



Proyecto de Prevención de la Violencia y del  
Crimen a Nivel Comunitario



# **Community-Based Crime and Violence Prevention Project** *(Proyecto de Prevención de la Violencia y del Crimen a Nivel Comunitario)*

**First Annual Report**  
**January – December 2008**

**January 30, 2009**

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

# **Community-Based Crime and Violence Prevention Project (*Proyecto de Prevención de la Violencia y del Crimen a Nivel Comunitario*)**

First Annual Report January – December 2008  
Cooperative Agreement No. 519-A-00-08-00010-00  
January 14, 2008–January 31, 2010

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## List of Acronyms

|         |   |
|---------|---|
| AOTR    | Agreement Officer's Technical Representative  |
| CBO     | community-based organization  |
| CDE     | <i>Concejo Directivo Escolar</i>  |
| CECI    | Centre for International Studies and Cooperation  |
| CNR     | National Land Registry Center ( <i>Centro Nacional de Registros</i> )   |
| CNSP    | National Council for Public Safety ( <i>Consejo Nacional de Seguridad Pública</i> )                           |
| COMURES | Council of Salvadoran Municipalities ( <i>Corporación de Municipalidades de la República de El Salvador</i> ) |
| COP     | Chief of Party  |
| CS      | cost sharing  |
| CVP     | crime and violence prevention   |
| CVPP    | Community-Based Crime and Violence Prevention Project   |
| D&G     | Democracy and Governance  |
| DCOP    | Deputy Chief of Party   |
| DOJ     | US Department of Justice  |
| FBI     | Federal Bureau of Investigation   |
| FEPADE  | <i>Fundación Empresarial para el Desarrollo Educativo</i>   |
| FUNDI   | <i>Fundación Salvadoreña para el Desarrollo Integral</i>  |
| FUSAL   | <i>Fundación Salvadoreña para la Salud y el Desarrollo Humano</i>   |
| GAO     | Government Accountability Office (USG)  |
| GIS     | Geographic Information System   |
| GOES    | Government of El Salvador   |
| HCOLC   | Host Country-owned Local Currency   |
| IDHUCA  | <i>Instituto de Derechos Humanos de la Unversidad Centro Americana</i>  |
| IIEC    | Inter-institutional Executive Committee   |
| IIWG    | Inter-institutional Work Group  |
| ILEA    | International Law Enforcement Academy   |
| ISNA    | <i>Instituto Salvadoreño de la Niñez y la Adolescencia</i>  |
| ISSS    | Salvadoran Social Security Institute ( <i>Instituto Salvadoreño de Seguro Social</i> )                        |
| M&E     | monitoring and evaluation   |
| MINED   | Ministry of Education ( <i>Ministerio de Educación</i> )  |
| MOU     | Memorandum of Understanding   |
| MSPAS   | Ministry of Health ( <i>Ministerio de Salud Pública y Asistencia Social</i> )                                 |
| MSPJ    | Ministry of Public Safety and Justice ( <i>Ministerio de Seguridad Pública y Justicia</i> )                   |

|       |  |
|-------|--|
| NA    | not applicable   |
| NGO   | nongovernmental organization   |
| OCAVI | Central American E-Observatory on Violence ( <i>Observatorio Centroamericano sobre Violencia</i> ) |
| OP    | Operational Plan   |
| PCPP  | Participatory Crime Prevention Plan  |
| PMEP  | Performance Monitoring and Evaluation Plan   |
| PNC   | National Civilian Police ( <i>Policía Nacional Civil</i> )   |
| PNPS  | National Social Peace and Prevention Plan ( <i>Plan Nacional de Prevención y Paz Social</i> )      |
| PSP   | Participatory strategic planning   |
| RNP   | <i>Red Nacional de Pastores Torre Fuerte</i>   |
| RTI   | Research Triangle Institute  |
| STTA  | short-term technical assistance  |
| SJ    | Youth Secretariat ( <i>Secretaría de la Juventud</i> )   |
| SWOT  | strengths, weaknesses, opportunities, and threats  |
| TOR   | Terms of Reference   |
| TRC   | Technical Review Committee   |
| U.S.  | United States  |
| UEES  | <i>Universidad Evangélica de El Salvador</i>   |
| USAID | United States Agency for International Development   |
| WOLA  | Washington Office on Latin America   |



# Introduction

Despite progress toward stability and democracy, El Salvador suffers high levels of crime that undermine citizen security, retard economic development, and erode democratic values. Juvenile delinquency and gender-based violence are salient features of this phenomenon, but sources of insecurity are not limited to them. Although some resources have been invested in prevention, the main government response has been to strengthen law enforcement measures. However, this action alone is insufficient to resolve the problem. A combination of prevention and law enforcement—with the active involvement of communities, municipalities, civil society, and the private sector—is required to reduce crime and violence and rebuild citizen confidence.

This first annual report, for the period January through December 2008, was produced by the RTI International/Centre for International Studies and Cooperation (CECI) team, which is applying specific crime prevention measures in high-risk communities, after starting up the Community-based Crime and Violence Prevention Project (CVPP) in El Salvador in the first quarter of 2008.

This report describes the project's key activities and achievements during its first year of operations and outlines activities planned for the first quarter of 2009. It includes an analysis of the project's progress to date, its challenges, and a summary of training sessions held during the first 12 months.

During this reporting period, the team and its partners carried out the following key activities:

## **Citizen Participation in Crime Prevention**

- I. After a competitive process, four municipalities were selected and confirmed their participation in CVPP, and Memorandums of Understanding (MOUs) were signed with San Salvador, Izalco, Armenia, and Tonacatepeque. In Santa Tecla, CVPP provides intervention through a crime observatory.
- II. A total of 15 focal communities were chosen in a participatory manner, according to a common set of criteria.
- III. Inter-institutional Work Groups (IIWGs) were established and/or reinforced in all four localities, involving municipalities, community leaders, nongovernmental organizations (NGOs), the National Civilian Police (PNC), and government officials.
- IV. Four small grant competitions were carried out in Tonacatepeque, Armenia, Izalco, and San Salvador, resulting in the selection of specific community-based crime prevention projects, presented by civil society organizations.

- V. Under the small grants program, 15 crime prevention projects were selected and developed with 13 NGOs and universities, pledging 100 percent of the funds originally reserved for small grants (\$900,000) for Activities 1 (\$600,000) and 2 (\$300,000).
- VI. As of December 31, 2008, 12 community-based crime projects were under way, carried out by implementers and monitored by the CVPP team and the IIWGs in Tonacatepeque (6), Izalco (2), and San Salvador (4); the remaining projects in Armenia and Santa Tecla will start up in January 2009.
- VII. A crime prevention initiative was developed in Santa Tecla to reinforce its crime observatory, and RTI received official approval of a new project for \$250,000 that will be funded by Qualcomm Reach Communications, reinforcing the Santa Tecla observatory and its crime-mapping capabilities.

### **Policies and Best Practices in Crime Prevention**

- VIII. At least a dozen key meetings were held with high-ranking officials from the Inter-institutional Executive Committee (IIEC) at the national level, particularly officials from the Ministry of Public Safety and Justice (MSPJ), National Council for Public Safety (CNSP), and PNC.
- IX. A comprehensive, three-pronged crime prevention strategy consisting of social prevention, situational prevention, and crime observatories was developed and disseminated among project stakeholders.
- X. A comprehensive set of indicators was developed to establish baseline studies and measure impacts in terms of crime rates and perceptions of security.
- XI. The terms of reference of a comparative analysis of local and national crime prevention policies were drawn up, and several existing policies and strategies from El Salvador and other Central American countries were acquired and compiled.
- XII. Several training sessions, forums, and round tables were carried out with more than 480 project stakeholders from the government of El Salvador (GOES), civil society, municipalities, the private sector, international community, and delegations from the United States (U.S.).
- XIII. A systematization of the lessons learned by the MSPJ's Nocturnal Sports Program was produced and presented to GOES officials, and a CD-ROM systematizing the experience of four municipal crime observatories was produced and distributed to approximately 100 stakeholders.
- XIV. As part of its communications strategy and in keeping with the branding plan, CVPP's brochure and news bulletin formats were approved by USAID; several documents produced by CVPP were uploaded to the Central American E-Observatory on Violence (OCAVI) at [www.ocavi.com](http://www.ocavi.com); a crime prevention media campaign was conceived and developed with a local publicity agency

(free of charge); 400 CVPP T-shirts were produced for the project's participants; and polo shirts were produced for the members of the IIWGs in two municipalities.

### **Project Management, Development, and Short-term Technical Assistance (STTA)**

- XV. The project was started-up and the office opened; equipment was purchased; staff were hired; insurance was acquired; and the RTI-CECI sub-agreement was signed.
- XVI. The Annual Work Plan and the Monitoring and Evaluation (M&E) Plan were developed by the CVPP team and presented for approval to USAID.
- XVII. The CVPP team received STTA missions from the RTI home office and CECI headquarters, to reinforce CVPP's work with crime observatories and M&E.
- XVIII. As part of preparatory steps in the approval process of the Merida Initiative, CVPP and its partners received visits from the U.S. Agency for International Development (USAID), staffers from the U.S. Congress, the Washington Office on Latin America (WOLA), and personnel from the U.S. Government Accountability Office (GAO), to get to know the project's model of intervention and some of its activities, partners, and beneficiaries in the field.
- XIX. The project's Cooperative Agreement was amended in November, and an additional \$450,000 of Host-country Local Owned Currency (HCLOC) funds were added to the project's budget, increasing the number of focal communities (to 14) and the small-grants program by \$370,000, while expanding other key activities.
- XX. In its first year, CVPP generated in-kind and cash contributions totaling \$299,044.43 from municipalities, implementers, and the private sector, as complements to the grants approved in San Salvador, Tonacatepeque, Armenia, and Izalco.

## **1. Activity 1 – Municipality-led, Community-based Crime and Violence Prevention**

### **1.1 Key Activities**

During the project's first year, all project municipalities were selected collegially, with active participation of the Government of El Salvador (GOES) counterpart institutions, District #6 in San Salvador, Tonacatepeque, Izalco, and Armenia. The project office has consolidated its operations in the cost-share space provide by FEPADE; the grants process is moving along, carefully following the detailed grant selection criteria and management and financial controls, including formats and auditing process. Up to the end of the first year, six grants have been approved, for AltaVista in Tonacatepeque

Municipality, all under Activity 2. Under Activity 1, five grants are operational under the leadership of the IIWGs: two in Izalco, and three in San Salvador. In regard to three other projects, one has been officially approved; one is under revision; and one is under development by the grantees and the IIWGs.

The active participation of citizens and authorities continues to be an important factor to ensure empowerment of the IIWGs. In addition to those who were originally invited to attend the biweekly workshops, new members have joined the IIWGs. Municipal authorities are actively participating in the groups' events and taking part in the activities. Participants are now supervising the work of the grant purveyors and reviewing the financial and progress reports. In Izalco, for example, the IIWG questioned FEPADE's transportation costs and procurement of equipment, an issue that was then clarified by FEPADE in a satisfactory manner. As reported earlier, this process has also been a learning experience for the nongovernmental organizations (NGOs), which are not used to undergoing the scrutiny of local beneficiaries. The involvement of the IIWGs in the selection and negotiation process has created a stronger sense of ownership by the groups, which should make for more sustainable development.

The CNSP and the Ministry of Public Safety and Justice (MPSJ) representatives and field promoters took part in the weekly workshops during this year. Starting in October, the entire CVPP team met with the CNSP team on a monthly basis to exchange experiences, project advances, and challenges.

In the municipality of Santa Tecla, under the work for improving the crime observatory through better coordination and hot-spot mapping capabilities, a short-term technical assistance (STTA) RTI team conducted an operational diagnostic of the observatory and its Municipal Security Council. This STTA provided key recommendations, such as the need to define roles and responsibilities of observatory personnel and to define data sharing protocol among participating entities. The CVPP team continues to participate as advisor to this group.

## **1.2 Achievements**

### ***Sub-Activity 1.1 – Select Target Municipalities and Communities***

The project is working in the four municipalities selected according to the CVPP pre-defined criteria: San Salvador, Armenia, Izalco, and Tonacatepeque. For focalization purposes and as requested in the grant agreement amendment #4, the number of focal communities has been increased from 10 to 14 in the selected participating municipalities. The selection of the new communities was conducted through a consultative process, and discussions were held among the IIWGs in each municipality.

These are the 14 selected communities in each of the four municipalities:

- San Salvador, District #6:
  - La Chacra

- Quiñones I
- Quiñones II
- Francisco Morazán
- Armenia
  - Barrio Nuevo
  - Barrio San Sebastian
  - Colonia San Fernando
  - Colonia San Damian
- Izalco
  - Barrio San Juan
  - Colonia Santa Emilia
  - Barrio Santa Cruz
  - Las Palmeras
- Tonacatepeque
  - Area adjacent to the Sports Complex (Polygons 1, 2, 3, 5,7, I, and N)
  - Polygons 4 and 7

In all project municipalities, the CVPP team continued work with the IIWGs to consolidate their roles. Exchange experiences were held among the IIWGs of Armenia, Santa Tecla, and Izalco. Violence prevention workshops have been held in Izalco, and the IIWGs have been actively involved in the process of the baseline studies and evaluations to be carried out in each community. At the end of 2008, the IIWGs in Izalco and San Salvador promoted close-out ceremonies of the first summer school activities and vocational training courses. The enthusiasm of children, youth, and parents showed impact, gratitude, and motivation to continue with similar activities. This sets the stage for the initiation of the sustainability plan for similar activities that will be carried out when the project funds are depleted.

***Sub-Activity 1.2 – Fortify links between local and national level crime and violence prevention (CVP) programs and actors***

The IIWGs for crime prevention in Izalco, San Salvador (District 6), Armenia, and Tonacatepeque are actively reinforcing operational links among local and national entities working in crime prevention. The ongoing work sessions, training sessions, biweekly meetings, and project updates are carried out in each locality. Local and PNC representatives; Ministry of Education, Ministry of Health, and CNSP personnel; and MSPJ staff are actively participating. New community leaders from the focal target zones are actively participating and have been incorporated into the IIWGs.

### ***Sub-Activity 1.3 – Foster planning and implementation of municipality-led community-based CVP programs***

The local strategic planning processes served as the basis for establishing the name, vision, and mission of the work groups in Armenia, Izalco, District No. 6, and Tonacatepeque. In these municipalities, the IIWG carried out drawing contests among children and youth to define logos for the IIWGs that best capture the vision and mission of the groups. The best drawings were selected, and prizes were given to the first three places in the form of supermarket gift certificates. The CVPP team used these logos in producing polo shirts for each of the IIWG members, who wear them to their biweekly meetings and/or to group-organized public events, contributing to the sense of identity.

Finally, the Izalco IIWG has discussed and reviewed CVP policies; it is expected that the policies will be presented for approval to the current municipal council before May 1, 2009, when the new mayor will take power. In Santa Tecla, in addition to CVPP's support, the Inter-institutional Council is reviewing and updating the existing local crime prevention policy, with the technical support of the Eber Foundation.

### ***Sub-Activity 1.4 – Implement competitive small grants program***

During this period six sub-grants implementers were selected; five of them are already engaged in activities in each of the participating municipalities. The implementers are FEPADE, CARE, FUMA, Fe y Alegría, Junior Achievement, and World Vision. The activities vary widely and respond directly to the needs identified by IIWG diagnostics and proposed solutions. Examples include: vocational training, small infrastructures, arts and culture, training workshops, sport activities, and psychological counseling.

In the municipalities of Izalco and San Salvador, where grants have been approved, cost share totaling \$87,434 in cash and \$99,792, respectively, have come mainly from the implementing partners, with the exception of Junior Achievement, which has brought contributions from Shell Oil Company, Fundación Poma, AES El Salvador, and CASSA, totaling \$42,836 of all cash contributions generated under Activity 1.

The competitive small grants program in Izalco and San Salvador municipalities has served to empower their IIWGs. In this sense, the IIWGs are currently supervising the programs implemented by the purveyors, having also reviewed their financial liquidations.

As of December 31, 2008, a total amount of \$600,000.00 had been pledged for implementation of grants-funded projects under Activity 1, of which \$339,293.00 had been officially approved.

### ***Sub-Activity 1.5 – Build local capacity to monitor progress and evaluate results***

By the end of the year, the list of key indicators was completed, taking into consideration the availability of hard data and the possibility of gathering complementary local data.

The victimization survey instrument was completed and is pending the approval of the RTI Social and Statics Science team that participated in the STTA visit to Santa Tecla.

Participative hot-spot risk maps have been developed with the support of the CVPP facilitators and with the inputs of IIWG members and local leaders in each locality.

### ***Sub-Activity 1.6 –Promote replication and sustainability***

The crime prevention participatory process in each of the project municipalities is being carefully documented, step by step, with the purpose of

- Developing a Participatory Crime Prevention Plan (PCPP) for each municipality.
- Having material for the systematization of each experience.
- Developing a detailed procedure manual of how to establish a PCPP.

Experience-sharing workshops with a wide variety of project stakeholders were conducted between the IIWGs of Santa Tecla, Armenia, and Izalco as part of the training program for IIWGs.

As we strive to attain a certain degree of financial sustainability for the IIWGs, local, private sector donors' contributions are still a challenge, and will be addressed by the newly formed fund-raising committees in each IIWG, with the main purpose of achievement sustainability. For a more detailed list of cost-share contributions.

In terms of its visibility and training capacity, CVPP organized a round table on local crime observatories on July 15, featuring presentations from four cities (Santa Tecla, San Martín, Ahuachapán, and Santa Ana). CVPP produced an interactive CD-ROM and distributed it to all participants, GOES agencies involved in crime prevention, NGOs, and international donor agencies. Finally, the Web site ([www.ocavi.com](http://www.ocavi.com)) of the Central American E-Observatory on Violence (OCAVI) continued to showcase some of the documents and presentations produced under CVPP, representing some of the best practices in crime prevention carried out in El Salvador.

## **1.3 Challenges**

With support from the sub-grant purveyors already developing activities and collaboration from the IIWGs' fund-raising commissions, we will have to bring to the table more private sector contributions. The local actors will have to *sell* their needs to potential in-kind or cash contributors. The CVPP team will serve as an honest broker in this process. This is already a difficult task, but during the coming months, it will be even more complicated as a result of the worldwide economic crisis and the uncertainties of the Salvadoran electoral process.

In the city of Armenia, the municipal council continues with a negative position toward the management model for the sports and cultural facilities to be remodeled and/or built with project funds; council members are against a public-private model of administration, something that the IIWG had opted for by consensus. This action has forced us to change

strategy and shift the focus the project toward a different model, maintaining the IIWG, while using the public schools' infrastructure to set up an "Open School" model, through which a host of crime prevention activities would be held on the school grounds. To achieve this, an MOU has been negotiated with the Ministry of Education to authorize an Open School activity in Armenia, and in the other municipalities where CVPP is working.

As previous reports stated, Izalco and Armenia do not have institutionalized participatory processes, and the consultative process continues to have its stumbling blocks. In Izalco the appropriation of the process seems to be well established; in Armenia it is too early in the process to say to what extent local government participants will be involved. When the municipal election process is over, we expect the Armenia situation to improve.

Another challenging issue is how to promote the crime prevention activities among children, youth, and parents. To this end, social communication campaigns are badly needed in order to get good beneficiary turnout. Along the same lines, clearly establishing criteria for selecting age groups for beneficiaries is of great importance; because some vocational activities are designed for certain age groups and not all can attend, as was the case with some of the summer courses in Izalco.

At the end of the reporting period, the National Land Registry Center (CNR) had not responded to CVPP's request to provide cadastral maps for Izalco, Armenia, and Santa Tecla. CVPP sought an alternate solution to obtain the digital maps of these communities, and they will be procured from private GIS providers.

#### **1.4 Planned Activities for the Next Three Months**

- In AltaVista specifically, increase the number of new communities—now four in two municipalities—participating in the IIWG, with the purpose of developing an inter-municipal crime prevention pilot experience.
- As part of the consolidation work with the Izalco IIWGs and CARE, two municipal and community training modules will be developed.
- After the January municipal and legislative elections, the baseline victimization studies in 14 focal communities and the respective hot-spot risk mapping will be carried out.
- The CVPP team will facilitate CVP work sessions with newly elected officials in those cases where there is a change in local elected officials, regardless if they are from the same political party. These activities will be promoted and led by the IIWG in each municipality.
- In Santa Tecla, the IDHUCA will present its grant proposal, based on the RTI STTA team's recommendations for improving and consolidating this municipality's observatory of crime and violence and its inter-institutional council.

- RTI will sign a grant equivalent to \$250,000 received from Qualcomm Reach Communications. The goal of this activity is to provide law enforcement and the municipal government with the information needed to develop new and more effective programs to reduce crime in Santa Tecla.
- Fund-raising and leveraging activities will make use of our newly developed communications materials: FELIX and PAX and the campaign slogan, *Aquí ya no cabe la Violencia*, will be launched in February with the support from 3 Puntos retail stores.
- The CVPP team will help create a fund-raising commission in each IIWG. CVPP will make direct presentations to these groups on its portfolio of crime prevention projects for regional and local private sectors.

## 2. Activity 2 – National Leadership and Support for Crime and Violence Prevention

### 2.1 Key Activities

Over its first year of operation, CVPP strengthened national capacities for CVP by carrying out key activities with GOES actors charged with defining and implementing crime prevention policies and action plans, in collaboration with local governments, NGOs, community leaders, and the private sector.

As part of Sub-Activity 2.1, the CVPP team drew up the terms of reference of a comparative analysis of crime prevention policies developed by governments, civil society, and international organizations in El Salvador and other Central American countries. The CVPP team is studying nine existing policies and strategies and has developed a list of 12 comparative criteria.

During Year 1, the project held numerous meetings with high ranking officials from the National Social Peace and Prevention Plan's (PNPS) IIEC, and its *petit comité*, to establish a crime prevention model and carry out a small grants program that is funding six community-based initiatives being carried out in AltaVista with the \$300,000 seed money reserved for this purpose. This task is being implemented in coordination with GOES key actors from MSPJ, the Youth Secretariat (SJ), CNSP's Projóvenes project, and the IIWG in AltaVista.

In regard to the standard list of indicators for monitoring violence and its prevention at the local level, CVPP has developed a standard questionnaire and a police statistic format based on the complete list of indicators that will be used in the project's focal communities to diagnose the current situation and to measure the extent to which the project will improve citizen security.

Within Sub-Activity 2.2, the implementation of the PNPS was substantially reinforced in AltaVista (Tonacatepeque). As a result of the holistic crime prevention model put in place, six grants have been approved for implementation in this high-risk neighborhood:

- i. FUSAL carried out a social infrastructure project and rehabilitated the AltaVista sports complex, building a community center and training community leaders on how to sustainably manage this type of infrastructure. The project benefits 9,147 men and women.
- ii. FEPADE is implementing a vocational training and entrepreneurship program with 320 youth and community leaders that will be trained in fields such as computer maintenance, bakery, electrical installations, and serigraphy.
- iii. RNP is implementing a project that will reach 200 youths with after-school academic activities (computer, math, English), arts and culture (dance, music), and waste recycling (plastics, paper). The project will also allow for furnishing and equipping the AltaVista Community Center.
- iv. UEES is carrying out a systematization and evaluation project with 980 adults and youth that will include a baseline study and the publication of a lessons learned document to measure to what extent the project has improved citizen security in AltaVista. The documents will also serve to replicate CVPP's model elsewhere.
- v. FUSAL, after having concluded its first project, will carry out a second initiative to strengthen community organizations in neighborhoods surrounding the sports complex and reinforce the IIWG in AltaVista, ultimately making the overall intervention more sustainable and participatory.
- vi. Junior Achievements (*Empresarios Juveniles*) is working in public and private schools and training youth to start up a business and establish business plans. This initiative, which will also be carried out in Izalco and Armenia, is supported by Shell Oil and will benefit close to \$20,000 in this site.

These six projects represent an investment of \$280,000 of USAID funds. The remaining \$20,000 in the Activity 2 small grants fund will be invested in a proposal recommended by the MSPJ. This new initiative, presented by *Atletas Contra el SIDA*, works with 1,500 youth and community leaders in eight high-risk neighborhoods of the greater San Salvador metropolitan area, providing them with training and sports equipment.

As part of this sub-activity, CVPP has had limited success to date in promoting the implementation of the COMURES-PNC agreement, due to the fact that this accord has not been a top priority for the PNC, or for COMURES, throughout the year. In spite of this, relations are very good with community police in the project's municipalities and officers are participating in the IIWGs in each of the five cities where CVPP is working.

As part of Sub-Activity 2.3, CVPP has achieved important contributions from private companies interested in investing in crime prevention. Specifically, Grupo Roble, APEX BBDO, and Jaguar Sportic have all contributed to ongoing projects with building materials, sports equipment, and human resources. Overall, these companies have

pledged over \$129,816 in cash and in-kind as cost sharing for CVPP-funded projects and for the project's media campaign for crime prevention.

Within Sub-Activity 2.4, the CVPP team has applied its crime prevention model to its focal municipalities while using local development and crime prevention strategies. These strategies include how to conduct a local crime diagnosis, strengths, weaknesses, opportunities, and threats (SWOT) workshops, strategic planning, and M&E of crime and violence prevention carried out by local NGOs in collaboration with the IIWGs in each locality.

As part of this sub-activity, CVPP, in collaboration with the *Universidad Evangélica de El Salvador* (UEES), produced the systematization and lessons learned from the MSPJ's Nocturnal Sports Program. The document was presented to a group of high-ranking officials from GOES who expressed their satisfaction with the document that will be useful for replicating similar projects elsewhere in the country.

## **2.2 Achievements**

### ***Sub-Activity 2.1 – Improve the national policy framework for CVP programs, including the PNP***

In order to produce a comparative study, CVPP compiled several crime prevention policy proposals and strategies from El Salvador and other Central American countries. An analytical fact sheet for each policy and a list of 12 comparative criteria were produced to analyze these proposals, according to criteria related to sustainable development, citizen security, and local development. Considering that municipal, legislative, and presidential elections will be held in the first quarter of 2009, it will be impossible to achieve official approval of new policies as the governments' mandates draw to an end. However, the analysis will serve as material for the new municipal and national authorities that will take power on May 1 and June 1, 2009, respectively.

Also as part of this sub-activity, the CVPP baseline variables were finalized and the studies will be carried out as of the next quarter in Armenia, Izalco, and San Salvador. The baselines will include four broad categories, each with a subset of specific indicators: (1) community infrastructure; (2) crime hot-spot map; (3) crime statistics; and (4) victimization survey.

With support from the USAID mission in El Salvador, the CVPP team secured a meeting with the new national police chief from the PNC. This meeting, also attended by the PNC's head of its Youth and Family Division, has opened the door to obtaining official crime statistics in all of the projects locations, ensuring information that will be useful to evaluate crime tendencies and project impacts.

### ***Sub-Activity 2.2 – Enhance coordination mechanisms for PNPS implementation***

Over the course of the year, more than 12 key meetings were held with high-ranking officials and program managers from MSPJ, CNSP, Youth Secretariat, and PNC to carry

out the small grants program in AltaVista, which is part of the PNPS. In the field, at least 25 coordination meetings were held with the IIWG on crime prevention and its thematic commissions in this locality. In total, six crime prevention projects were developed and approved, and the IIWG is monitoring these initiatives that stem from CVPP's three-pronged approach to crime prevention, which includes: situational prevention (recreational infrastructures); socioeconomic prevention (sports, education, vocational training, recycling); and information systems (observatories) that include baseline studies and systematizations of lessons learned.

### ***Sub-Activity 2.3 –Facilitate private sector involvement***

During its first year, CVPP held a series of meetings with private sector businesses to stimulate their involvement. Shell Oil, Grupo Roble, APEX publicity agency, and Grupo Radio Stereo have all pledged support for projects that promote nonviolence, community development, and entrepreneurship. The total amount pledged by the companies amounts to \$129,816.

### ***Sub-Activity 2.4 –Systematize and disseminate successful initiatives at the national and local levels***

In the course of its first 12 months, CVPP has produced two systematizations that have the fundamental goal to disseminate successful crime prevention practices: (2) the lessons learned from the MSPJ's Nocturnal Sports Program, and (2) a CD-ROM that includes the results and recommendations of a Round Table on Crime Prevention Observatories, organized by CVPP with four municipalities that have such information centers.

The project has started to systematize its methodology and the results obtained thus far in the five municipalities where work is taking place. Communications and training tools are being developed that will enable replication of successful crime prevention initiatives in neighboring communities and cities. In this regard, a series of documents and presentations are available online, in Spanish, through the OCAVI Web site at [www.ocavi.com](http://www.ocavi.com), under the component dedicated to the USAID/RTI project.

## **2.3 Challenges**

- Producing a comparative analysis of crime prevention policies that will be useful for future decision makers and authorities.
- Gaining the political will and availability of time from PNC and COMURES officials to start implementation of their inter-institutional agreement.
- Increasing the project's visibility to positively influence public policies in community-based crime prevention with the new administration.
- Ensuring the sustainability of the pilot project in AltaVista by increasing investments and appropriation from the local government in Tonacatepeque and national authorities from MSPJ and CNSP.

## **2.4 Planned Activities for Next Quarter**

- Complete the comparative analysis of crime prevention policies and present it to newly elected decision makers.
- Reinforce the capabilities of the IIWG in AltaVista to ensure sustainability of the CVPP's investments in this pilot project.
- Monitor, evaluate, and conclude the six grants approved in AltaVista, in collaboration with the IIWG.
- Meet with private sector representatives to secure pledges for cost sharing.
- Produce the project's promotional brochure (bilingual) and a monthly news bulletin.
- Feed more content into CVPP's virtual component within the CNSP's OCAVI Web site.
- Follow up on a request from the U.S. Department of Justice (DOJ), present CVPP's model, and organize a study-visit to AltaVista during the Regional Anti-gang Training that will be organized by the International Law Enforcement Academy (ILEA) in San Salvador in February 2009.

## **3. Analysis of Progress**

Overall during its first year, CVPP has accomplished a great deal under both activities, and work is going ahead according to the approved M&E plan. Although the deadlines for accomplishing most of the tasks are rather short, and El Salvador is still immersed in an electoral campaign, stakeholders have a high level of interest and have been consistent in their participation. This is due, in part, to the importance of the issue of crime and violence and also to the degree of commitment and experience of the team members who have been working closely with the project's partners in all five municipalities where work is under way.

Although disbursements from the CVPP small grants funds (Activity 1 and Activity 2) were somewhat less than expected in the first three quarters, due to unforeseen delays in participatory processes linked to local project development, the last quarter saw the disbursement rate increase substantially, attaining the rate that was expected at this point in the project.

As part of Activity 1 – “Municipality-led, Community-based Crime and Violence Prevention,” the work plan targets have generally been met on schedule and, in some cases, ahead of schedule. In Izalco, Armenia, and San Salvador, the situational diagnostics are complete; the IIWGs have been consolidated; the small grants processes have been conducted; and projects have been selected in a participatory manner. Due to its inherent complexities and degree of conflict, San Salvador was somewhat more difficult to launch, but is now well under way. In Santa Tecla, progress has been made in

determining the municipality's needs in consolidating its e-observatory on crime and violence, and we foresee that this project will get under way in the first quarter of 2009. In Armenia, progress has been slow due to a debate within the municipality as to whom will manage the social infrastructures that will be built with project funds.

Under Activity 2 – “National Leadership and Support for Crime and Violence Prevention,” the work plan targets have largely been met. The \$300,000 in HCLOC funds have all been committed, and the IIWG in AltaVista has been substantially reinforced. The time extension granted by USAID until March 31, 2009, to close out this activity will allow grants implementers to achieve the results sought by their projects. Considering the lack of support and availability of GOES officials to develop a national crime prevention policy, progress has been made with the comparative analysis that CVPP will present to newly elected officials who will take power during the second quarter of 2009. Although the process took somewhat longer than expected, a comprehensive set of indicators for baseline studies is now fully defined and will be applied during the first quarter of 2009. The systematization produced on the lessons learned for the MSPJ's Nocturnal Sports Program, the CD-ROM with the compilation of the experiences of four municipal crime observatories, and the CVPP presentations uploaded into and available online through OCAVI are contributing to disseminating successful crime prevention initiatives. Finally, support to the implementation of the inter-institutional agreement between COMURES and the PNC is perhaps the least advanced of the project's activities, for the reasons explained above.

#### **4. Summary of Training (Cumulative Table)**

During its first year, the CVPP team organized several training sessions, presentations, round tables and workshops. Some of these functions were held at the national level in San Salvador, and others were organized locally in cities where the project is working. Most of these events were held for Salvadoran participants, and some were for representatives from the United States. Although not all of these meetings were strictly educational, they were all based on the project's model of intervention, which emphasizes best practices for community-based crime prevention, such as the need for the municipalities' involvement and the importance of combining different approaches of social prevention, recuperation of public spaces, and evaluation of project impacts and indicators. In this way, we are contributing to strengthening public policies and inter-institutional efforts to tackle this complex issue.

Table 1 summarizes the training sessions, presentations and workshops that CVPP has held over its first 12 months, and *Section 5* provides M&E indicators.

**Table 1: Training sessions conducted in the first year of the project**

| Dates    | Events   | Number of Participants |     |       | Comments  |
|----------|--|------------------------|-----|-------|---|
|          |  | Women                  | Men | Total |   |
| 03/11/08 | CVPP induction with mayors from high-risk municipalities   | 10                     | 18  | 28    | Mayors from 14 municipalities were invited to learn about the project and submit letters of interest in order to be considered as focal municipalities.   |
| Various  | Meetings with the IIEC's <i>petit comité</i> and high-ranking authorities from MSPJ, CNSP, and SNJ               | 5                      | 8   | 13    | Over the first year, 12 meetings and training sessions have been held. They allowed project staff to train the <i>petit comité</i> on how to prioritize and outsource a pilot project that will be carried out in AltaVista. Other meetings with high-ranking officials were conducted to inform them and obtain their political backing.             |
| 03/13/08 | Information meeting with local universities  | 2                      | 6   | 8     | This meeting informed local universities and solicited their interest to obtain grant proposals that will reinforce the M&E of the project in the field.  |
| 04/09/08 | Round table on the State of Crime Prevention in El Salvador ( <i>Conversatorio</i> )                             | 12                     | 14  | 26    | This workshop enabled representatives from the U.S. to meet leaders from civil society involved in work with youth at risk. The U.S. representatives included human rights activist Constance Rice, and Federal Bureau of Investigation (FBI) anti-gang unit and U.S. Congress personnel who attended a gang reduction symposium in El Salvador.      |
| 04/14/08 | CVPP RTI/CECI Official Launching   | 42                     | 42  | 84    | The project was officially launched with RTI, USAID, CNSP, and MSPJ officials presiding the event. Several media were on hand, and the project's model of intervention was presented.   |
| 04/25/08 | Information workshop for NGOs interested in presenting a proposal to the first block grant process for AltaVista | 12                     | 10  | 22    | This workshop was attended by 14 organizations interested in presenting a pre-qualification proposal to the first competitive process. Of these 14 organizations, 11 presented a proposal and 5 were pre-selected, in collaboration with the PNPS IIEC.   |
| Various  | IIWG on crime prevention meetings in Armenia   | 9                      | 2   | 11    | These biweekly meetings allowed locally elected officials from Armenia, community leaders, police officers, CNSP representatives, and other local authorities to conduct SWOT exercises and strategic planning, and to establish crime prevention priorities that constituted the basis for a block grant process that was held in the third quarter. |
| Various  | IIWG on crime prevention meetings in Izalco  | 8                      | 3   | 11    | These biweekly meetings allowed locally elected officials from Izalco, community leaders, police officers, CNSP representatives, and other local authorities to conduct SWOT exercises and strategic  |

| Dates    | Events  | Number of Participants |     |       | Comments  |
|----------|---|------------------------|-----|-------|---|
|          |   | Women                  | Men | Total |   |
|          |   |                        |     |       | planning, and to establish crime prevention priorities that constituted the basis for a block grant process that was held in the third quarter. will be conducted in the fourth quarter.  |
| Various  | IIWG on crime prevention meetings in San Salvador   | 2                      | 15  | 17    | These biweekly meetings enabled locally elected officials from San Salvador, community leaders, police officers, and other local authorities to conduct SWOT exercises, strategic planning, and establish crime prevention priorities that constituted the basis for a block-grant process that was carried out in District 6 of San Salvador in the third quarter. |
| Various  | IIWG on crime prevention meetings in AltaVista (Tonacatepeque)  | 6                      | 8   | 14    | These weekly meetings allow locally elected officials from Izalco, community leaders, police officers, CNSP, and other local authorities to conduct SWOT exercises and strategic planning, and to establish crime prevention priorities that constituted the basis for a block grant process that was conducted in the second quarter.                              |
| Various  | IIWG meetings in Santa Tecla  | 9                      | 11  | 20    | These monthly meetings, organized by the municipality, allowed for the presentation of the objectives, methodology, and results of the STTA mission to reinforce the Santa Tecla Crime Prevention Observatory.  |
| 07/11/08 | Information workshop for NGOs interested in presenting a proposal to the block grant competition for Armenia and Izalco | 19                     | 20  | 39    | This workshop was attended by 15 organizations interested in presenting a pre-qualification proposal for one or both cities. Of these organizations, 9 presented proposals and 4 were pre-selected, in collaboration with the IIWGs.  |
| 07/15/08 | Round table on Municipal Crime Observatories in El Salvador   | 35                     | 38  | 73    | This event included representatives from 4 observatories (Santa Tecla, San Martin, Ahuachapán y Santa Ana) and a dozen other public and private organizations. It focused on the challenges facing these efforts lead by the municipalities and the CNSP.   |
| 09/23/08 | Information workshop for NGOs interested in presenting a proposal to the small-grants program in San Salvador.          | 14                     | 8   | 22    | This workshop was attended by 4 organizations interested in presenting a proposal. Five proposals were received, and 4 were pre-selected in collaboration with the IIWG.  |
| 11/14/08 | Exchange of lessons learned among three Inter-institutional Work Groups (IIWG)  | 17                     | 24  | 41    | This day-long workshop in Apaneca, attended by 3 IIWGs from Santa Tecla, Armenia, and Izalco, proved to be very useful to compare models and discuss lessons learned in each locality.  |

| Dates    | Events  | Number of Participants |     |       | Comments  |
|----------|---|------------------------|-----|-------|---|
|          |   | Women                  | Men | Total |   |
| 12/11/08 | Presentation of Baseline Study in AltaVista by UEES | 19                     | 33  | 52    | This public presentation of the 2007 Baseline study in AltaVista was attended by staff from all 5 municipalities where CVPP is working, GOES officials, civil society experts, and community leaders. |
|          | <b>Totals:</b>                                      | 221                    | 260 | 481   | Participants: 46% women, 54% men  |

## 5. Monitoring and Evaluation

| CVPP PERFORMANCE INDICATORS   |  |           |  |   |   |            |  |   |       |                             |    |   |
|---|--|-----------|--|---|---|------------|--|---|-------|-----------------------------|----|---|
| QUARTER: 4 <sup>o</sup> (October–December)  |  |           |  |   |   | YEAR: 2008 |  |   |       |                             |    |   |
| PERFORMANCE INDICATOR   | MUNICIPALITIES   |           |  |   |   |            |  |   | TOTAL | END OF PROJECT TARGET (***) |    |   |
|   | ARMENIA  |           | IZALCO   |   | SAN SALVADOR  |            | TONACATE PEQUE   |   |       |                             |    |   |
| <b>GLOBAL RESULT</b>  |  |           |  |   |   |            |  |   |       |                             |    |   |
| <ul style="list-style-type: none"> <li># of U.S. government-assisted communities in crime prevention programs</li> </ul>  | 4 (Barrios Nuevo and San Sebastián; colonias San Damián and San Fernando II) |           | 4 (Colonias Santa Emilia, Santa Cruz, and Palmeras; and Barrio San Juan) |   | 4 (La Chacra, Quiñonez Privado I, Quiñonez Municipal II, and Francisco Morazán I) |            | 2 (Colonia AltaVista: polígonos , 1, 2, 3, 5, 7, I, N, and 4 |   | 14    |                             | 14 |   |
| <b>RESULT 1: COMMUNITY-BASED CVP PROGRAMS IMPROVED AND EXPANDED</b>   |  |           |  |   |   |            |  |   |       |                             |    |   |
| <ul style="list-style-type: none"> <li>1.A: # of targeted municipalities that have approved a CVP policy</li> </ul>   | 0  |           | 0  |   | 1   |            | 0  |   | 1     |                             | 3  |   |
| <ul style="list-style-type: none"> <li>1.B: # of targeted municipal governments that have approved an ordinance recognizing a local CVP inter-institutional committee</li> </ul>                                      | 0  |           | 0  |   | 0   |            | 1  |   | 1     |                             | 3  |   |
| <ul style="list-style-type: none"> <li>1.C: # of local CVP inter-institutional committees in targeted areas that have established a local IIWG</li> </ul>   | 1  |           | 1  |   | 1   |            | 1  |   | 4     |                             | 3  |   |
| <ul style="list-style-type: none"> <li>1.D: # of women who have been elected to serve on the municipal CVP inter-institutional committee</li> </ul>   | Men (M)  | Women (W) | M  | W | M   | W          | M  | W | M     | W                           | M  | W |
|   | 9  | 7         | 16   | 8 | 8   | 4          | 13   | 9 | 45    | 29                          | -  | 3 |
| <ul style="list-style-type: none"> <li>1.E: # of CVP IIWGs in targeted areas that have developed Municipal Crime Prevention Plans</li> </ul>  | 0  |           | 0  |   | 0   |            | 0  |   | 0     |                             | 3  |   |
| <ul style="list-style-type: none"> <li>1.F: # CVP Inter-institutional Working Groups in targeted areas that have implemented one or more activities contemplated in their Municipal Crime Prevention Plans</li> </ul> | 0  |           | 0  |   | 0   |            | 0  |   | 0     |                             | 3  |   |
| <ul style="list-style-type: none"> <li>1.G: # of targeted municipalities that have systematically evaluated CVP programs according to evaluation criteria as advised by CVPP</li> </ul>                               | 0  |           | 0  |   | 0   |            | 0  |   | 0     |                             | 3  |   |

| CVPP PERFORMANCE INDICATORS  |                |       |   |         |  |        |  |       |                    |    |       |                             |  |
|--|----------------|-------|---|---------|--|--------|--|-------|--------------------|----|-------|-----------------------------|--|
| QUARTER: 4º (October–December)   |                |       |   |         |  |        | YEAR: 2008   |       |                    |    |       |                             |  |
| PERFORMANCE INDICATOR  | MUNICIPALITIES |       |   |         |  |        |  |       |                    |    | TOTAL | END OF PROJECT TARGET (***) |  |
|  | ARMENIA        |       | IZALCO  |         | SAN SALVADOR   |        | TONACATE PEQUE   |       |                    |    |       |                             |  |
| <ul style="list-style-type: none"> <li>1.H: % of CVPP-approved grants with cost sharing (CS) from third-party contributions (e.g., cash, labor or in-kind)</li> </ul>            | 0              |       | 2 grants (FEPADE and CARE):<br>100%; CS % range = [19-48] |         | 3 grants (FEPADE, Fe y Alegría, and Fundación Maquilishuat: 100%; CS % range = [57, 35 y 41] |        | 6 grants<br>2 FUSAL, FEPADE, Red de Pastores, Univ. Evangelica, Atletas contra el SIDA:<br><br>100%; CI % range = [45, 47, 22, 36, 37, respectively] |       | 11 grants:<br>100% |    | 95 %  |                             |  |
| <ul style="list-style-type: none"> <li>1.I: # of non-targeted municipalities that have established IIWGs based on the CVPP model</li> </ul>                                      | 0              |       | 0   |         | 0  |        | 0  |       | 0                  |    | 1     |                             |  |
| <ul style="list-style-type: none"> <li>1.J # of municipal staff in target areas who have received CVPP training in CVP modules and activities</li> </ul>                         | M              | W     | M   | W       | M  | W      | M  | W     | M                  | W  | M     | W                           |  |
|  | 1              | 0     | 4   | 2       | 1  | 2      | 2  | 2     | 8                  | 6  | 3     | 3                           |  |
| <ul style="list-style-type: none"> <li>1. K # of community representatives (CBOs, local leaders, etc.) in target areas who have received CVPP training in CVP modules</li> </ul> | 9 (*)          | 2 (*) | 17 (**)   | 10 (**) | 2 (*)  | 15 (*) | 5 (+)  | 3 (+) | 33                 | 30 | 15    | 15                          |  |

(\*) A trainee is a person who has attended at least 75% of the planning meetings during the second quarter of 2008.

(\*\*) Includes the 9 men and 7 women who attended at least 80% of the 2 courses implemented during the last quarter of 2008.

(\*\*\*) Original target of 10 has been modified to 14, as result of Grant Amendment #4.

(+) These are the community representatives of blocks 4, 7, and N who have incorporated in the local IIWG for the second semester. It also includes the 2 men and 3 women who attended at least the 80% of the 5 courses implemented during the last quarter of 2008.

| CVPP PERFORMANCE INDICATORS   |                   |   |      |   |    |            |        |        |       |   |                       |   |   |  |   |  |
|---|-------------------|---|------|---|----|------------|--------|--------|-------|---|-----------------------|---|---|--|---|--|
| QUARTER: 4 <sup>o</sup> (October-December)  |                   |   |      |   |    | YEAR: 2008 |        |        |       |   |                       |   |   |  |   |  |
| PERFORMANCE INDICATOR   | NATIONAL ENTITIES |   |      |   |    |            |        |        | TOTAL |   | END OF PROJECT TARGET |   |   |  |   |  |
| <b>RESULT 2: NATIONAL CAPACITY FOR THE PREVENTION OF VIOLENCE AND CRIME INCREASED</b>   |                   |   |      |   |    |            |        |        |       |   |                       |   |   |  |   |  |
| <ul style="list-style-type: none"> <li>2.A: # of targeted IIEC partner members who have made financial or in-kind contributions with HCOLC funds to CVPP projects</li> </ul>                            |                   |   |      |   |    |            |        |        | 13    |   | 5                     |   |   |  |   |  |
|   | CNSP              |   | MSPJ |   | SJ |            |        |        |       |   |                       |   |   |  |   |  |
|   | 7                 |   | 4    |   | 2  |            |        |        |       |   |                       |   |   |  |   |  |
| <ul style="list-style-type: none"> <li>2.B: # of public safety initiatives self-initiated by targeted IIEC partner members based on the CVPP model</li> </ul>   | NA                |   |      |   |    |            |        |        | 1     |   | 1                     |   |   |  |   |  |
| <ul style="list-style-type: none"> <li>2.C: # of targeted municipalities that have shared risk map data with the PNC</li> </ul>   | NA                |   |      |   |    |            |        |        | 0     |   | 3                     |   |   |  |   |  |
| <ul style="list-style-type: none"> <li>2.D: # of GOES employees who have received CVPP training in CVP data collection and analysis according to the project-advised standard indicator list</li> </ul> |                   |   |      |   |    |            |        |        | M     |   | W                     |   | M |  | W |  |
|   | CNSP              |   | MSPJ |   | SJ |            |        |        |       |   |                       |   |   |  |   |  |
|   | M                 | W | M    | W | M  | W          | M      | W      |       |   |                       |   |   |  |   |  |
|   | 0                 | 0 | 0    | 0 | 0  | 0          | 0      | 0      | 0     | 0 | 3                     | 3 |   |  |   |  |
| <ul style="list-style-type: none"> <li>2.E # of national level GOES staff who have received CVPP training in CVP modules and activities</li> </ul>  |                   |   |      |   |    |            |        |        | M     |   | W                     |   | M |  | W |  |
|   | CNSP              |   | MSPJ |   | SJ |            | OTHERS |        |       |   |                       |   |   |  |   |  |
|   | M                 | W | M    | W | M  | W          | M      | W      |       |   |                       |   |   |  |   |  |
|   | 1                 | 0 | 1    | 1 | 0  | 0          | 4 (*)  | 4 (**) | 6     | 5 | 3                     | 3 |   |  |   |  |
| <ul style="list-style-type: none"> <li>2.F: # of targeted IIEC partner members who have collected standardized indicator data from the CVPP-advised list</li> </ul>                                     |                   |   |      |   |    |            |        |        | 0     |   | 3                     |   |   |  |   |  |
|   | CNSP              |   | MSPJ |   | SJ |            |        |        |       |   |                       |   |   |  |   |  |
|   | 0                 |   | 0    |   | 0  |            |        |        |       |   |                       |   |   |  |   |  |
| <ul style="list-style-type: none"> <li>2.G: # of CVP case studies produced by universities that have received CVPP grants</li> </ul>  | N.A               |   |      |   |    |            |        |        | 1 (+) |   | 3                     |   |   |  |   |  |

(\*) Includes 1 person from Instituto Salvadoreño de la Niñez y la Adolescencia *Institut Salvadoreño de la Niñez y la Adolescencia* (ISNA), PNC and MINED participating in col. AltaVista 1: blocks 4, 5, 7, I, and N). It also includes 1 man from MINED who attended at least the 80% of the 5 courses implemented during the last quarter of 2008.

(\*\*) Includes 1 person from the Health Unit and 2 from ISSS participating in col. AltaVista 1: blocks 4, 5, 7, I, and N. Also includes 1 woman from the Health Unit who attended at least the 80% of the 5 courses implemented during the last quarter of 2008.

(+) Includes systematization of the "Night Sport Program."