaragoza

The Competition Award Committee was formed on September 17, 2012, by representatives from the office of *Subsecretaría de Desarrollo Territorial y Descentralización (SSDTD)*, *Corporación de Municipalidades de la República de El Salvador (COMURES)*, RTI, and implementing partners *Fundación Nacional para el Desarrollo (FUNDE)* and *Sistema de Asesoría y Capacitación para el Desarrollo Local (SACDEL)*. USAID participated as observer.

The municipalities were evaluated by the Award Committee according to the criteria shown in *Table 4*.

Table 4. Selection Criteria to Receive the Grants Award

No.	Qualification criteria
1	Improvement of the financial situation of the municipality between July and December 2012, compared to the period between July and December 2011
2	Percentage of direct cost recovery for solid waste collection and final disposal, and street lighting
3	Rating in the 2011 Municipal Competitiveness Index (MCI) compared with the 2009 MCI
4	Feasibility, consistency, and innovation of the municipal crime and violence prevention initiative to reduce the violence and crime indexes in the municipality
5	Feasibility, consistency, and innovation of the initiative to encourage economic growth and job creation
6	Percentage of youth population in the municipality according to the census
7	Implementation of new initiatives that could have impact on the fiscal situation or reduce the crime and violence rates in the municipality in the midterm (> 6 months)

The initiatives were ranked according to weighted criteria values achieved and amounts granted, approved by USAID.

On February 14, 2013, the 20 winning municipalities were announced in an event presided by US Ambassador Mary Carmen Aponte with the participation of the Associate Administrator of the U.S. Agency for International Development.



Grants were awarded at a ceremony presided over by US Ambassador Mari Carmen Aponte.

V. NGO Selection

The implementation model required the participation of NGOs to implement the initiatives designed by the municipalities. In December 2012, the MCP published an invitation for NGOs to present expressions of interest to participate in the implementation of crime and violence prevention initiatives in the main national newspapers (*Figure 1*). NGOs were requested to provide proof of experience on the topic and knowledge on municipalities' crime and violence conditions.

Figure 1. Newspaper Advertisement Requesting Expressions of Interest



Proyecto de USAID para la Competitividad Municipal

La Agencia de los Estados Unidos para el Desarrollo Internacional (USAID), a través de la Iniciativa de Fondos Locales para el Desarrollo que ejecuta el Proyecto de USAID para la Competitividad Municipal,

Solicita expresiones de interés de ONG para participar durante el año 2013 en el

“Concurso de Apoyo para Iniciativas de Prevención del Crimen y la Violencia”

en los siguientes municipios:

Acajutla	Aguilares	Antiguo Cuscatlán
Apastepeque	Apopa	Atiquizaya
Ayutuxtepeque	Caluco	Candelaria de La Frontera
Chalatenango	Chinameca	Ciudad Arce
Ciudad Barrios	Cuscatancingo	El Paisnal
Ilopango	Izalco	Jiquilisco
Jucuapa	La Libertad	Mejicanos
Nahuizalco	Nueva Concepción	Nueva Guadalupe
Olocuilta	Panchimalco	San Antonio Del Monte
San Juan Opico	San Martín	San Salvador
Santa Ana	Santa Cruz Michapa	Santa María Ostuma
Santa Tecla	Sensuntepeque	Sonsonate
Soyapango	Suchitoto	Talnique
Tecoluca	Tejutla	Tepecoyo
Tonacatepeque	Zacatecoluca	Zaragoza

Requisitos:

- ONG aporta el 25% del valor total del proyecto
- Experiencia comprobada en proyectos de prevención de crimen y violencia
- Debidamente registradas y constituidas
- Contar con manuales de procedimientos internos, sistema de contabilidad y controles internos efectivos.

La fecha límite para presentar expresiones de interés es el

17 de diciembre de 2012

Enviar por escrito a oficinas Proyecto de USAID para la Competitividad Municipal, Torre Futura, Nivel 9, Local 2, Colonia Escalón.

The MCP prequalified 27 of the 39 NGOs that completed expressions of interest. RTI conducted due diligence for 15 out of the 27 eligible NGOs, since 12 of them had prior experience with RTI.

The RTI team conducted three workshops to present the winning municipal initiatives to 19, out of 27, prequalified NGOs. The latter also visited the municipalities in order to gather information to prepare technical and cost proposals.

The proposals were presented, for evaluation and approval, to the MCCs and the municipal authorities. The 29 selected initiatives, to be implemented by 11 NGOs according to the schedule in 5, were submitted to USAID for final approval on May 10, 2013.

Table 5. Initiatives Implementation Schedule

Implementing NGO		Municipality		Start date	End date
1	Fundación Salvadoreña de Desarrollo y Vivienda Mínima (FUNDASAL)	1	Atiquizaya	Aug 1, 2013	Dec 31, 2013
		2	Izalco	Aug 1, 2013	Dec 31, 2013
		3	Nahuizalco	Aug 1, 2013	Dec 31, 2013
		4	Santa Tecla	Aug 1, 2013	Dec 31, 2013
		5	Tejutla	Aug 1, 2013	Dec 31, 2013
		6	San Martin	Aug 1, 2013	Dec 31, 2013
		7	Zaragoza	Aug 1, 2013	Nov 30, 2013
		8	Apastepeque	Aug 1, 2013	Mar 31, 2014
2	Asociación AGAPE de El Salvador	9	Caluco	Jul 1, 2013	Jan 30, 2014
		10	San Antonio del Monte	Jul 1, 2013	Feb 28, 2014
3	Complejo Técnico San Francisco de Sales (COMTEC SFS)	11	Chalatenango	Jul 1, 2013	Dec 31, 2013
		12	Mejicanos	Jul 1, 2013	Dec 31, 2013
		13	Nahuizalco	Jul 1, 2013	Dec 31, 2013
		14	Sensuntepeque	Jul 1, 2013	Dec 31, 2013
		15	San Martin	Jul 1, 2013	Dec 31, 2013
		16	Tecoluca	Jul 1, 2013	Dec 31, 2013
4	Proyección Social	17	Mejicanos	Aug 1, 2013	Dec 31, 2013
		18	Olocuilta	Aug 1, 2013	Jan 30, 2014
5	Universidad Centroamericana José Simeón Cañas (UCA)	19	Nahuizalco	Aug 1, 2013	Dec 31, 2013
		20	Zaragoza	Aug 1, 2013	Dec 31, 2013

Implementing NGO		Municipality		Start date	End date
		21	Tecoluca	Sep1, 2013	Dec 31, 2013
6	Fundación para la Educación Social Económico y Cultural (FUPEC)	22	El Paisnal	Jul 1, 2013	Oct 31, 2013
		23	Tecoluca	Sep 1, 2013	Oct 31, 2013
		24	Zaragoza	Jul 1, 2013	Dec 31, 2013
		25	La Libertad	Jul 1, 2013	Dec 31, 2013
7	Asociación Salvadoreña Pro-Salud Rural (ASAPROSAR)	25	La Libertad	Jul 1, 2013	Dec 31, 2013
8	Asociación Centro de Capacitación y Promoción de la Democracia (CECADE)	26	Panchimalco	Jul 1, 2013	Jan 30, 2014
9	CONEXION	27	Soyapango	Jul 1, 2013	Oct 31, 2013
10	Fundación Salvadoreña para la Salud y el Desarrollo Humano (FUSAL)	28	Tejutla	Sep1, 2013	Jan 30, 2014
11	Centro Arte para la Paz (CAP)	29	Suchitoto	Jul 1, 2013	Dec 31, 2013

Two grants awarded to FUPEC were terminated early: (1) in El Paisnal for constructing and equipping a career center for carpentry and a greenhouse for vegetables and (2) in Tecoluca for the construction of soccer field with synthetic grass and lighting.

FUPEC lagged behind on its initial deliverables in El Paisnal and because one of its engineers was threatened by gang members in Tecoluca, FUPEC's manager was reluctant to continue working in this area. Therefore RTI terminated the grants by the end of October 2013.

USAID approved the selection of COMTEC SFS and FUNDASAL to implement the work in these two municipalities.

VI. Results

Twenty-two of the 29 projects, were completed by December 2013 and the remaining seven by March 2014. These projects have become a comprehensive part of the development strategies that support economic growth in the municipalities.

The twenty-nine initiatives included constructing and equipping youth centers; entrepreneurship and vocational training; and working in the arts, theatre, dance, music, and sports as follows:

- 11 training centers built.
- 13 training centers remodeled and equipped.

- 16 capacity building and vocational training activities, focusing on developing working skills and peace culture.
- 4 Recreational and sport facilities initiatives
- 6 activities to promote entrepreneurship among youth and adults.
- 1 activity aimed at developing and recovering spaces for leisure and sports.

In addition to the above accomplishments, inaugurations of sport facilities in Tecoluca and Apastepeque and vocational training centers in Nahuizalco, Izalco, and El Paisnal, have all had a positive impact on the lives of young people in the surrounding areas. It is estimated that during FY2014, these centers and sports facilities trained 1,293 youths; 689 of them were female.

Table 6. Crime and Violence Prevention Initiatives

Municipality		Description of Grant		Results
1	IZALCO	1	FUNDASAL Construction of vocational, business training, and youth recreation center in Izalco. (Services in carpentry and electricity)	Construction of vocational, business training, and youth recreation center in Izalco (Services in carpentry and electricity) completed.
2	EL PAISNAL	2	COMTEC Construction, training, and equipping of a career center for carpentry and greenhouses.	Construction and equipping of the career center completed. Training on carpentry and greenhouses keeping conducted.
3	OLOCUILTA	3	COMITÉ DE PROYECCION SOCIAL Training program for youth through community production workshops. (Workshops in computers, English classes, baking, waiter/bartender, management of industrial machines within the industrial zone of Montelimar, equipment for one computer center and CompuMobile.)	Two industrial machinery courses and workshops on bartending (no liquor), waiter and basic cooking conducted. Municipality's CompuMobile and Computer Center equipped.
4	NAHUIZALCO	4	FUNDASAL Improving existing facilities to create a space for job training in Nahuizalco.	Infrastructure improvements to the Career Center completed.
		5	COMTEC Encouraging the development of youth through training young men and women. (English and Nahuatl classes and equipping the training center for carpentry and computers.)	French, English, and Nahuatl courses conducted. Computers and carpentry equipment provided.
		6	UCA Promoting local production initiatives in the municipality of Nahuizalco. (Workshops on	Entrepreneurship workshops conducted.

Municipality		Description of Grant		Results
			developing business plans were held, and in-kind donations were granted as initiatives.)	A contest to the best businesses with young people and women developed in this municipality with in-kind seed capital awarded.
5	PANCHIMALCO	7	CECADE Strengthening social skills, employability, and implementation of craft workshops for young people as risk prevention strategy in the municipality of Panchimalco.	Psychology and risk-prevention strategy training to young people from three communities completed. Course on entrepreneurship completed. The municipal business development unit (EMPRES) office was strengthened with equipment and training.
6	CALUCO	8	AGAPE Partnering with youth for a better town. (Music, sports, dance and computers.)	Workshops for youth conducted in the areas of table tennis, Andean music, batucada, and youth orchestra. Musical instruments were provided for the development of these workshops under the responsibility of the municipality. Infrastructure improvements works in the soccer fields of Los Gramales and El Castaño were finalized benefiting young people.
7	SANTA TECLA	9	FUNDASAL Rehabilitation of public spaces in San Jose del Pino.	Recovery by remodeling seven public spaces completed.
8	APASTEPEQUE	10	FUNDASAL Construction of a soccer field with synthetic grass, lighting, perimeter fencing, restrooms, cafeteria, grandstand, and parking.	Soccer field built including a coffee shop, restrooms, parking, lighting and bleachers.
9	SENSUNTEPEQUE	11	COMTEC Promoting the development of youth through training young men and women. (English classes and equipment for the JoveneSen Center for computers and carpentry, cosmetology, sports, and baking)	Training of trainers, entrepreneurship, and <i>JoveneSen</i> strengthening workshops conducted. The Studio Fair was developed with participation from universities and youth in the area. Computers and equipment to strengthen <i>JoveneSen</i> Center delivered.
10	SAN MARTIN	12	FUNDASAL Improvement of existing infrastructure for a career center for computing, bakery, and carpentry.	Improvements of career center for computing, bakery, and carpentry completed.
		13	COMTEC Promoting the development of youth through training young men and women. (Equipment for the vocational center: computers, bakery and carpentry.)	Baking and English workshops conducted. Vocational Center equipped with computers, bakery, and carpentry equipment.
11	ZARAGOZA	14	FUNDASAL Improvement of multipurpose hall and promotion of social and economic activities of the municipality of Zaragoza.	Infrastructure work completed.

Municipality		Description of Grant		Results
		15	UCA Promotion and dissemination of a culture of peace and human rights through art in the municipality of Zaragoza (i.e., theater, dance, and music classes were given.)	20 workshops conducted in areas such as dance, theater, music, human rights, and culture.
		16	FUPEC Growing up without violence in a safer Zaragoza. (Entrepreneurship support and equipment for carpentry, cosmetology, pupuseria, car wash, poultry farms, electrical systems, and strengthening tourism).	Business plans completed; all business plans included equipment. Beauty shops, pupuserias, poultry farms, and jewelry were identified as new initiatives strengthening the existing ones in bakery and carpentry businesses. Initiatives for tourism were developed.
12	ATIQUEZAYA	17	FUNDASAL Construction of a center for holistic development of the children and youth of Canton Izalquilio.	The USAID/EI Salvador's Deputy Director, Mr. Larry Sacks, inaugurated the project in this municipality. Construction of a vocational center for children and youth in the municipality of Izalquilio completed, benefiting over 1,200 families.
13	SAN ANTONIO DEL MONTE	18	AGAPE United for peace, development, and work (the Outreach Center Township was equipped with training and equipment in sports, and the career center was built for carpentry and computers).	The municipal clinic provided psychological services to young people and women of the surrounding areas. The community center was equipped with musical instruments, a small gym, and computers. Night sporting events were organized providing sports equipment. Construction of the career center completed.
14	TECOLUCA	19	FUNDASAL Construction of a soccer field with lighting and synthetic grass.	Construction of the soccer field in the community of Nuevo Amanecer completed.
		20	UCA Promoting youth participation and crime prevention in the municipality.	Workshops on peace culture and youth group formation in issues such as conflict resolution, human rights, and sexuality conducted.
		21	COMTEC Motivating youth development through the community.	Computer and metallic structures vocational workshops conducted.
15	TEJUTLA	22	FUNDASAL Improvement of municipal school sports space in the neighborhood of El Coyolito in Tejutla. (Construction of restrooms and locker rooms and installation of perimeter fence for school soccer field.)	Infrastructure improvements works to the soccer field of the completed.
		23	FUSAL Communities in harmony and peaceful coexistence. (Psychological care, training, and equipment in sports.)	Sports workshops conducted and psychological care provided to municipal school students in El Coyolito.

Municipality		Description of Grant		Results
16	SUCHITOTO	24	CAP Comprehensive schools for a youth culture of peace in situations of social vulnerability. (Training and equipment were provided in music, sports, leather art, and dance.)	The flute music school was completed. Over 100 young participants in four areas from eight communities attended the dance school. Eight demonstrative vegetables plots have been developed by youth, adults, and women. In the area of sports, soccer, basketball, and badminton initiatives were conducted with young people. Training courses in the areas of music, sport, leather art, and dance were conducted and exchanges organized in all of these areas to participate in festivals. These activities were coordinated by the <i>Centro Arte para la Paz</i> (Art Center for Peace).
17	CHALATENANGO	25	COMTEC Strengthening the development of youth in bakery, electrical systems, cosmetology, and cooking. (Training and equipment for the Municipal Vocational Center)	The mayor of the municipality inaugurated cooking, bakery, electricity, and cosmetology workshops. Equipment for areas covered provided. Training on entrepreneurship was also provided.
18	LA LIBERTAD	26	ASAPROSAR Tourist city with safe zones promoting opportunities for children and youth.	Four entrepreneurship workshops conducted to identify business areas according to the needs of the participants. Three sports workshops conducted. Uniforms for soccer and basketball teams provided. ASAPROSAR carried out fund raising efforts for the municipal observatory for violence prevention identifying the person responsible and providing the necessary tools to provide the service. CAI-child care center staff received training and food was provided to children as planned.
19	MEJICANOS	27	COMTEC Encouraging the development of youth through training young men and women. (Equipment for the vocational center in the areas of computer and bakery.)	Three workshops on electricity, serigraphy, and computers. These NGOs had to move to other places due to difficulties with the gangs. The bakery had to be moved from the originally planned Montreal community to Zacamil because the Montreal community was being supported by another project.
		28	COMITÉ DE PROYECCION SOCIAL Training program for youth through community productive workshops of Mejicanos. (Training workshops were conducted in the areas of cooking and cosmetology.)	Vocational workshops in bakery, cosmetology, and typical candies were conducted.
20	SOYAPANGO	29	CONEXIÓN Developing opportunities for a productive life.	Computer maintenance course completed. Equipment delivered to the municipal Computer Center. The mayor launched the vocational course

Municipality		Description of Grant	Results
		(Computer training and equipping the graphic design computer center.)	YO ME ANIMO held from October 2013 to April, 2014.

Capacity building and vocational training for youth was considered an important factor for personal development and crime and violence prevention.

Grantees implemented 16 training initiatives in 14 participating municipalities. A total of 4,772 youth (2,120 men and 2,652 women) were trained in disciplines ranging from technical to artistic, as a means of moving youth away from violence. Details of training are shown in Table 7.

Table 7. Capacity Building and Vocational Training

Municipality		Capacity Building and Vocational Training		Total	Men	Women
1	Olocuilta	1	Strengthening productive and leisure skills of youth and women through workshops on gastronomy, tourism, industrial equipment and machinery, software development, and English.	581	212	369
2	Nahuizalco	2	Promoting productive initiatives through entrepreneurship training.	155	73	82
		3	Motivating development of youth, men and women, through the improvement of skills.	55	19	36
3	Panchimalco	4	Strengthening social and work skills and implementation of handcraft workshops for youth, men and women, as a risks prevention strategy.	90	58	32
4	Caluco	5	Youth partnering for a better municipality.	283	222	61
5	Sensuntepeque	6	Motivating development of youth, men and women, through the improvement of skills.	147	43	104
6	San Martín	7	Motivating development of youth, men and women, through the improvement of skills.	62	27	35
7	Zaragoza	8	Promoting and disseminating a peace and human rights culture through art practice.	561	283	278
		9	Growing as a person without violence in a more beautiful and safer Zaragoza.	18	6	12
8	San Antonio del Monte	10	United for peace, development and work.	335	118	217
9	Tecoluca	11	Promoting youth participation in crime prevention activities.	343	163	180
10	Suchitoto	12	Comprehensive peace culture schools for socially vulnerable youth.	416	212	204
11	Chalatenango	13	Strengthening productive and leisure skills of youth and women through workshops on gastronomy, tourism, industrial equipment and machinery, software development, and English.	200	103	97
12	La Libertad	14	Touristic city with safe spaces, promoting opportunities for childhood and youth.	1,115	456	659
13	Mejicanos	15	Training program for youth through community productive workshops.	366	91	275
14	Soyapango	16	Opportunities for a productive life in harmony.	45	34	11
TOTAL				4,772	2,120	2,652

VII. Lessons Learned and Recommendations

During the implementation of the initiatives, the MCP compiled the following lessons learned and recommendations for future similar initiatives:

Lessons Learned

- The competition methodology for the allocation of grants to municipalities proved to be an excellent vehicle for implementing the project.
 - It generated interest and commitment from municipalities and, in this case, municipalities were strengthened in their financial management capacity and recovery of due taxes and rates amounts.
 - It promoted cooperation between the public and private sectors to work together for a common goal.
 - It provided the MCCs with the opportunity to participate in the design of initiatives and the selection of implementing NGOs.
- The time for project implementation must be carefully determined, since the competition methodology requires municipalities to carry out activities in order to be considered for the second phase of project. In this case, the time to design and implement the initiatives was too short and implementers were faced with time constraints, although they achieved good results.
- A project of this complexity requires a team for administrative issues and field supervision. Since the bulk of the grant money was reserved for direct grants to municipalities, the MCP was able to hire only a grants manager and some consultants to implement and supervise this component. This created problems in dealing with municipalities and grantees, resulting in delays.

Recommendations

- It is advisable to conduct a thorough planning process to better estimate the project's timeline for implementation, as well as to avoid problems and lack of quality in results.
- The grants manager must conduct a comprehensive due diligence of the grantee to ensure it complies with the project requirements, is financially sound and has the proper capacity to implement the project. It is of utmost importance when infrastructure building is part of the project, since it requires construction technical and risk mitigation studies.
- There must be sufficient funds reserved for the grants manager to properly staff the project to ensure full compliance with requirements. The team must work together with grantees to determine and meet projects needs in a timely manner.
- The Competition Award Committee must seek professional support to evaluate the feasibility, technical requirements of the initiatives and the municipalities' capabilities to support and maintain them. In the case of violence prevention programs, it is necessary for support to be provided by experienced staff on the topic.
- When dealing with construction projects, it is advisable to hire independent construction specialists to review technical and financial proposals and supervise compliance with building standards and risk mitigation works.
- Prior to project design and implementation, the Grants Administrator must conduct integration workshops for the MCCs and municipal authorities to ensure the proper

identification of the local current conditions and problems, as well as the most suitable solutions.

- MCCs and municipal authorities must engage in the selection of the grantee to increase their management skills and to obtain the latter's commitment to deliver high quality results.
- Participation of the MCC during the initial phase of a project is important, since it promotes the project ownership by the MCC members and provides its sustainability.
- MCCs must develop sustainability plans at project inception to define a schedule of long-term initiatives with community participation.
- Municipal authorities must participate in reviewing the design and cost of the project in order to ensure the delivery of the expected product and improve the degree of transparency of the process.
- Grantees must be duly trained to manage the financing of the project, according to donor and Grant Administrator regulations.
- The MCCs must assign the responsibility of supervising the project to one of its members to ensure that project is developed according to specifications. The municipalities must also participate in its supervision during the life of project. Supervision must include project implementation and financial execution.
- The design of a proper indicators framework would be a valuable tool to measure the projects' impact.
- Impact achievement requires time after project completion. Therefore monitoring and evaluation efforts must be conducted for a reasonable period after the project is completed.

VIII. Challenges

The methodology used to select the municipalities took a great deal of time and project implementation was done under a tight schedule.

Working in areas that were under the control of gangs was a challenge and a threat to staff security. A grantee expressed concerns after its technicians were threatened by gang members.

Lack of NGOs with infrastructure experience reduced the range of possibilities for selecting the appropriate qualified NGO to conduct work.

IX. Successes

The MCP developed and implemented a model, which may be replicated, based on friendly competition, self-improvement, public-private collaboration on initiatives that the community faces in a particular area, rewarding only to those that better performed and presented projects that better satisfied their needs. This model may be used for different types of projects and objectives.

One of the main accomplishments of the project was bringing together municipal authorities and private sector members to work with local MCCs and/or Crime and Violence Prevention Committees to implement crime and violence prevention initiatives, while improving tax revenue generation and municipal services.

The project based most of the efforts on building capacities among the youth population, conducting technical training, which allows them better development opportunities and guarantees them access to employment, and sports development. The latter provided healthy recreation through activities such as training and organization of inter-municipal football tournaments.

MCC members from Olocuilta approached employers in the free trade zone, located in the surrounding areas, to work together on job opportunities for youth and women. One of the allied companies, Apparel Olocuilta, dedicated to the production of sportswear for various U.S. brands, provided support with physical space, equipment and industrial machines, materials and technical supervision to train 40 people during 20 days. This allowed apparel manufactures to access skilled labor and be able to generate fixed and secure jobs.

The project provided tools, raw materials and training to ARTIMAR, a group of young women from La Libertad, to improve their production capacity. They are engaged in producing handicrafts using mainly sea shells, snails' shells, etc. as raw material.

The project also improved the workshop conditions and provided equipment to Madeiros, a group of young and adult men who produce all kinds of wooden furniture. This carpentry is located at the community El Corralito and generated new job positions for youth from the community. Both activities supported by this initiative generated work, are sustainable and keep young people out of the violence.