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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP) QUARTERLY REPORT (APRIL – JUNE 2014)

JULY 2014

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DISCLAIMER

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

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ACRONYMS AND ABBREVIATIONS

AECNL	<i>Alianza Educativa Ciudadana por Nuevo León</i>
CAP	Community Advocacy Project
CASA	<i>Centro de Asesoría y Promoción Juvenil, A.C</i>
CHEPAZ	<i>Crecimiento Humano y Educación para la Paz</i>
CIFAC	<i>Centro de Investigación Familiar, AC</i>
CPTED	Crime Prevention through Environmental Design
CVPP	Crime and Violence Prevention Program
FIC	<i>Fundación Internacional Comunitaria</i>
GFG	<i>Gente a Favor de Gente</i>
GOM	Government of Mexico
ICAPI	<i>Inventario de la Capacidad Institucional</i>
ICMA	International City/County Management Association
IR	Intermediate Result
IRI	International Republican Institute
JCC	<i>Jóvenes Constructores de la Comunidad</i>
M&E	Monitoring and Evaluation
MCVPC	Municipal Crime and Violence Prevention Committee
NGO	Nongovernmental Organization
NSPCVP	National Social Program of Crime and Violence Prevention
OCA	Organizational Capacity Assessment
PAO	<i>Patronato de Amigos de La Orquesta de Baja California</i>
PAQTO	<i>Programa Aquí Estamos Todos</i>
PPP	Public-Private Partnership
SEGOB	<i>Subsecretaría de Prevención y Participación Ciudadana de la Secretaría de Gobernación</i>
SABIC	<i>Salud y Bienestar Comunitario</i>
SPSS	Statistical Package for the Social Sciences
SUBSEMUN	<i>Subsidio para la Seguridad Pública en los Municipios</i>

SUPERA	<i>Pro Superación Familiar Neolonesa, A.C</i>
UANL	<i>Universidad Autónoma de Nuevo Leon</i>
USAID	United States Agency for International Development
USC	University of Southern California
VETSA	<i>Voluntarios en Equipo Trabajando por la Superación con Amor</i>
YBI	Youth Build International
YSET	Youth Service Eligibility Tool
YSET-M	Youth Service Eligibility Tool – adapted to Mexico

RESUMEN EJECUTIVO

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

RESULTADO INTERMEDIO I (IR1)

Comienza la implementación de nuevas actividades con cobertura en la Ciudad de México. El 20 de junio de 2014, USAID aprobó una expansión del alcance del PCC en respuesta a la solicitud del gobierno de México, para promover la réplica, en la Ciudad de México y a nivel nacional, de las intervenciones, metodologías y prácticas ejecutadas en las tres ciudades en las que inició el PCC. Entre las actividades se encuentran el fortalecimiento de la capacidad de gobiernos sub-nacionales para ejecutar estrategias de comunicación comunitarias para la prevención de la violencia y la delincuencia, la formación de funcionarios y sociedad civil en el modelo de prevención social de la violencia, la réplica de metodologías e instrumentos generados por el PCC en polígonos de intervención designados dentro de Tepito e Iztapalapa en el Distrito Federal y que incluyen: planes maestros comunitarios de prevención de la violencia y la delincuencia, CPTED, mecanismos de coordinación multisectorial entre otros. Asimismo, el PCC facilitará asistencia técnica para fortalecer la red de jóvenes VIRAL a nivel nacional. El PCC avanzó en el diseño de una estrategia de entrada para trabajar de manera expedita, efectiva y segura en los polígonos designados dentro de Tepito e Iztapalapa y se encuentra esperando la aprobación final del gobierno de México para reunirse con las autoridades de las delegaciones respectivas.

Se completó el diseño del curso de capacitación en Seguridad Ciudadana y Prevención de la Violencia y se inició la planificación de eventos de capacitación en cuatro ciudades. La consultora internacional Adriana Loche completó el desarrollo de los cinco módulos del programa de capacitación en Seguridad Ciudadana y Prevención Social de la Violencia, incluyendo un material para participantes e instructores. El desarrollo de estos materiales se hizo de manera coordinada con el gobierno de México. Durante el mes de junio se iniciaron los esfuerzos de planificación de las actividades de capacitación que se llevarán a cabo durante el mes de agosto de 2014 en Ciudad Juárez, Monterrey, Tijuana y en la Ciudad de México. El gobierno del estado de Chihuahua mostró interés en la réplica de esta capacitación y en aumentar la cobertura a otros municipios adicionales en el estado. El PCC transferirá la metodología mediante un evento de capacitación que se llevará a cabo en la ciudad de Chihuahua durante la primera semana de septiembre, en la cual el gobierno del estado asumirá los costos y la organización del evento, también con la participación de la consultora internacional del PCC Adriana Loche

La campaña de comunicación ‘Vivamos la Calle. Juntos por la Convivencia’ será replicada por el estado de Chihuahua. La Fiscalía de Prevención del Estado de Chihuahua manifestó interés en la réplica del concepto y metodología de la campaña de comunicación Vivamos la Calle en los municipios de Juárez, Parral, Guadalupe y Calvo en el estado de Chihuahua. A partir de la presentación de la campaña que hiciera el PCC, la fiscalía solicitó asistencia técnica y capacitación puntual para promover la réplica de la campaña y acordó el establecimiento de un subcomité de comunicación para la prevención social de la violencia dentro del Gabinete Interinstitucional para la prevención de la violencia del estado. Desde ese sub-comité se buscará la homologación de las estrategias de comunicación para la prevención gestionadas desde esa plataforma estatal con la finalidad de buscar promoverla entre los municipios del estado que reciben recursos federales para programas de prevención de la violencia.

RESULTADO INTERMEDIO 2 (IR2)

El PCC firma convenio de donación con la Universidad Autónoma de Nuevo León (UANL) para replicar el modelo de Relaciones Familiares de la ciudad de Los Ángeles, California, en Monterrey.

El PCC y la Universidad Autónoma de Nuevo León firmaron un convenio de donación para replicar el modelo de prevención secundario de la ciudad de Los Ángeles el día 28 de mayo, durante una ceremonia de alto perfil convocada por el Rector de la UANL y en la cual participaron cerca de 200 personas. A partir de este convenio, representantes del municipio de Los Ángeles y de la Universidad del Sur de California, iniciaron el proceso de transferencia de la metodología a través de una capacitación, de una semana de duración, al equipo de técnicos e investigadores de la UANL. En el mes de junio el equipo de la UANL completó la aplicación de la herramienta de diagnóstico (YSET) a más de cincuenta jóvenes, para identificar potenciales beneficiarios del programa – jóvenes que se encuentran en situación de riesgo. Se espera completar cerca de 200 diagnósticos durante el período de la donación y seleccionar hasta 100 jóvenes para realizar “tratamientos” de intervención del modelo. Para diciembre de 2014, la UANL y el PCC esperan completar la adaptación de la herramienta de diagnóstico y del modelo, al contexto Mexicano para escalar su aplicación en Monterrey y en otras ciudades del país.

EL PCC fortalece la capacidad institucional de sus organizaciones donatarias en el área de monitoreo y evaluación. A través del trabajo de seguimiento y asistencia técnica desplegado por los especialistas de monitoreo y evaluación del PCC, el programa está mejorando la capacidad de las organizaciones donatarias para diseñar e implementar proyectos de prevención social de la violencia con base en indicadores y sistemas de gestión efectivos. El PCC ha dado capacitación y asistencia técnica a organizaciones donatarias sobre el uso de programas estadísticos, procesos y protocolos para analizar datos y el diseño de encuestas para evaluar el impacto de sus intervenciones. A través de esta asistencia, el PCC busca promover modelos que sean evaluables para poder medir el impacto de programas de prevención de la violencia con base en indicadores de convivencia ciudadana y resiliencia comunitaria.

Se inaugura el Gabinete Municipal de Prevención de la Violencia en Guadalupe, NL. El gobierno del municipio de Guadalupe, en Nuevo León, inauguró el Gabinete Municipal de Prevención Social de la Violencia el 17 de junio. El PCC apoyó al municipio en el desarrollo de los protocolos para la constitución del Gabinete y seguirá prestando asistencia técnica para hacerlo funcional y operativo. El PCC promoverá intercambios con el Comité Municipal de Prevención de la Violencia de Tijuana con la finalidad de identificar buenas prácticas y lecciones aprendidas. El Comité Municipal de Prevención de Tijuana fue formalizado legalmente en el mes de mayo, celebró cuatro sesiones plenarias durante los meses de abril-junio (25 sesiones desde su establecimiento en abril de 2013) y opera a través de siete sub-comités que están ayudando a articular políticas públicas municipales en materia de prevención social de la violencia y la delincuencia.

Se llevaron a cabo intercambios técnicos para conocer buenas prácticas entre ciudades de los Estados Unidos y México. El PCC promovió la réplica de buenas prácticas entre ciudades de Estados Unidos y México, mediante una visita de estudio a la Ciudad de Los Ángeles California de un grupo de representantes de gobiernos municipales y organizaciones de la sociedad civil, y un intercambio entre la policía de la ciudad de Charlotte, Carolina del Norte, y la policía de Guadalupe, Nuevo León.

I.0 INTRODUCTION

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech on February 6, 2012. The CVPP is a three-year program with an original budget of \$15,202,629 that was increased through Contract Modification N. 08 on June 20th by \$2,330,756 to \$17,533,385.

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

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

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

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

This document presents the CVPP’s Quarterly Report covering the time period from April 1, 2014 to June 30, 2014. The sections are organized by Work Plan Activities based on the Year III Work Plan approved by USAID on December 19, 2013.

2.0 NARRATIVE REPORT ON PROJECT ACTIVITIES

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

CVPP responded to an RFP from USAID on April 24th to implement new activities requested by the GOM to support the National Prevention Program agenda. On June 20th, USAID executed contract modification number eight containing 11 new activities related to CVPP's technical areas and two intervention areas (*polígonos*) in Mexico City–Iztapalapa and Tepito. Upon receiving the modification, CVPP began implementing the new activities which are also documented in this quarterly report. New activities are reported under their respective IRs and components according to the original contract.

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

KNOWLEDGE MANAGEMENT PLATFORM DEVELOPED AND OPERATIONAL

Contents Developed for Knowledge Management Platform. In June, the consultant hired by CVPP to develop basic contents for the knowledge management platform (the platform) synthesized 76 documents that will be uploaded to the platform and created a list of key words to be used when searching through documents in the platform. Additionally, the consultant developed criteria for selecting and uploading documents to the platform, as well as guidelines for writing summaries and developing key word lists, so that the Undersecretary of Prevention can continue expanding the contents of the platform and upload relevant information in the future.

On May 22nd, SEGOB informed CVPP that the Office of the President of Mexico had recently launched a website called nosmuevelapaz.gob.mx (the website) to disseminate National Crime Prevention Program information and that they would not allow the development of microsites from the website. SEGOB proposed the Office of the President of Mexico develop a knowledge management section on the website, containing a search engine for the contents (including the 76 documents and executive summaries developed by CVPP's consultant, best practices from the first and second call, and other information that would be relevant to developing crime and violence prevention policies). Additionally, since the website was designed to be accessed only from computers, SEGOB suggested that CVPP create a mobile device application to increase the accessibility of the site and encourage users to upload data including pictures, videos, and documents, regarding the performance of the National Crime Prevention Program at the community level. Although the GOM will establish a site within the website that will include prevention information, CVPP will not be able to have control over the development of the knowledge management platform, as was originally committed to the GOM and to USAID. To reflect this change in the contract and work plan, CVPP requested approval from USAID to modify the deliverable related to the establishment of a knowledge management platform as described above and USAID approved through email dated June 23rd (see attached CVPP's memo and USAID response Annex A). CVPP will work with SEGOB to have the knowledge management section of the site operational by the end of July and will start recruiting for a subcontractor to

assist in the development of the mobile device application during next quarter. The mobile device application will be developed by September 2014.

GOOD PRACTICES FOR REPLICATION IDENTIFIED, DOCUMENTED AND DISSEMINATED

Second call for good practices closed. In mid-April, the GOM and CVPP closed the second call for good practices related to crime and violence prevention. Over 80 proposals were received, of which 40 met the basic requirements and were reviewed by the Committee, which included members from the *Centro de Investigación y Docencia Económicas (CIDE)*, *Instituto Tecnológico y de Estudios Superiores de Oriente*, the United Nations Office on Drugs and Crime, *Instituto Mexicano para la Competitividad*, and *Cámara Nacional de la Industria de la Transformación*. The Committee selected 10 practices for further review and has requested additional information regarding these 10 practices. After receiving the additional information, the Committee will perform a final review of the 10 practices and select three practices to be documented and systematized by three consultants hired by CVPP, using CVPP's *Guide for the Documentation of Good Practices on Crime and Violence Prevention*. CVPP has identified and is in the process of hiring three consultants who will finalize the documentation and systematization of the practices by early September. Once the practices have been systematized by CVPP's consultants, the Committee will review the practices again to determine if they are best or promising practices. The practices will be uploaded to the knowledge management platform to promote their replication and the authors of the three practices will be invited to an award ceremony sponsored by SEGOB.

CVPP's models, practices, and methodologies prioritized for documentation. During this quarter, CVPP hired a consultant to coordinate the process of documenting CVPP models, practices and methodologies from the six intervention categories defined last quarter: 1) Conceptual Model on Crime and Violence Prevention; 2) Integrated At-Risk Youth Model; 3) Application of the Community Policing Guide to document specific practices and interventions at the community level; 4) Community Resilience Processes; 5) Community-focused communication strategies to document CVPP's experience during the implementation of the communication methodology in the three target cities; and 6) CVPP's experience coordinating between Government and Civil Society for program design and implementation. The consultant will coordinate the development of six documents, one from each intervention category, using CVPP's *Guide for the Documentation of Good Practices on Crime and Violence Prevention*. Each document will present a general definition of concepts, methodologies, and tools for replication as well as annexes that will document specific interventions of CVPP's grantees in the three target cities. The consultant has developed guidelines for the structure and timelines for the preparation of the six documents and is currently drafting terms of reference for consultants who will support this process. The six documents will be finalized before November 2014.

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

NATIONAL PROGRAM ON CRIME AND VIOLENCE PREVENTION DEVELOPED

National Program on Crime and Violence Prevention launched. On April 30th, the Undersecretary of Crime Prevention officially launched the National Program on Crime and Violence Prevention (the National Prevention Program). The National Prevention Program is aligned with federal laws, as well as the National Development Plan and its indicators. CVPP supported the GOM in the design of the National Prevention Program through a team of seven experts who provided input for its development.

DEVELOP A CRIME AND VIOLENCE PREVENTION CONCEPTUAL MODEL

Conceptual Model finalized. During this quarter, CVPP completed the final draft of the conceptual model, which includes a theoretical framework on crime and violence prevention, relevant information to contextualize crime and violence in Mexico, best international and national practices on crime and violence

prevention and CVPP's model, the "*Integrated model for local crime and violence prevention*". CVPP will share the final draft of the conceptual model with the Undersecretary of Prevention for feedback in July.

DEVELOP A POLICY MAPPING TOOL

Development of Policy Mapping Tool in process. During this quarter, CVPP's subcontractor who is developing the Policy Mapping Tool, presented the first version of the tool to representatives of the Undersecretary of Prevention. During the presentation, the Undersecretary of Prevention made specific requests for modifications to the tool, including the ability to map two variables at the same time, which are currently being incorporated into the final version. The final version will be ready by the end of July. Additionally, the subcontractor is developing a training module on how to use the tool through the Undersecretary of Prevention's database, as well as manuals with guidelines for using the tool. The subcontractor has encountered delays in adapting the training to the Undersecretary of Prevention's database and is still waiting to receive information from the Undersecretary, but expects to resolve these issues and complete the training sessions and manuals by the end of July.

DEVELOP A VIOLENCE PREVENTION TRAINING PROGRAM TO BUILD CAPACITY AT THE FEDERAL AND SUBNATIONAL LEVEL TO IMPLEMENT THE NATIONAL PREVENTION PROGRAM

Training program developed. During this quarter, CVPP's consultant completed materials for the training program on citizen security and the social prevention of violence, including manuals for participants and trainers, as well as power point presentations for the training sessions. CVPP is in the process of editing and printing 2,000 copies of these materials for the implementation of the pilot training programs in the target cities by local experts. The pilot training programs will be held in the three target cities and Mexico City, and will last three days, during which participants will learn about the basic concepts of violence and crime prevention, and key elements to developing a crime and violence prevention strategy. The trainings will be directed at government officials (federal, state and local) and representatives from NGOs and local universities involved in the development of crime prevention strategies using federal funds (such as SUBSEMUN and PRONAPRED). CVPP has expanded the number of participants in each city from 30 to 40, due to the interest shown by municipal and state governments, as well as NGOs and local actors. Additionally, at the request of the state government of Chihuahua, CVPP has agreed to hold an additional training in the city of Chihuahua, which will be paid for by state authorities, and represents the first replication of the training. To promote future replications of the trainings, CVPP will invite local trainers to participate in the program and will hold a separate four-hour session to teach them how to conduct the training and use the manuals. In 2015, the training will be replicated by the GOM at the national level, incorporating lessons learned from the pilot implementations.

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

COMMUNICATION STRATEGIES IMPLEMENTED IN CIUDAD JUAREZ, MONTERREY AND TIJUANA

Second phase of communication campaign in process. In April, CVPP began the second phase of its communication campaign *Vivamos la Calle*, which is structured around three stages—family coexistence, coexistence among youth, and community coexistence—in the nine target *polígonos*. In this quarter, CVPP implemented activities associated with the first two stages.

CVPP launched the first stage on family coexistence by holding community meals in each of the nine *polígonos*. This stage focused on strengthening family ties, promoting communication within families, developing the ability of families to identify different types of violence and providing opportunities for families to participate jointly in community activities. Each meal began with an interactive discussion on the importance of family and the meaning of coexistence. Over 1,320 community members attended the nine meals and in an effort to raise awareness of governmental and non-governmental services offered in the community, CVPP gave

attendees brochures listing agencies to call in case of emergencies, including those addressing domestic violence and abuse. In addition to the community meals, CVPP held nine community movie nights in the *polígonos*, which were attended by 419 residents. In Ciudad Juarez, CVPP sponsored six workshops on promoting communication in families at local primary schools in the target *polígonos*. Over 160 youth members between the ages of 10 and 13 attended the workshops, which stressed the importance of healthy relationships and open communication in families. After the workshops, attendees expressed the need to have better communication with their parents and the importance of being listened to by their parents.

In mid-May, CVPP launched the second stage—promoting coexistence among youth in the streets, schools and community—in the three target cities. Activities centered on sports and music, which were used as mechanisms to encourage youth attendance. CVPP’s main event was a soccer tournament called “the Cup for Coexistence” which was held in each of the nine *polígonos*. During the tournaments, attendees were encouraged to decorate shirts with messages of co-existence. More than 1,880 shirts were decorated. In Tijuana, local organizations and partners of CVPP, *Complices Comunitarias* and *Comunidades Emergentes*, attended the tournaments to promote and raise awareness regarding their activities focused on community committees and Crime Prevention through Environmental Design, respectively. Additionally, CVPP sponsored workshops on anti-bullying and preventing dating violence. Over 200 youth members participated in six workshops, during which they discussed types of bullying and violence, how being bullied makes one feel and ways to prevent bullying and dating violence. Participants in each workshop agreed that members of the community—teachers, parents, youth—need to pay more attention to the issues of bullying and dating violence among youth and must work together to prevent future cases.

The participation of government agencies and civil society organizations has been a tremendous support to the second phase of the campaign. Through Tijuana’s MCVPC, CVPP has been able to collaborate with local organizations, the municipal government, and *Casa de las Ideas* among others, to raise awareness regarding the campaign and increase participation in its activities. Similarly, in Ciudad Juarez and Monterrey, municipal and state governments have supported the implementation of the campaign by allowing CVPP to hold events in community centers, helping to raise awareness of the events and by sending police officers to provide security at events.

In late June, CVPP began implementing the final stage of the second phase of the campaign, focused on community coexistence in the nine target *polígonos*. Activities will include the rehabilitation and recovery of public spaces that have been neglected and abandoned, and the filming of a community music video promoting coexistence. The campaign will conclude with final festivals in each of the cities in September.

Replication of Communication Campaign Promoted. In May, representatives from CVPP met with members of the District Attorney’s Office from the State of Chihuahua that specialize in public security and prevention, to present its communication campaign, *Vivamos la Calle*, and to discuss opportunities for collaboration. The District Attorney’s Office requested the meeting as it was interested in replicating CVPP’s campaign in other areas of the State of Chihuahua. During the meeting, attendees reached several agreements, including for CVPP to share the methodology for implementing its campaign with the Government of the State of Chihuahua, who will replicate the campaign this fall in the municipalities of Chihuahua, Juarez, Parral, and Guadalupe and Calvo. In June, CVPP developed a short training program for implementing the campaign, which will be delivered through the state of Chihuahua to the selected municipalities in July. CVPP will provide technical assistance to the State of Chihuahua during the replication of the campaign. Additionally, CVPP was invited to attend a meeting of the Inter-institutional Commission for the Prevention of Crime and Violence of the State of Chihuahua—comprised of the Trust for Competitiveness and Security; the Chihuahua Citizen Observatory for Prevention, Security and Justice; and the District Attorney’s Office from the State of Chihuahua specializing in public security and prevention—to review the State of Chihuahua’s prevention strategy. During the meeting, attendees agreed to form a Communication Committee for the Social Prevention of Violence to support the integration of the State of Chihuahua’s communication strategy for the prevention of violence in each municipality. The committee includes

institutions belonging to the Inter-institutional Commission for the Prevention of Crime and Violence as well as CVPP. The first meeting is scheduled for July 11th.

TRAINING PROGRAM ON COMMUNITY-BASED COMMUNICATION CAMPAIGNS DEVELOPED AND IMPLEMENTED

Develop a training program. CVPP developed a scope of work to begin the competitive process to award a subcontract for the design and implementation of the training program to improve government officials' basic skills to carry out community-based communication campaigns on crime and violence prevention. CVPP obtained feedback on the scope of work from Rafael Reyes and his staff from the office of Strategic Planning for Social Prevention of the Undersecretary of Prevention and from USAID. CVPP will initiate the procurement process in July, select an implementing partner during the same month and expects to implement the training no later than November 2014 in three locations to be determined in the North, Central and South of Mexico, along with the GOM.

Develop a Guide and Systematization and Evaluation on CVPP's community-based communication strategy and campaign. CVPP completed the table of contents for the guide and the systematization document, and is in the process of developing the terms of reference for the evaluation of the *Vinamos La Calle* communication campaign. The guide and first version of the systematization document will be completed during the next quarter and will be used as input for the training mentioned above under this activity. Based on the results of the evaluation, CVPP will develop a second version of the systematization document and guide, which will be published in November or December of this year, taking into account lessons learned.

THE CRIME AND VIOLENCE PREVENTION AGENDA SUPPORTED

Workshop for journalists on crime and violence prevention held in Ciudad Juarez. Following the implementation of the National Crime and Violence Prevention Seminar in Mexico City in February and two workshops in Monterrey and Tijuana in March, CVPP held the final workshop for journalists in Ciudad Juarez in April. The workshops were jointly organized by CVPP and its grantee, *Casa de los Derechos de Periodistas* and provided a venue for local journalists to review conclusions from the national seminar, share best practices for preventing crime and violence locally, analyze stories from local media, and share ideas and experiences on how to report news in a way that promotes crime and violence prevention in high-crime cities. The workshop in Ciudad Juarez had the highest attendance of the three workshops (38 participants), receiving approximately the same number of attendees as the workshops in Monterrey and Tijuana combined. During the workshop, participants discussed how the media has contributed to feelings of fear and insecurity among residents, how journalists should work together to promote the prevention of violence and crime through their reporting, and the need for journalists to accurately report violence, avoiding stereotypes and generalizations. *Casa de los Derechos de Periodistas* is in the process of finalizing a manual of guidelines and best practices for reporting on crime and violence for journalists, based on conclusions reached at the seminar and the workshops in the three cities. CVPP will receive a final version of the manual in August.

After the workshop in April, CVPP worked closely with *Casa de los Derechos de Periodistas* to analyze and redefine remaining activities in their grant. Over the past six months working with journalists through, *Casa de los Derechos de Periodistas*, CVPP has found limited interest from journalists to generate news related to crime and violence prevention and to cover government-sponsored programs such as the National Prevention Program. CVPP has noticed more interest in working on issues related to the protection of journalists from violence resulting from organized crime and ways to portray news related to crime and violence. These factors have delayed CVPP's efforts to improve the coverage of crime and prevention news through more aware and better-trained journalists. In response to these challenges, CVPP and *Casa de los Derechos de Periodistas*, decided to sponsor 10 round table events—five virtual and five in person—with journalists to continue sensitizing them on crime and violence prevention concepts and to give them stories to highlight in the news. Three of the five presentations will be related to real experiences of beneficiaries of prevention programs, some from the three target cities (Monterrey, Ciudad Juarez and Tijuana) and others from the new target zones in Tepito and Iztapalapa. The first round table was held in June and focused on violence and

crime prevention. Twelve journalists from the national media attended. After the round table, attendees published two articles in important newspapers in the country—one in *La Jornada* and another in *Excelsior*—on crime and violence prevention using techniques discussed during the round table.

CVPP ACTIVITIES AND SUCCESS STORIES ARE DISSEMINATED TO KEY STAKEHOLDERS AND PARTNERS

CVPP sends alerts to individuals and partners. Through its automatic alert system, CVPP sent 11 alerts regarding weekly activities being carried out in the three target cities, to individuals and key partners of CVPP. These alerts helped inform the public of festivals and workshops related to CVPP's communication campaign, and of CVPP's achievements over the quarter. Additionally, CVPP's website received 3,215 visits during the third quarter, of which 35% were from reoccurring visitors and 65% from new visitors. CVPP's website not only features highlights from the target cities, but includes guides, manuals, best practices and trainings developed by CVPP.

2.2.4 CHALLENGES AND REMEDIES FOR INTERMEDIATE RESULT 1

CVPP experienced delays in provision of technical assistance to improve the capacity of the GOM. During this quarter, CVPP made progress in the implementation of several activities that were behind schedule because of previous delays related to the GOM's approval of the scope of the interventions. However, as CVPP staff and its subcontractors made progress completing products and deliverables, the GOM made changes or did not provide information on time to complete them. Such is the case of the knowledge management platform and the policy mapping tool as reported above. In addition, CVPP is experiencing delays in starting the new activities approved under the contract modification in June pending an introductory meeting of SEGOB with the local authorities in Tepito and Iztapalapa. CVPP continues working closely with USAID and the GOM to expedite these processes through periodic consultations and meetings.

The implementation of the communication campaign *Vivamos la Calle* requires more attention from the local governments in the three target cities. After six months of implementing the campaign, CVPP has found that more involvement from the local government in the three cities is needed to ensure an effective replication of this effort in the future. CVPP is implementing the campaign through local implementing partners who are spearheading the efforts involving multiple stakeholders. However, despite several invitations to engage local governments in the campaign, there is still more to do to get them fully on board. This is due in part to the lack of vision from the municipalities on the role they can play to promote community-based communication campaigns for crime and violence prevention and because they are not the only leaders of the campaign. CVPP will conduct training for public officials focused on communication campaigns this year and will work with the GOM to promote specific projects with federal support to replicate the *Vivamos la Calle* campaign with local government leadership.

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

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

COMPLETE, DISSEMINATE AND REPLICATE MASTER PLAN METHODOLOGY

Systematization of master plans underway. During this quarter, CVPP finalized the systematization of the methodology used to develop the master plans in the nine *poligonos*, and the guide, which explains, step by step, how to design a Community Crime and Violence Prevention Master Plan, through a participatory process in which community representatives are involved. The guide include tools, lessons learned and best practices for developing master plans. CVPP will use the guide to transfer capacity to local governments and other relevant stakeholders through the MCVPCs and through the Undersecretary of Prevention, as it

promotes the implementation of the National Prevention Program. The guide will also be used to develop master plans for the two new demarcations in Iztapalapa and Tepito.

Replicate the Master Plan methodology in Iztapalapa and Tepito (Mexico City). CVPP started conversations with the Undersecretary of Prevention to initiate activities in the two new *polígonos* approved with the contract modification on June 20th. CVPP staff met with officials from the offices of the *Dirección General de Coordinación Intersecretarial* and *Dirección General de Participación Ciudadana para la Prevención Social de la Violencia* of the Undersecretary and USAID on three occasions to plan ways to engage with the municipal delegates of both *polígonos* in Mexico City in which CVPP will implement activities. Based on the conversations, the GOM will introduce CVPP to local authorities to work together and decide on the level of the effort to complete a master plan or update existing diagnostics. At the end of this reporting period, CVPP was waiting for confirmation from the Undersecretary of Prevention on the dates for the introductory meetings with the local authorities in Mexico City.

While waiting for the meetings to take place, CVPP started collecting relevant information about the two new *polígonos*, hired the city coordinator to oversee activities in the new *polígonos*, technical staff selected a team of consultants who will carry out the master plan exercise once approved, and developed the scope of work to request USAID approval. With the approval from USAID and the GOM to start activities in the new *polígonos*, CVPP will start immediately to engage with local stakeholders and authorities to design the scope of the master plan and other activities related to the new *polígonos*.

STRENGTHEN THE CAPACITY OF LOCAL STRUCTURES AND ORGANIZATIONS TO IMPLEMENT AND PROVIDE OVERSIGHT OF THE MASTER PLANS

CVPP's community-based interventions through local grantees build community resilience in the nine target *polígonos*. During this quarter, CVPP's grantees continued working in the target communities to organize, strengthen and support the sustainability of community committees. In an effort to encourage the participation of community members in local activities for the prevention of violence and crime, CVPP's grantees VETSA and GFG worked with community committees in Monterrey and Ciudad Juarez to develop security agendas for their respective *polígonos*. The security agendas detail specific security concerns in the target *polígonos* and provide solutions for their resolution. Through the support of CVPP, the agendas will be shared with the Municipal Secretary of Public Security from their respective cities next quarter. In Tijuana, CVPP's grantee, FIC, is in the process of finalizing workshops for developing security agendas and expects to have final drafts of the agendas by mid-August (see section 2.3.4 for more information).

CVPP's grants with VETSA and GFG closed during this quarter after reaching more than 9,247 beneficiaries. In Monterrey, VETSA, through its 11-month grant with CVPP formed seven community committees and eight youth subcommittees in the target *polígonos* of La Alianza, Independencia, and Nuevo Almaguer. In May, VETSA held a closing ceremony at the community center in Independencia, which was attended by 116 people, including representatives from USAID, the state government of Nuevo Leon and the municipal governments of Guadalupe and Monterrey. During the ceremony, members of the community committees made a commitment to continue working together to improve their community. Community committees will use work plans, which were developed through the support of VETSA, to guide their work over the coming months. Additionally, to document their model, VETSA designed an Operating Manual for Community Committees, which will be used by the municipal government and organizations interested in community development. The manual mentions important characteristics for community leaders, outlines the problems related to violence facing each *polígono*, makes recommendations on how to combat problems in each *polígono*, and includes principal indicators related to prevention and success stories. The document was shared with the government of the state of Nuevo Leon, who was impressed by the manual and agreed to pay for printing more copies so they could be distributed to municipalities across the state. In March, CVPP signed a grant with VETSA for the implementation of a Mobile Community Mediation Model, which will be implemented over the next eight months. Through its new grant with CVPP, VETSA will search for ways to link the community committees to the activities implemented under the new grant.

In Ciudad Juarez, CVPP's grantee, GFG, finalized its project on forming community committees to prevent violence in the three target *polígonos*. Throughout the 12 months of the grant, GFG supported the creation of 25 community and neighborhood committees in Felipe Angeles, Riberas del Bravo and Francisco I. Madero. GFG worked with the committees in each *polígono* to develop work plans to support the sustainability of the committees and the activities outlined in the master plans from 2012. GFG's model to develop work plans focused on the importance of social participation, developing skills to detect community needs, designing and carrying out community-based projects and collaborating with members from the public and private sectors. GFG identified community leaders to participate in trainings to develop their skills and capacities as leaders, as well as to carry out community projects. CVPP is currently designing terms of reference for a project to collaborate with the *Universidad Autónoma de Ciudad Juárez* to support the sustainability of the committees in the three target *polígonos*. CVPP expects to begin implementation of this project next quarter.

Additionally, GFG documented its training plan (Annex B), which was used to train committees in the three *polígonos*. The training plan includes the objectives of the trainings, ideas for interactive activities, themes to cover, including the formation of leaders, resolution of conflicts, mediation, planning strategies, and a strategic planning exercise to develop a work plan for each *polígono*. This plan will be used by GFG when working with other community groups in the future. Additionally, GFG has systematized its experience in forming community committees through a document, which breaks down the formation process into three phases—initial, intermediate and advanced. The initial phase refers to the beginning stages of the committee—establishing the group and raising awareness regarding problems and needs of the community. The intermediate phase refers to when the committees can prepare diagnostics and develop community plans with guidance. The advance phase describes when the committee has the capacity to manage itself, can carry out participatory initiatives and participants have a strong commitment to the committee. GFG's model will be included with other CVPP models currently being systematized under the intervention category Community Resilience Processes and will be distributed by CVPP to promote citizen participation in public matters to contribute to the prevention of violence.

In Tijuana, CVPP's grantee, FIC, continued providing support to strengthen community committees through the community group, *Complices Comunitarias*. There are currently three community committees (one in each *polígono*), which are comprised of 34 adults and 14 youth members. During this quarter, members participated in 10 trainings on human development, topics related to prevention, communication and community participation. In order to support the sustainability of the committees, *Complices Comunitarias* has established links with the municipal government, including delegation representatives and members of the Department of Social and Community Development. In June, through the support of *Complices Comunitarias*, the community committee of Camino Verde organized a 30th anniversary celebration for its *polígono* and more than 2,000 people attended. The festival took several weeks to organize and the community committee held weekly meetings with municipal authorities, community residents and other CVPP grantees to plan the event. Additionally, several members from the community committee of Mariano Matamoros attended a meeting with representatives from the Municipal Delegation of La Presa and the municipal government of Tijuana. During the meeting, the municipal representatives discussed activities they are currently implementing, and ways they could support the committee's activities. The committee presented a draft of their security agenda and the representatives offered feedback to the committee's ideas. *Complices Comunitarias* will continue establishing links with municipal representatives, including members of the Secretary for Public Security, next quarter.

The use of community centers as bases to integrate interventions. During this quarter, CVPP continued pursuing efforts to promote the use of municipal and state community centers as bases for crime and violence prevention interventions, by working with government liaisons in Tijuana, Monterrey and Ciudad Juarez. CVPP was successful in promoting the access for its grantees to provide services from the community centers but found resistance from government officials in the three cities to engage in a technical relationship to transform this great social infrastructure into a mechanism to integrate and operate crime and violence

policies in the communities. CVPP found that community centers are often controlled by political agendas to mobilize voters, which often competes with the above-mentioned technical agenda. Based on this finding, CVPP will focus on the development of community based coordination mechanisms decentralized from the Municipal Violence Prevention Committees in Tijuana and Guadalupe to promote more integration and coordination of prevention interventions at the community level.

Capacity building of local NGOs efforts underway. During this quarter, through its grantee *Fortalessa*, CVPP applied the USAID Organizational Capacity Assessment (OCA) to a 13th organization, CIFAC. Based on the results of the assessments, *Fortalessa* grouped the 13 organizations into three stages—organizational capacity assessment, strategic planning and operational planning. Two organizations are currently in the organizational capacity assessment stage, which consists of finalizing the assessment and reviewing the results. During the second stage, strategic planning, *Fortalessa* helps the organizations identify priority areas, developing objectives and creating a technical assistance plan to improve their capacity in the identified areas. Three organizations are currently in this stage. In the final stage, operational planning, *Fortalessa* participates in strategic planning sessions with the organizations to develop operating plans and descriptions of their intervention models. Eight organizations are currently participating in this stage. Over the next quarter, *Fortalessa* will continue providing technical assistance to the 13 organizations as they pass through the three stages. At the end of CVPP's grant with *Fortalessa* in October, the organizations will be better prepared to maintain their programs, ensuring sustainability and continuity of CVPP's objectives and models.

CVPP's M&E Specialists provide support to build capacity of local grantees. During this quarter, CVPP's local M&E Specialists worked closely with grantees to not only ensure reporting compliance, but also to provide technical support and guidance to improve their M&E capacity. M&E Specialists often work with local organizations that have limited capacity and resources to monitor project activities. By introducing new data collection tools and methods, including tailored impact assessments, attendance sheets and surveys, CVPP is seeing improved capacity of organizations to report and monitor results and many grantees are adopting USAID and Tetra Tech tools and methods into their own management procedures. In some cases the local M&E Specialist has become a mentor to the grantee organization and is called upon to provide additional guidance and support for M&E. In Tijuana, the M&E Specialist provided trainings for FIC and *Tijuana Innovadora* on how to use statistical programs, including SPSS and Excel, to process and analyze M&E data. In Ciudad Juarez, the M&E Specialist supported *Telón de Arena* in the design and development of instruments to measure the social impact of its intervention model, which is being implemented under its grant with CVPP. CVPP will continue providing such support to its grantees through December.

IMPLEMENT MASTER PLANS BY WORKING WITH LOCAL PARTNERS

CVPP makes progress in the implementation of the Master Plans. During this reporting period, 55 prevention initiatives were implemented in nine target communities in response to the Community Crime and Violence Prevention Master Plans. Sections 2.3.2 through 2.3.7 of the quarterly report describe CVPP's activities that address the Master Plans in each *polígono* (Annex C).

DESIGN AN INDIVIDUAL-FOCUSED DIAGNOSTIC TOOL FOR SECONDARY PREVENTION

CVPP signs grant with *Universidad Autónoma de Nuevo León* to implement secondary prevention intervention model. On May 28, CVPP signed a grant with the *Universidad Autónoma de Nuevo Leon* (UANL) to implement the secondary prevention family intervention model and YSET tool in the three target *polígonos* of Monterrey. More than 200 people attended the signing of the grant, including the President and other key authorities from UANL, the United States Consulate General in Monterrey, Joseph Pomper and representatives from the Mayor's Office of the City of Los Angeles, California. The model was originally developed by the Mayor's Office of the City of Los Angeles, California and, through its grant with UANL, CVPP will adapt and apply the model to the Mexican context. Partnering with UANL is a strategic step for CVPP in promoting evidence based policies, and ensuring the sustainability of its interventions. CVPP estimates that the grant will benefit 539 direct and 1,788 indirect beneficiaries.

Additionally, as part of the grant, Flor Vindal and Karen Hennigan from the University of Southern California (USC), and Miguel Leon from the Mayor's Office of the City of Los Angeles, California organized a week-long training on the implementation of the model for members of the Department of Social Work and Human and Social Development at UANL. During the training, they shared experiences and best practices in regard to implementing the model and trained 21 representatives from UANL in its use. Over the next seven months, UANL will apply the model to a group of up to 200 at-risk youth, incorporating up to 100 into a six-month program designed to work with youth and their families to strengthen support networks and reduce the chances of youth becoming involved in criminal or violent activities. At the end of the grant, UANL will document and evaluate the implementation of the model in the three target *polígonos*, creating a document which will be used as a guide for the replication of the model in other at-risk Mexican communities.

During the month of June, UANL applied the YSET-M tool to thirty youth members in Independencia and La Alianza, and received the necessary approvals from parents to apply it to an additional 20 potential beneficiaries in Nuevo Almaguer. UANL also completed a mapping exercise to identify government programs to partner with during the application of the tool and gave presentations to several organizations to raise awareness and invite them to participate in this effort. UANL plans to complete the application of YSET-M and start analyzing the results with representatives from USC during next quarter.

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

MUNICIPAL CRIME AND VIOLENCE PREVENTION COMMITTEE (MCVPC) FORMALIZED AND FULLY OPERATIONAL IN EACH OF THE TARGET MUNICIPALITIES

Tijuana's MCVPC legally recognized and Guadalupe's Cabinet inaugurated. During this quarter, Tijuana's MCVPC held four meetings attended by over 40 representatives from 12 municipal government units, one state government unit, and more than 10 NGOs, academic institutions and local businesses. As of June 30th the MCVPC has held 25 meetings since its inception in April 2013, and 11 since the new administration started in December 2013. Through the support of CVPP, the *Cabildo Municipal* approved the legal recognition of Tijuana's MCVPC and its operating procedures on May 22nd, which means that it is a formal body within the structure of the municipality and has the full backing of the Municipal Council. CVPP provided continuous support to the MCVPC during the process of drafting and reviewing the council ordinances. Carmen Yolanda Navarro Samano, the new Director of Social Prevention of the Secretary of Public Security, was named the *Secretaria Técnica* of the MCVPC, replacing Lot Garcia, who left the Department of Social Prevention to work with the Government of Morelos. In June, CVPP hired consultant, Olimpya Lopez, to continue supporting the institutionalization process of the committee.

During this quarter, Tijuana's MCVPC strengthened its structure and operations through monthly meetings and the establishment of seven sub-committees: 1) Urban Infrastructure, 2) Youth, 3) Women, 4) Coexistence, Community Cohesion and Citizen Participation, 5) Culture of peace, citizenship and legality, 6) Citizen security—prevention of violence and crime, and 7) Vulnerable populations. These subcommittees meet bi-weekly to draft their respective sections of a work plan for the MCVPC in accordance with the objectives of the National Prevention Program, and promote coordinated interventions through the MCVPC. The subcommittees fill an important need for coordination among the municipal departments, as there is no formal mechanism which promotes coordination between agencies. It is expected that the work plan for the MCVPC will be completed during the next quarter.

On June 17, after months of technical assistance and trainings on behalf of CVPP, including an April training to support the development and design its legal and organizational structure, the Cabinet for the Social Prevention of Violence and Crime in Guadalupe, was officially inaugurated. The Cabinet will promote

coordination between municipal departments to implement the Municipal Prevention Plan; collaborate with the citizen engagement program, PAQTO, to carry out prevention based activities in target *polígonos*; establish a partnership with the *Guardia de Proximidad* to implement CPTED projects; and work with the *Justicia de Proximidad* to solve community conflicts in a peaceful manner. Over 60 people attended the inauguration ceremony, including representatives from CVPP; the municipal government; the *Guardia de Proximidad*; and the United States Consulate General in Monterrey, Joseph Pomper. The Cabinet is comprised of 30 members including representatives from municipal agencies and social organizations, and community leaders from the *polígonos*. CVPP will continue participating actively in the Cabinet as a member of its technical committee and is in the process of forming a collaborative agreement with the Cabinet to provide technical assistance to strengthen the Cabinet, increasing its ability to prevent violence and crime.

Similarly, CVPP provided support to the Municipality of Monterrey in developing the legal and organizational structure of its MCVPC. In April, CVPP facilitated a work planning session with municipal representatives to finalize the MCVPC's legal and organizational structure, and create a timeline for its launch. During the session, attendees reached an agreement on the operating procedures, organizational model and a timeline for the implementation of the MCVPC. However, the municipal representatives have still not reached an agreement on the date to launch the MCVPC. The municipal president recently began campaigning for his reelection in 2015 and has been unwilling to commit to a firm date for launching Monterrey's MCVPC. CVPP will continue discussions with the municipality during the next quarter to try and reach an agreement on the dates.

During this quarter, CVPP's new city coordinator in Ciudad Juarez focused on strengthening the relationship between CVPP and the municipal government, principally through Alva Almazan, who was designated as CVPP's contact by the municipal president. Through Ms. Almazan, CVPP reached an agreement with the municipal government to provide technical assistance for six months to strengthen and evaluate the efforts of the Municipal Cabinet for the Social Prevention of Violence and Crime, which was formed on March 25 in compliance with the requirements of National Prevention Program. CVPP is in the process of recruiting a consultant to assist with this task and expects to hire the consultant by mid-July. Although the communication with the municipality of Ciudad Juarez has improved during this quarter, CVPP is still experiencing significant delays from the municipality to make progress once agreements are reached. CVPP will continue assessing the situation to define what activities will be possible to accomplish during this year taking into consideration that the project ends in January 2015.

CAPACITY OF SUB-NATIONAL GOVERNMENT TO PLAN AND IMPLEMENT CRIME AND VIOLENCE PREVENTION POLICIES/INTERVENTIONS THROUGH EVIDENCE- BASED APPROACHES IMPROVED

CVPP implements second ICAPI assessment in Tijuana. During last quarter, CVPP hired two consultants to apply the ICAPI (*Inventario de Capacidad Institucional*) methodology and perform a second assessment measuring the advances in the institutional capacity of municipal governments to carry out prevention programs. The first assessment was carried out at the end of 2012 and the goal of each assessment is to evaluate the evolution of the municipal government's institutional capacities, document their progress, provide feedback and identify areas for improvement. In May, CVPP carried out the second ICAPI assessment in Tijuana. The preliminary results show significant improvement and an overall increase in the institutional strength of the municipal government, as well as in areas related to the prevention of violence. The first draft of the report was finalized at the end of June. In Monterrey, CVPP reached an agreement with the municipal government to carry out the second ICAPI assessment in early July. As reported in the last quarterly report, the municipal government of Ciudad Juarez has expressed concerns about the application of the ICAPI assessment and will not agree to apply it despite several explanations from CVPP staff.

THE CAPACITY OF LOCAL GOVERNMENTS TO PLAN AND IMPLEMENT EVIDENCE-BASED CRIME AND VIOLENCE PREVENTION POLICIES AND PROGRAMS IMPROVED

CVPP makes progress to establish a technical task force to develop national guidelines on violence observatories. Shortly after the execution of CVPP's contract modification in June, CVPP met with representatives of the Undersecretary of Prevention to define next steps for the establishment of a technical task force that will develop national guidelines to promote municipal violence observatories. During the meeting, representatives of the Undersecretary of Prevention proposed that CVPP's expert Raúl Soto, provide technical support to the group in the role of *Secretario Técnico* and proposed the inclusion of other international organizations such as the Pan American Health Organization, the United Nations Office Against Drugs and Crime, and the Inter-American Development Bank, in the group. CVPP developed a first draft of the objectives and operation of the task force and shared CVs of two international experts who will be part of the group with the Undersecretary. The group will meet for the first time on July 7 to agree on the next steps and an action plan for the next three-four months. It is expected that the group will generate a document with recommendations for guidelines that the Undersecretary of Prevention will eventually issue at the national level to promote a methodology to generate municipal violence observatories during 2014.

CVPP presented the idea of establishing a violence observatory to relevant municipal officials in Tijuana. CVPP presented a proposal to establish a municipal violence observatory to the Tijuana Chief of Cabinet Carlos Dalí on June 26th. During the next quarter, CVPP will share more information with Carlos Dalí on the objectives and scope of the observatory, will conduct a workshop to sensitize key local government officials and will initiate technical assistance efforts to design the scope of the observatory.

CPTED IMPLEMENTED THROUGH COMMUNITY-FOCUSED PROJECTS IN AT LEAST 4 TARGET POLÍGONOS TO REDUCE SITUATIONAL RISKS AND IMPROVE SECURITY

CVPP makes progress with CPTED design and implementation. The CPTED intervention in Granjas Familiares related to the design and painting of 50 murals as part of a SUBSEMUN and *Vinamos la Calle* joint project ended this quarter. This effort generated several improvements to public spaces in the Granjas Familiares *polígono* including organizing the community clean-up of 30 streets and canals; supporting reforestation; and carrying out sports and recreational activities, including the construction of an outdoor gymnasium. These activities have not only contributed to the recuperation of public spaces and the formation of community cohesion, but have also drawn the attention of local actors to develop a project to promote cultural tourism in Granjas Familiares. CVPP's consultant developed and presented the proposal for the project, which will highlight the 50 murals in Granjas Familiares and promote activities related to agriculture to attract tourists, at a meeting of Tijuana's MCVPC in May. The proposal was widely accepted by the MCVPC and is scheduled to be implemented this fall. This project is discussed in more detail in section 2.3.7 of this report.

CVPP continued making progress in implementing new CPTED projects in the target *polígonos* of Tijuana through its grant with FIC. During last quarter, as part of its initiative to build the capacity of local organizations, FIC selected three organizations to implement the CPTED projects: *Fundación Comunidades Emergentes* in Camino Verde, *Centro de Arte y Cultura El Globo* in Granjas Familiares and *Estudio Público* in Mariano Matamoros. During this quarter, the organizations finalized participatory diagnostics in their respective *polígonos* through surveys, community events and informal discussions with more than 566 participants. The three organizations are currently working with community groups to design projects using the CPTED methodology based on the results of the diagnostics, which will be implemented next quarter. In May, through the support of CVPP, representatives from the three organizations joined a subcommittee of Tijuana's MCVPC focused on improving urban infrastructure for the prevention of violence and crime. The subcommittee also includes representatives from the Urban Development Department, the Metropolitan Institute for Urban Planning and the Municipal Institute for Youth. The subcommittee will help coordinate programs, projects and activities related to situational prevention in Tijuana and will monitor and evaluate them in accordance with the Municipal Plan for the Prevention of Violence and Crime. In the coming months, the subcommittee will present the results of their analysis to the MCVPC and the municipal government of Tijuana, which will include recommendations for improving the effectiveness of the programs

and activities focused on situational prevention. The three organizations are also working with the subcommittee to identify projects to be implemented by the municipality using CPTED methodology, with funding from SUBSEMUN. The subcommittee and MCVPC will support the municipality in applying for SUBSEMUN funding. During this quarter, CVPP laid the groundwork to ensure that CPTED projects are not isolated activities carried out in the *polígonos*, but also contribute to the construction of public policies through the MCVPC and the Municipal Plan, which will impact the entire municipality.

In May, CVPP held a three-day workshop on CPTED methodology for sixty representatives from various agencies of the Guadalupe municipal government, including the *Guardia de la Proximidad*, the departments of Social Development, Public Services, Planning, Sports, Mediation, Economy and Culture, Crime Prevention, Integral Family Development, and the Institutes for Women and Youth. During the first two days of the training, attendees learned the basics of the CPTED methodology and how it can be used for the prevention of crime, how to identify environmental factors that contribute to the prevalence of crime and how to design intervention strategies following the CPTED methodology. On the final day of the training, participants engaged in exploratory walks in the *polígono* of Nuevo Almaguer to identify existing environmental risk factors. A few of the issues identified were the presence of graffiti on buildings, trash in the streets, overgrown weeds and vegetation in vacant lots providing cover for criminal activity, lack of lighting in the streets and lack of street signs. The *Guardia de la Proximidad* will use the information gained from the exploratory walks to pilot CPTED-based interventions in the *polígono* over the next few months.

In June, CVPP hired a consultant who will work with the municipal governments of Monterrey and Guadalupe to implement CPTED projects in the *polígonos* of Nuevo Almaguer and La Alianza. The consultant is in the process of scheduling several meetings with community members and representatives from the municipal governments to develop a work plan for next quarter.

Additionally, during this quarter, CVPP strengthened its relationship with the District Attorney's Office from the State of Chihuahua specializing in public security and prevention, and has reached an agreement to carry out several trainings for representatives of the municipal government on crime and violence prevention and CPTED. CVPP's Local Government Coordinator will lead two trainings during the second week of July for 30 members from the municipal government of Ciudad Juárez, and another training for 10 representatives from each of the following municipal governments: Chihuahua; Parral and Chautomec.

During this quarter, CVPP performed a final edit of the "Guide for Crime Prevention through Environmental Design for Municipalities in Mexico" developed by CPTED expert, Macarena Rau. The final version of the guide will be ready mid-July and will be distributed to municipal governments to be used as a tool for the implementation of activities promoting the prevention of situational violence.

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

CAPACITY OF MUNICIPALITIES TO PLAN, DESIGN AND IMPLEMENT PARTICIPATORY CRIME PREVENTION- SENSITIVE BUDGETS IMPROVED

Participatory budgeting workshop held in Guadalupe. In April, through a partnership with the International Republican Institute (IRI), CVPP sponsored a two-day workshop on participatory budgeting methodology for crime and violence prevention for elected municipal officials and municipal staff from the municipality of Guadalupe. CVPP, IRI and the municipality of Guadalupe jointly organized the workshop. The workshop provided tools to assist the municipality in establishing agreements, coordinating activities and defining responsibilities to implement a participatory budgeting pilot program. During the workshop, participants carried out an auto-diagnostic, allowing them to understand their own strengths, identify areas for improvement, weaknesses and potential threats. Additionally, participants shared information regarding their respective departments and discussed future opportunities to collaborate. More than 30 representatives from various sectors of the municipality, including the Institute for Youth, the Secretary of Planning, the Institute

for Family Development, the Secretary of Public Security, the Institute for Women and the departments of accounting, public works, public services, health, sports and education, attended the workshop.

CVPP has met with municipal representatives from Guadalupe and Monterrey several times to discuss the implementation of pilot participatory budgeting programs, but both municipalities have been unwilling to commit municipal resources to the pilot programs. CVPP, through its participatory budgeting consultant, is in the process of linking participatory budgeting methodologies with CPTED projects in Guadalupe, Monterrey and Tijuana. CVPP has held several meetings with local partners in the three cities to coordinate joint trainings on participatory budgeting methodologies and CPTED, which will be held next quarter. After the trainings, CVPP's consultant will finalize the Municipal Guide to Participatory Budgeting and CVPP will distribute the final version of the guide to the municipal government to promote its replication.

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

POLITICAL WILL FOR COMMUNITY POLICING INTERVENTIONS CONFIRMED AND SUSTAINED

Political will to promote community policing interventions confirmed. Following USAID's instructions from February 2014 to suspend technical assistance and trainings with the Tijuana Municipal Police, during this quarter CVPP shifted its activities to community based interventions without direct involvement with the police, including events related to its communication campaign (soccer festivals and community meals) and the development of security agendas with community committees.

Last quarter the new Secretary of Security in Monterrey, Jose Guadalupe Avila Gil, expressed interest in collaborating with CVPP and confirmed the interest of the State Authorities of Public Security to develop a pilot community policing program in the *poligono* of La Alianza. CVPP is still waiting for local authorities to formally approve CVPP's proposal. During the next quarter, CVPP will continue discussions with the Secretary of Security to formalize a plan to implement CVPP's proposed technical assistance.

In Ciudad Juarez, CVPP worked closely with Alva Almazan, who was appointed by the Mayor as the municipal contact for the program. After several meetings and presentations on CVPP's models and proposals for technical assistance, Ms. Almazan expressed interest on behalf of the municipality in holding training sessions on community and problem-oriented policing for at least 30 police officers. However, CVPP is still waiting for the formal approval from the municipality to implement these trainings and will continue working closely with Ms. Almazan during the next quarter to discuss the implementation of this activity.

In Guadalupe, as part of program-sponsored City Link technical exchange between the Charlotte-Mecklenburg Police Department and the Secretary of Public Security in Guadalupe, Major Diego Anselmo and Detective Daniel Hernandez from the Charlotte-Mecklenburg Police Department visited Guadalupe from June 15-18th. The Charlotte-Mecklenburg Police Department has more than twenty years of experience in implementing community policing programs and their department is guided by a community policing model. The objective of the City Link exchange is to develop a partnership between the two departments for the sharing of experiences and best practices for the prevention of crime and violence. During their visit, Major Anselmo and Detective Hernandez interviewed members from the Secretary of Public Security and *Guardia de Proximidad*, to better understand their operating structures, the context in which they work, and their programs related to community policing and crime and violence prevention. In August, ten representatives from the Secretary of Public Security will travel to Charlotte to learn first-hand about community policing programs implemented by the Charlotte-Mecklenburg Police Department and will return to Guadalupe, ready to implement lessons learned and best practices used in Charlotte to strengthen the *Guardia de Proximidad*. During the visit, Charlotte policemen identified several areas of opportunity as well as challenges to establishing the community policing philosophy in Guadalupe which will serve to develop the agenda for the visit of the delegation from Guadalupe to Charlotte in August.

COMMUNITY-BASED/POLICE INTERVENTIONS AT THE COMMUNITY LEVEL IMPLEMENTED AND DOCUMENTED

Capacity transferred to local organizations to promote community-based interventions. During this quarter, CVPP grantees (GFG, FIC and VETSA) implemented 23 workshops to develop security subcommittees in the *polígonos* of the three target cities, using manuals and guidelines designed by CVPP. During the workshops, community committees developed security agendas for their respective *polígonos*, detailing specific security concerns and providing solutions for their resolution. The security subcommittee will share the final security agendas with the Municipal Secretary of Public Security from their respective cities to discuss ways to collaborate for the co-production of security in the *polígonos*. Currently, there are nine security subcommittees, comprised of 174 members. CVPP's grantees, GFG and VETSA, have finalized the trainings in the six target *polígonos* of Ciudad Juarez and Monterrey. CVPP will work with the committees during the next quarter to arrange for a meeting with the Secretary of Public Security in the respective cities to promote the sharing of the security agendas. In Tijuana, FIC is finalizing the trainings in the three target *polígonos* and expects to have final drafts of the security agendas by mid-August.

Study tour implemented. During this quarter, CVPP sponsored the participation of 12 participants, including representatives from municipal governments and NGOs from the three target cities, to travel to Los Angeles, California to attend the third annual L.A. Gang and Violence Prevention and Intervention Conference. During the conference, participants learned about the successful Gang Reduction and Youth Development (GRYD) program, the role of the community in reducing and preventing violence, and the application of these models in other countries. After the conference, the participants attended a three-day study tour, visiting local programs such as San Gabriel Valley Conservation Corps, Home Boy Industries, the Advancement Project and the GRYD program implemented by the City of Los Angeles, to learn about local programs focused on preventing youth involvement in criminal activities as well as generating opportunities for community resilience. CVPP will work with participants to identify lessons learned and opportunities to replicate models or approaches in their respective contexts.

INSTITUTIONAL CAPACITY OF THE MUNICIPAL POLICE TO IMPLEMENT COMMUNITY POLICING INTERVENTIONS IMPROVED

Technical Assistance for Guadalupe Community Policing Project. As part of the five point technical assistance strategy developed by CVPP last quarter, CVPP hired a consultant to carry out a diagnostic (Annex D) in Region One to identify ways in which CVPP could assist the *Guardia de Proximidad* in four areas—decentralization of the model, overall functioning of the model, collaboration with other social programs in Guadalupe, and technical problems faced during daily operations in region one. The diagnostic identified several areas in which the Program could provide technical assistance, including: aligning basic components of the model, developing a protocol for crisis response, collaborating with municipal government programs and agencies, providing support services for field operations, institutionalizing the model, and developing policies for decentralization of the model. CVPP presented these findings during a meeting with the Secretary of Planning, who provided valuable insights regarding the prioritization of the activities mentioned above. During the following quarter, CVPP will provide technical assistance to the *Guardia de Proximidad* to institutionalize the model and develop policies for decentralizing the model in Region One, as well as support the expansion of the model to Region Two, which is scheduled for early July.

Additionally, CVPP will implement training on community and problem-oriented policing for 35 officers from the *Guardia de la Proximidad* in Guadalupe during the third week of August. The training was developed by a CVPP consultant and its objective is to promote the understanding of community policing concepts, to encourage collaboration with community members for the co-production of security and raise awareness regarding the problem-oriented policing model.

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

COMMUNITY HEALING MODEL DEVELOPED AND VALIDATED THROUGH PILOT INTERVENTIONS

Community healing model implemented in target cities. In Ciudad Juarez, at the request of representatives from the Justo Sierra public school, CVPP's grantee, SABIC designed and implemented a workshop of eight sessions, to help teachers manage violence in schools. The goal of the workshop was to provide teachers with tools to prevent violence in the classrooms, to educate youth members on being responsible for ones actions, and to contribute to the resiliency of the community. Fifteen teachers participated and after the workshop, they expressed their desire to have more opportunities to come together, share experiences and seek advice. SABIC also held eight workshops called *Human Development for Women*, which focused on exploring the different dimensions of one's life—physical, psychological, social and spiritual. Twenty women attended the workshops, and upon completion, commented that the workshops increased their self-awareness and ability to identify emotions. They stated that as a result of their increased self-confidence, they will be better able to prevent violence in their families and communities. Additionally, in May, SABIC held a graduation ceremony for its 15 community healers trained in alternative therapy treatments. The 15 participants attended 20 workshops sponsored by SABIC on alternative therapy treatments, including floral therapy, auriculotherapy and micrososes, all designed to heal physical and emotional ailments. Since graduating, the graduates continue to provide alternative therapy treatments for community members, most frequently for anxiety, family conflicts and depression, from their homes, local community centers and at a local park.

During this quarter, CVPP's grantee, CHEPAZ, held eight workshops called *Skills for life and Education for Peace*, for 150 students from the fifth and sixth grades of the *Paso del Norte* primary school in Riberas del Bravo. The workshops focused on maintaining healthy relationships, promoting equality, respect and the non-violent resolution to conflicts. CHEPAZ held a public graduation for the participants, which was attended by families of the graduates; the United States Consulate General in Ciudad Juarez, Ian Brownlee; and representatives from local schools, the municipal government, the Ministry of Education, USAID, and CVPP. During the ceremony, participants gave testimonies regarding their attendance in the workshops, saying, "We are very happy because, thanks to these courses, we have learned how to understand our emotions and how to resolve our problems without fighting". These graduates join 230 graduates from last year's trainings and collectively represent more than 380 youth members from *Riberas del Bravo* who, have participated in CHEPAZ's trainings.

Additionally, CHEPAZ continued implementing workshops on the prevention of sexual abuse, which was identified as a problem in the *polígono* of Riberas del Bravo. Research has shown the negative impact, which can continue into adult years, that sexual abuse can have on the psychological development of youth. CHEPAZ designed the workshop so that youth participants would learn how to detect signs of sexual abuse and be better prepared to protect themselves from such abuse. CHEPAZ held 12 workshops and over 150 youth members attended. During the workshops, CHEPAZ identified six cases of sexual abuse, which were referred to the school authorities.

CHEPAZ, in an effort to create an inter-institutional network on mental health issues, organized a meeting among representatives from the *Centro de Prevención y Atención a la Violencia Familiar*, the *Centro de Justicia para la Mujer del Estado*, the *Comisión Estatal de Derechos Humanos* and the *Centro para el Desarrollo de las Mujeres*, which is part of the Chihuahuense Institute for Women. Each agency presented its programs and services aimed at providing support to the public and exchanged information regarding experiences and best practices. Attendees agreed to collaborate to establish mechanisms to refer cases in the community to doctors, lawyers, psychologists and other social service providers. The network will meet next month to discuss next steps.

STRENGTHEN THE CAPACITY OF PARTNER CSOS TO ADDRESS THE NEEDS OF VICTIMS

CVPP strengthens the capacity of local organizations. As reported in section 2.3.1, through its grant to *Fortaleza*, CVPP is working to improve the technical, administrative and sustainability of 13 organizations. *Fortaleza* applied the USAID Organizational Capacity Assessment (OCA) to the 13 organizations and has developed technical assistance plans to improve institutional capacity for each organization. With CVPP's grantee, SABIC, *Fortaleza* has supported the development of an operating plan, a manual of internal

processes, employee profiles, and a methodology to monitor its intervention model. Currently, *Fortalessa* is helping SABIC develop a system for evaluating results and expected impact, as well as a sustainability plan. Additionally, CVPP has provided technical support to assist organizations implementing community healing models to improve their technical capacities and intervention models. CVPP has worked with grantee, *Gente Diversa*, to incorporate secondary prevention activities in its intervention models and to encourage the expansion of their model to include men.

PROMOTE INTERVENTIONS TO RESPOND TO DOMESTIC VIOLENCE

Implementation of CAP model in progress. Through its grant to CIFAC in Guadalupe, CVPP works to strengthen links between municipal agencies implementing programs for the prevention of violence and supporting female survivors of violence. In April, CIFAC met with the Mayor, the Municipal Secretary and the Secretary of Social Development and Well-Being to discuss criteria for selecting psychologists to be trained in the implementation of the Community Advocacy Project model. In May, 17 psychologists were selected by the municipal government and participated in 10 trainings on the CAP model. Additionally, CIFAC prepared a manual for implementing the CAP model, which contains guidelines on launching the call for participants, inviting participants to the trainings, managing the initial diagnostic interview, holding sessions to reinforce competencies, managing critical cases and means of protection. After the trainings, the psychologists carried out community events, including handing out flyers with information on the project and holding a community breakfast, to identify potential beneficiaries of the project. During the next quarter, the psychologists will implement the CAP model with at least 60 beneficiaries in the *polígono* of Nuevo Almaguer. CIFAC also met with representatives from Guadalupe's Justice Center in Nuevo Almaguer to discuss opportunities for collaboration and ways that CIFAC can support victims of domestic violence who come to the center seeking help. Additionally, CIFAC is organizing workshops on dating violence, which will be held at local high schools next quarter. CIFAC will hold 10 workshops and expects 200 young women to attend.

CVPP implements grant with *Gente Diversa*. During this quarter, CVPP's grantee, *Gente Diversa* began adapting the United Nations' "Safe Cities for Women" program to the context of Tijuana in the *polígonos* of Camino Verde and Granjas Familiares. *Gente Diversa* formed 15 working groups of community members in the *polígonos*, and selected 10 intervention zones, which were identified as areas in need of interventions to improve safety and lower the risk of crime. The community members have carried out diagnostics, exploratory walks, and campaigns called "*Huellas de Intervención*" through which they've painted murals, organized community clean-ups and promoted reforestation. More than 600 people, including representatives from the municipal government, have participated in over ten "*Huellas de Intervención*". Additionally, community leaders trained by *Gente Diversa*, held two workshops on dating violence, which were attended by more than 250 youth members. The goal of the workshops was to raise awareness regarding dating violence and to provide participants the tools to prevent dating violence and to end violent relationships. Additionally, throughout interactions with community members, the community leaders working with *Gente Diversa* have identified 94 cases of domestic violence and referred survivors to appropriate local organizations for treatment.

SABIC trains community healers. As part of its model to promote community healing through community healers, SABIC trained six community advocates on how to detect cases of domestic violence. The participants attended eight sessions, during which they learned about domestic violence, other types of violence and human rights. After the trainings, the advocates make weekly visits to community centers, schools, and other public places offering information on the prevention of domestic violence and services available in the community. They have referred 18 cases to date to local organizations for treatment.

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

AT-RISK-YOUTH MODELS IMPLEMENTED AND REPLICATED IN TARGET POLÍGONOS

CASA finalizes activities in Ciudad Juarez. CASA's grant with CVPP ended in May, after having reached 1,500 beneficiaries and helped 30 youth members return to school through its school drop-out reduction project. CASA held a closing ceremony, which was attended by over 300 people, including beneficiaries of the programs and their families; the United States Consulate General in Ciudad Juarez, Ian Brownlee; and representatives from the municipal government, USAID, CASA and CVPP. CASA's model addressed three risk factors associated with youth violence and crime—1) students dropping out of school after completing primary school, 2) the high number of youth who neither study nor work, and 3) the lack of support for at-risk youth. CASA's programs not only worked with students, but also their parents and professors of local schools, to establish links of trust and communication with youth to reduce the chances of them dropping out of school. Additionally, CASA completed a document systematizing its model, which will be included with CVPP's systematized documents and models in the Integrated At-Risk Youth Model category. The document describes risk factors that increase the likelihood of adolescents dropping out between primary school and high school and CASA's strategy to support their return to school.

Promoting the prevention of crime and violence through arts and music. During this quarter, CVPP's grantee, *Telón de Arena*, began its second set of workshops focusing on dance, music and theater, working with youth from three different schools in the Riberas del Bravo *polígono*. Over 200 youth members participated in 72 training sessions, through which they were encouraged to develop talents and skills related to the performing arts. The workshops promoted a sense of community spirit within the youth participants, with a special emphasis on issues related to the prevention of violence. To celebrate the end of the workshops, *Telón de Arena* organized two final theater performances, which were attended by over 1,000 people. Additionally, to promote culture and family activities in the *polígono*, *Telón de Arena* sponsored 15 theater performances throughout the community, which were attended by 1,641 people and trained nine students to become youth promoters of theater and culture.

In Tijuana, youth beneficiaries of CVPP's grant with *Tijuana Innovadora* continued participating in workshops on art, photography, literature, film, theater and the promotion of culture. Over 430 youth members have participated in various workshops offered by *Tijuana Innovadora* to date. *Tijuana Innovadora's* workshops incorporate messages related to violence prevention and encourage the development of leadership, entrepreneurship, an appreciation of culture and local history, creativity and improved self-esteem. Additionally, CVPP's grantee *Patronato de Amigos de La Orquesta de Baja California* (PAO), sponsored 125 music classes for 158 members of its youth ensemble throughout the three *polígonos*. The ensembles from each *polígono*—the string ensemble from Camino Verde, the percussion ensemble from Granjas Familiares and the wood ensemble from Mariano Matamoros—came together 18 times to rehearse as a group. They held nine concerts throughout the community, which were attended by 2,478 people and participated in a virtual concert with other youth from New York. During the last quarter, CVPP sponsored workshops for PAO instructors to help them identify existing prevention practices and provide guidance on incorporating such practices into their classes. During this quarter, PAO instructors promoted various themes in their music lessons, including self-awareness, empathy, assertive communication, interpersonal relations, decision making, managing problems and conflicts, creative thinking and managing emotions and feelings, in hopes of strengthening participants self-confidence and helping them to develop tools to deal with stress and emotions. PAO has also organized workshops on violence prevention in the *polígonos*, which were attended by 142 youth members. PAO has encouraged the participation of parents in preparing for concerts and rehearsals and 92 parents volunteered to help with logistical tasks during this quarter.

CVPP closes grant with Creeser. In April, CVPP finished its grant with Creeser, which focused on building community resiliency and preventing violence through trainings on the peaceful resolution of conflicts and community participation, in the *polígono* of La Alianza in Monterrey. During its grant with CVPP, Creeser formed three collaborative agreements with community centers, sponsored workshops on violence prevention for 230 people, and held events in the community which were attended by over 1,500 people, including 315 youth. Additionally, Creeser designed educational methodologies for working with children, adolescents and women on peaceful resolutions to conflicts and preventing domestic violence. Creeser also

helped provide equipment to the Children’s Recreation Center at the Alliance Community Center, and held activities at the center in collaboration with psychology students from the *Universidad Autónoma de Nuevo León*.

CVPP signs grants encouraging the redefinition of masculine identities. During this quarter, CVPP signed two grants—one with SABIC in Ciudad Juárez and the other with SUPERA in Monterrey—for the implementation of a project using CVPP’s Men for Equality model. The model is based on a theory of change that assumes men are not born violent, and focuses on developing and promoting “new masculinity” skills in male youth that allow them to appropriately identify, understand and process their emotions. In mid-June, SABIC launched its project in Ciudad Juárez by holding the first of eight workshops on exploring concepts of masculinity. Additionally, SABIC sponsored community soccer tournaments in which 50 people participated. SUPERA will begin implementing the model in Monterrey in July.

CVPP implements Mediation Model. In March, CVPP signed a second grant with VETSA to implement its mobile community mediation model in the three target *polígonos* of Monterrey. CVPP developed the model to activate local leadership networks to promote mediation, sensitize local communities to mediation and make mediation accessible and available to communities. During this quarter, 26 members of VETSA’s staff participated in 150 hours of training workshops on community mediation, which were implemented by Sentit Nobis, an expert Mexican nonprofit organization that focuses on interventions, training, and conflict management. Additionally, through outreach efforts in the *polígonos*, VETSA identified 15 community members who will assist VETSA in promoting and raising awareness in the community in regard to the model. Over the next month, the promoters will help VETSA identify spaces and locations to carry out activities, support the Model’s diffusion, identify local cases for mediation, and support public activities for primary prevention.

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

PPP MECHANISM (INTERMEDIARY ORGANIZATION) TO FUND AND MANAGE CRIME AND VIOLENCE PREVENTION ACTIVITIES IN TARGET CITIES DESIGNED AND IMPROVED

During this quarter, CVPP held another meeting with the Axtel Foundation and the *Alianza Educativa Ciudadana por Nuevo León* (AECNL) in which the AECNL agreed to work with CVPP as a strategic multi-sectoral ally to coordinate efforts for the prevention of crime and violence. The AECNL includes some of the most important businesses in Monterrey, including Axtel, Frisa, Cemex, Xignux, Oxxo, Senda, and Banorte, among others, and collaborates with local and state governments, as well as civil society organizations and universities including *Tecnológico de Monterrey*, *Universidad Autónoma de Nuevo León* and *Universidad de Monterrey*. Axtel is interested in a partnership to promote violence prevention projects in the metropolitan city of Monterrey, although not exclusively in CVPP’s pilot *polígonos*. During the next quarter, CVPP will introduce its projects to Axtel leadership and identify areas for cooperation including promoting a broader partnership with USAID in Monterrey.

Additionally, in Tijuana, CVPP moved forward with the design of a project promoting cultural tourism in Granjas Familiares after consulting various local public and private actors. CVPP’s consultant carried out several interviews to discuss the project with community members, representatives from the sector for tourism and culture, and public and private actors involved in activities for the prevention of crime and violence, including Tijuana’s MCVPC, *la Dirección de Prevención del Delito y Participación Ciudadana*, *la Universidad Autónoma de Baja California-Facultad de Artes y Facultad de Economía*. Everyone interviewed supported the development of the project. The project will attract tourists by promoting urban art in Granjas Familiares, through painting murals throughout the *polígono* that capture the strength and dignity of its residents, while creating an open air museum, which tells the history of the *polígono*. Additionally, community members will sell organically-farmed products and promote gastronomic and ecotourism related activities. These projects will be led by youth entrepreneurs interested in becoming involved in urban art and the agriculture sector, and

will promote self-employment opportunities for at-risk youth. During the next quarter, CVPP will identify a local organization to lead the project and will present an action plan to key stakeholders identified and interested in the project to decide next steps for creating a project design to be implemented in January 2015.

PPPS TO SUPPORT SOCIAL/PSYCHOSOCIAL SERVICES IN THE CVPP TARGET POLÍGONOS IDENTIFIED AND IMPLEMENTED

In Monterrey, CVPP continued discussions with CEMEX to support several projects in Nuevo Almaguer. During the last quarter, CVPP facilitated a meeting between CEMEX and the municipality of Guadalupe to identify specific projects such as CEMEX's programs *Yo Construyo: Escuela de Autoconstrucción* and *Centro Productivo para el empleo* to promote partnerships following CVPP's CPTED and JCC's methodologies. CVPP will facilitate a partnership agreement between CEMEX and the municipality of Guadalupe in July 2014 and will work with both parties to implement a safe passage project that will be linked with CVPP and the municipality of Guadalupe's efforts to promote community policing interventions.

During this quarter, the equipment which was donated by *COPPEL S.A. de C.V.* through the support of local entrepreneurs Gaston Luken Aguilar and Gason Luken Garza, was delivered to *Casa de las Ideas*. *COPPEL S.A. de C.V.* donated 15 computers, 10 cameras, 25 USBs, one video camera, three printers, and four televisions and the total dollar amount of the donation was valued at approximately \$273,092 Mexican pesos (\$21,000 USD). The equipment will be used in workshops with youth from the *polígono* of Camino Verde.

2.3.8 CHALLENGES AND REMEDIES FOR IR2

Delays and difficulties to implement CVPP's community policing model in the three target cities. As mentioned in previous reports, CVPP's efforts to implement its community policing model have encountered different levels of difficulty in Tijuana, Ciudad Juarez and Monterrey. In Tijuana, USAID asked CVPP to postpone all technical assistance and policing activities with the municipal police in February 2014. This instruction was reaffirmed in June 2014 ruling out any possibility of resuming activities in Tijuana in this area through the lifetime of CVPP's current contract. In Ciudad Juarez, CVPP has experienced difficulties in establishing a fluid relationship with local government authorities which has affected CVPP's plans to work with the municipal police in that city. Although CVPP has improved communication with Alva Almazan, who is the appointed liaison from the mayor of Ciudad Juarez to work with the project, during this quarter, CVPP still experienced delays from the municipality in approving specific activities, including those related to strengthening the municipal police in the area of community policing. In Monterrey, CVPP is still waiting for confirmation from the new Secretary of Security to approve the action plan presented more than six months ago. Unfortunately, as the program is preparing to close out in six months, any activity related to strengthening the capacity of the municipal police of Ciudad Juarez or Monterrey would be limited if CVPP receives approval from either municipality during the next quarter.

In Guadalupe, CVPP has found a better opportunity to support the mayor's vision in the area of community policing and is working closing with technical staff and the Secretary of Security to promote specific interventions in Nuevo Almaguer. However, CVPP has also identified challenges in the operationalization of the mayor's vision in this area as there are two conflicting approaches pursued from the municipality in this area that could put at risk the sustainability of the community policing approach in Guadalupe. CVPP is working closely with all parties within the municipality to promote a common approach that leads to the implementation of a comprehensive philosophy applied through the municipal police.

3.0 SPECIAL REPORTING

CVPP delivered 13 weekly reports to USAID during this reporting period. In addition, CVPP provided a number of ad hoc reports in response to USAID requests. As per the requirements of Section F.5.2 of the CVPP Task Order, CVPP's In-country Training Reports are enclosed in Annex E and a list of all documents submitted to USAID's Development Experience Clearinghouse is presented in Annex F.

4.0 BUDGET ALLOCATIONS

Description	April	May	June	TOTAL
Direct Labor	\$ 102,461	\$ 105,684	\$ 124,546	\$ 332,691
Other Direct Costs	\$ 82,630	\$ 144,576	\$ 254,965	\$ 482,171
Indirect Costs	\$ 50,332	\$ 52,632	\$ 58,568	\$ 161,532
Grants Fund	\$ 150,306	\$ 154,481	\$ 220,945	\$ 525,732
Fixed Fee	\$ 16,059	\$ 18,752	\$ 27,020	\$ 61,831
Total Cost plus Fixed Fee	\$ 401,789	\$ 476,125	\$ 686,044	\$ 1,563,957

5.0 ACTIVITY PLAN AND PROJECTED EXPENDITURES FOR NEXT QUARTER

CVPP Activity Plan and Projected Expenditures for Next Quarter are presented in Annex G.

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