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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP) YEAR IV WORK PLAN

OCTOBER 2014

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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 ABBREVIATION

CASA	<i>Centro de Asesoría y Promoción Juvenil</i>
CEMEX	<i>Cementos Mexicanos S.A.B de C.V.</i>
CIFAC	<i>Centro de Investigación Familiar A.C.</i>
CHEPAZ	<i>Crecimiento Humano y Educación para la Paz A.C.</i>
CNPDPC	<i>Centro Nacional para la Prevención del Delito y la Participación Ciudadana</i>
CPTED	Crime Prevention through Environmental Design
CSO	Civil Society Organization
CVPP	Crime and Violence Prevention Program
DIF	<i>Sistema Nacional para el Desarrollo Integral de las Familias</i>
FECHAC	<i>Fundación del Empresariado Chihuahuense, A.C.</i>
FIC	<i>Fundación Internacional de la Comunidad, A.C.</i>
FICOSEC	<i>Fideicomiso para la Competitividad y Seguridad Ciudadana</i>
GOM	Government of Mexico
GRYD	Gang Reduction and Youth Development
ICAPI	<i>Inventario de la Capacidad Institucional</i>
ICMA	International City/County Management Association
IMIP	<i>Instituto Municipal de Planeación</i>
INL	Bureau for International Narcotics and Law Enforcement Affairs
INSYDE	<i>Instituto para la Seguridad y la Democracia, AC</i>
IR	Intermediate Result
IRI	International Republican Institute
JCC	<i>Jóvenes Constructores de la Comunidad, A.C.</i>
M&E	Monitoring and Evaluation
MCVPC	Municipal Crime and Violence Prevention Committee
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization

NSC	National Security Council
NSPCVP	National Social Program of Crime and Violence Prevention
PAHO	Pan American Health Organization
PAQTO	<i>Programa Aquí Estamos Todos</i>
PMP	Performance Management Plan
PPP	Public-Private Partnership
PRONAPRED	<i>Programa Nacional para la Prevención Social de la Violencia y la Delincuencia</i>
SABIC	<i>Salud y Bienestar Comunitario</i>
SEGOB	<i>Secretaría de Gobernación</i>
SEDESOL	<i>Secretaría de Desarrollo Social</i>
SUBSEMUN	<i>Subsidio para la Seguridad Pública en los Municipios</i>
SUPERA	<i>Pro-Superación Familiar Neolonesa, A.C.</i>
TCO	Transnational Criminal Organizations
UANL	<i>Universidad Autónoma de Nuevo León</i>
UNAM	<i>La Universidad Nacional Autónoma de México</i>
U.S.	United States
USAID	United States Agency for International Development
USC	University of Southern California
USG	United States Government
VETSA	<i>Voluntarios en Equipo Trabajando por la Superación con Amor, A.C.</i>
VICALLI	<i>Vida con Calidad, A.C.</i>
VIRAL	<i>Vinculación de Redes de Acción Local para la Transformación Nacional</i>
YBI	Youth Build International
YSET	Youth Service Eligibility Tool

I.0 INTRODUCTION

The United States Agency for International Development (USAID) Crime and Violence Prevention Program (CVPP) stems from the Merida Initiative, a collaborative program between the United States Government (USG) and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the United States-Mexico border and elsewhere in Mexico. When violence escalated during 2009–2010, critical voices emerged questioning the logic, efficacy, and human rights impacts premised on a security approach that was not designed to address the drivers of crime and violence, especially those that impact on youth. Conscious of the need to take a more holistic approach, Mexican and United States (U.S.) officials amended the Merida Agreement in “Beyond Merida,” outlining four pillars, including Pillar IV, which strives to build strong and resilient communities and encompasses prevention efforts. Pillar IV complements the elements of the other three pillars that focus on citizen security.

CVPP addresses the overarching goal of Pillar IV: **To build stronger and more resilient communities that can withstand the pressures of crime and violence.** The approach catalyzes the GOM’s efforts to address the drivers of crime and violence and develop resilient communities. CVPP supports local institutions to promote social cohesion (Intermediate Result [IR] 2) and strengthen the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies (IR1).

The Program provides technical support to plan and implement community development strategies aimed at reducing crime and violence, and providing youth with alternatives to criminal activity. Through partnerships with Mexican federal, state, and local governments and nongovernmental organizations (NGOs), CVPP builds on Mexican efforts to improve understanding of how to address the drivers of violence and crime at the local level. Based on this improved understanding, CVPP supports the GOM to refine prevention models and strategies and enable partners to scale up activities and programs that are proven to work. Activities are targeted at the national level, as well as at the sub-national level in Ciudad Juárez, Tijuana, and Monterrey. Local interventions focus 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 crime and violence: Francisco I Madero, Riberas del Bravo, and Felipe Ángeles in Ciudad Juárez; Camino Verde, Granjas Familiares, and Mariano Matamoros in Tijuana; and Independencia, La Alianza in Monterrey, and Nuevo Almaguer in Guadalupe (Monterrey).

This Work Plan outlines the overarching strategic focus for Year IV and presents the implementation approach under each IR and program component, as well as the detailed implementation timeline and the budget. As per the requirements of the Task Order and following USAID’s instructions, the Year IV Work Plan covers the time period from October 1, 2014 to March 27, 2015. This period includes the last six months of implementation of the contract, and is based on an assumption of USAID’s approval for a no-cost contract extension through March 27, 2015. The extension request was submitted on September 26, 2014. The current contract end-date is February 5, 2015.

2.0 BACKGROUND

Mexico has experienced an increase in violence over the last five years, much of which can be attributed to the presence of transnational criminal organizations (TCOs) involved in drug trafficking and other illegal activities. The escalation of violence has been acute along major drug trafficking and production zones—most notably the U. S. and Mexican border cities including the three cities that fall under CVPP: Ciudad Juárez, Monterrey, and Tijuana. The violence and rapid urbanization in these cities have increased crime rates and threatened the security and well-being of citizens. Citizens in the nine neighborhoods, or *polígonos*, within these three cities that are the focus of CVPP face a number of problems related to poverty and marginality that increase citizen vulnerability.

Assessments conducted in the nine CVPP focus communities during the first year of the program confirmed that youth unemployment, secondary school desertion rates, gender-based violence, and inadequate infrastructure are prevalent throughout the communities. Additional factors that contribute to the prevalence of crime and violence include feelings of powerlessness and fear among citizens, lack of trust between residents and authorities (particularly police), high incidence of teen pregnancies, prevalence of violence among youth (domestic, in schools, and on the streets), acceptance of addictive behaviors as a norm, and a general lack of social programs.

In line with the emerging national approach, CVPP works at the community level in the nine target high-crime *polígonos* with local community leaders, officials, and civil society organizations (CSOs) to understand and address these risk factors. Working closely with the GOM, CVPP identifies and shares successful interventions for adaption and replication at the national level. With the establishment of the new leadership in the federal government and given that crime and violence prevention has a prominent place on its agenda CVPP is poised for a productive collaboration with the leaders identified to spearhead crime and violence prevention within the federal government.

2.1 KEY ACCOMPLISHMENTS IN YEAR THREE

During the last 19 months of implementation, CVPP was successful in developing knowledge, generating institutional capacity at different levels, identifying successful practices, and consolidating relationships with the *Secretaría de Gobernación* (SEGOB), local governments, and state governments to transition community-based intervention into public policy. During the final six months of the contract, CVPP will focus on the dissemination of its knowledge legacy, closing existing projects and contracts, and consolidating relationships with key partners to replicate the program's models and methodologies beyond the target *polígonos* during the proposed second phase of CVPP in 2015 (CVPP 2).

3.0 STRATEGIC FOCUS 2014

CVPP supports the GOM and collaborating partners to continue to improve their understanding of and ability to address the drivers of crime and violence. These efforts will result in healthier and more resilient communities that are better able to prevent violence and, in turn, improve the quality of citizens' lives. CVPP is accomplishing this by leveraging existing resources and opportunities—knowledge, experience, potential investments, partnerships, emerging models and policies, and effective institutions. The success of CVPP will come through such leveraged resources and opportunities, combined with the provision of targeted technical assistance to strengthen the institutional capacity of the GOM to formulate, implement, and replicate evidence-based crime and violence prevention policies and models and improve social cohesion at the community level. CVPP complements existing efforts of the GOM and facilitates access to technical resources and knowledge in close collaboration with the GOM.

Based on progress and lessons learned developed during the previous years, CVPP will focus its final six months of implementation on three priorities:

- Consolidating the knowledge developed to date through careful documentation. CVPP will also disseminate this legacy in order to promote the replication of CVPP's models, methodologies, and tools and expand capacity-building processes beyond the nine target polígonos.
- Consolidating partnerships with the GOM and private sector organizations to prepare for the next phase of CVPP.
- Executing a smooth technical and administrative transition of the current contract (CVPP 1) into the second phase of the program (CVPP 2), to ensure an effective close-out process while facilitating continuity of the momentum achieved during the first phase.

4.0 OBJECTIVES

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

Background: During 2014, CVPP consolidated relationships with several offices of the Undersecretary of Prevention through Activities 1 and 2 of this IR. CVPP supported the GOM to promote knowledge sharing, inform national violence prevention and reduction policies, and create tools and instruments to implement the recently approved National Social Program of Crime and Violence Prevention (NSPCVP).

CVPP made progress in the following areas with the Undersecretary:

- With the Technical Planning office: dissemination of CVPP's knowledge documents, best practices, training programs, and a geo-referenced system that will serve as a policy mapping tool;
- With the International Relations and Citizen Participation office: creation of technical working groups that will generate national guidelines for the creation and/or strengthening of crime and violence observatories and policies and programs to address youth in conflict with the law (known as tertiary prevention);
- With the Inter-Secretarial Coordination office: technical support to strengthen the youth network; and
- With the Program Dissemination office: promotion of interventions to replicate CVPP's community-based communication strategy at the national level (the NSPCVP).

In September 2014, working through the Undersecretary's Inter-Secretarial Coordination Unit and with the National Security Council (NSC), CVPP was invited to provide technical assistance to a technical working group that will develop national guidelines to promote community policing at the national level, using CVPP's model.

This progress, achieved during 2014, positions CVPP for the next six month of implementation (which this work plan documents) as well as into the second phase of CVPP (CVPP 2) that is proposed to begin in December 2014 and run through January 2016.

4.1.1 INTERMEDIATE RESULT I, ACTIVITY I: SUPPORT THE GOM TO IMPROVE MONITORING AND EVALUATION AND KNOWLEDGE SHARING TO INFORM NATIONAL VIOLENCE PREVENTION AND REDUCTION POLICIES AND BETTER PLANNING

Approach: During the final six months of the contract, CVPP will complete products that were initiated during the previous years and will work together with the Undersecretary to promote national policy; build institutional capacity; and replicate best practices, models, and methodologies beyond CVPP's target *polígonos*.

To achieve these results, CVPP will implement the following during Year IV:

1.1.1: Knowledge Management Platform Developed and Operational. Based on CVPP's input, the Undersecretary is creating a knowledge management section on the *nosmuevelapaz.gob.mx* website that will disseminate information regarding the NSPCVP. The knowledge management section will be the repository of information for the GOM containing all relevant public research, concepts, diagnostics, best local and

international practices, methodologies, indicators, evaluations, tools, programs, and news regarding crime and violence prevention. During this work plan period, CVPP will work both the Planning and Communication Units of the Undersecretary of Prevention to:

- 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.
- Support the Undersecretary to upload in the platform all CVPP's knowledge documents, including conceptual models, methodologies, guides, best practices, systematizations of CVPP's small grant programs, and training programs.
- Promote the use of the GOM's platform in public events, web page, and direct contact with program beneficiaries and partners.
- Support the creation of an interactive blog to promote continued communication among training beneficiaries.

1.1.2: Complete and Publish Best Practices for Replication. During Year III, CVPP issued the second call for best practices together with the Undersecretary of Prevention, identified three priority practices to be documented and seven additional practices that will also be recognized, and facilitated the creation of an evaluation committee to evaluate and decide on the level of development of each of the selected practices. These exercises used CVPP's Guide for the Systematization of Good Practices on Crime and Violence Prevention. During Year IV, CVPP will:

- Complete best practices documents of the selected cases for the final decision of the evaluation committee. CVPP will complete the technical work provided through consultants to complete the three best practices documents, following CVPP's Guide for the Systematization of Good Practices.
- Support the evaluation committee with technical assistance to make final decisions on the category-promising, good, or best practice- of each of the practices selected.
- Finalize production and publication of the selected practices and promote their dissemination. Working closely with the Undersecretary of Prevention, CVPP will finalize the documents for publication and will promote their dissemination through SEGOB's knowledge management platform, public events, CVPP's partners and beneficiaries, and its web page. CVPP will work with the Undersecretary of Prevention to issue a public recognition of the selected practices during a public event.

1.1.3: Complete and Disseminate CVPP's Models, Practices, and Methodologies. CVPP will complete the production of its knowledge legacy consisting of over 30 documents, including conceptual models, training material, systematization of small grant programs (models), operational guides, and methodologies. These documents will support the implementation of the GOM's NSPCVP and help create a national knowledge base to develop institutional capacity at different levels of government, civil society and private sector organizations, and communities in México. It will also be instrumental to promote the replication of CVPP's interventions beyond the three original target cities and nine *polígonos*. CVPP will:

- Complete the design of the editorial production line in six related series under the General Conceptual Model on Crime and Violence Prevention. Each series represents a technical area where CVPP has engaged in crime and violence prevention. Each series has an intermediate model related to the specific technical area, as well as systematizations, guides, and training materials developed under the specific technical area. The six series will be related to the following technical areas:
 - **Series 1: Children and Youth Violence Prevention**—to include a conceptual model and four systematization documents of CVPP's grants.

- **Series 2: Community Police**—to include the Community Policing Model, training manuals, basic toolkit document, and the systematization of four CVPP grant interventions in this area.
 - **Series 3: Community Resilience Processes**—to include a Community Resilience Conceptual Model and the systematization of CVPP’s interventions to develop community committees.
 - **Series 4: State-Society Relationships for crime and violence prevention**—to include the Master Plan Guide, the Crime Prevention through Environmental Design (CPTED) Guide, the Municipal Committees Guide, a case-study on the Tijuana MCVPC, Participatory Budgeting Guide, Municipal Institutional Competency Index for Crime and Violence Prevention, and the Guide for the Development of Municipal Prevention Plans.
 - **Series 5: Community-based Communication strategies**—to include a conceptual framework for community-based communication strategies for crime and violence prevention, a Guide for the development of community-based crime and violence prevention strategies, a training manual for community-based communication strategies for crime and violence prevention and a Guide for Journalists to develop crime and violence prevention news.
 - **Series 6: Community Healing and Victims Assistance**—to include a conceptual framework on community healing and crime and violence prevention, and the systematization of four specific CVPP’s grant interventions.
- Complete the development, and initiate the dissemination of CVPP’s knowledge documents. CVPP will complete the development of technical documents in two phases. The first group of documents will be completed for publication and dissemination in November to take advantage of public events where CVPP will participate that will take place between November 2014 and February 2015. The second group will be completed before the close out of the current contract and will be disseminated during CVPP 2. As part of this production effort, CVPP will also adapt the content of the Social Crime and Violence Prevention training into an online friendly content to promote e-learning and increase access to the material. This first online-based training content will serve as a pilot for several others that will be adapted during CVPP 2. CVPP will work with the Undersecretary of Prevention to co-sponsor these documents, upload them in SEGOB’s knowledge site, and disseminate it at the national level through joint conferences and training events. CVPP will also work with other partners (private sector and NGOs) to broaden the use of these materials.

4.1.2 INTERMEDIATE RESULT 1, ACTIVITY 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

Approach: Similar to IR 1 Activity 1, CVPP will build from the momentum developed during the last part of Year III to assist the GOM in the implementation of the National Prevention Program; create capacity at the federal and subnational levels to implement the principles and strategies of that program; and, through the development of a policy mapping tool within the unit of SEGOB, support the Undersecretary of Prevention to strengthen its capacity to plan and evaluate policies and interventions developed by the Federal Inter Secretarial Coordination. CVPP will particularly emphasize the promotion of policies to institutionalize models, methodologies, and practices through federal incentives such as the *Programa Nacional para la Prevención Social de la Violencia y la Delincuencia* (PRONAPRED) and *Subsidio para la Seguridad Pública en los Municipios* (SUBSEMUN), and to promote the replication of CVPP’s methodologies and models in close partnership with state and local governments. Similarly, CVPP will build from the success of the training on Social Crime and Violence Prevention training conducted in August–September 2014 and work closely with the Undersecretary to deliver additional trainings to sub-national government officials to improve their capacity to plan, design, implement, and evaluate crime and violence prevention projects using PRONAPRED

resources. During this period, the program will consolidate relationships that will position it well as it enters its second phase next year (CVPP 2).

During Year IV, CVPP plans the following activities:

1.2.1: Support the GOM's Efforts to Implement the National Program on Crime and Violence Prevention (NSPCVP). CVPP will continue working closely with the Undersecretary of Prevention and state and municipal governments to facilitate processes, knowledge, and technical assistance to implement the NSPCVP. During this period, CVPP will support this objective through the following activities.

- Adjust training content and support the Undersecretary of Prevention in the implementation of trainings to sub-national officials. CVPP will develop version 2.0 of the Social Crime and Violence Prevention training completed in the previous year and work with the Planning Unit of the Undersecretary to design and implement additional training on participatory diagnostics, planning and evaluation for crime and violence prevention interventions. CVPP will transfer its Master Plan methodology that will be used to generate the training material and will work with the Undersecretary and a local partner, to provide support during the implementation of the training in six different regions. CVPP will also provide technical assistance to trainees to review diagnostics and projects developed based on these trainings. Through the training and technical assistance, sub-national officers responsible for the design and implementation of projects with PRONAPRED funding will gain skills to improve the quality the design and implementation of those projects.
- In parallel, CVPP will further explore the possibility of joining the GOM and the Carlos Slim Foundation to support the development and implementation of an online certification program currently under design with *La Universidad Nacional Autónoma de México* (UNAM). CVPP will promote its support through the revision of the platform content using its knowledge legacy as a foundation. CVPP will promote a longer-term agreement in this area that will continue through CVPP2.

1.2.2: Support the GOM in the Development of National Guidelines to Promote Policies for Crime and Violence Prevention under the NSPCVP. The program will continue supporting different units of the Undersecretary of Prevention through technical working groups to generate technical input that will inform discussions, best practices, and guidelines documents that will in turn create policy in critical areas of the NSPCVP. In particular, CVPP will continue supporting technical working groups in the following areas:

1. National guidelines for crime and violence prevention observatories;
 2. National guidelines for the development of youth in conflict with the law programs; and
 3. National guidelines to promote a community policing model.
- In addition, CVPP will continue promoting similar mechanisms to develop sustainable long-term capacity building training programs with the Technical Planning office, and community-based communication strategies with the Program Dissemination Office of the Undersecretary of Prevention.
 - CVPP will provide technical assistance and facilitate roundtable discussions and sensitization events to generate technical documents and guidance to translate recommendations into actual policies within the NSPCVP.
 - CVPP will promote discussions around the issue of impact evaluation of crime and violence prevention programs, through the identification of best practices and definition of indicators.
 - CVPP will promote its knowledge legacy through several conferences and workshops, as co-sponsor or main organizer. CVPP will participate in the following events presenting its model and publication in panels and through conference stands:

- In Monterrey, CVPP will present its Municipal Integrated Management Model for Crime and Violence Prevention in the 1st National Congress for Social Prevention of Violence (November 11–12)
- In Tijuana, CVPP will co-sponsor the Civic Forum for the social prevention of Violence (November 14–15), an opportunity to highlight CVPP’s best practices and the Tijuana Municipal Violence Prevention accomplishments to date.
- In Mexico City, CVPP will co-sponsor the International Conference on Crime and Violence Prevention: Coordinating Efforts to Build Citizen Security (November 27–28) in partnership with SEGOB and the Carlos Slim Foundation. CVPP will present its knowledge legacy and the main lessons learned through the implementation of its Municipal Integrated Management Model for Crime and Violence Prevention.
- In Ciudad Juarez, CVPP will organize a Forum on Community Healing and Domestic Violence (dates to be confirmed) to showcase its Comprehensive Community Healing Model and best practices on domestic violence prevention.

1.2.3: Complete the Delivery of the Policy Mapping Tool for the GOM. In close coordination with the Undersecretary of Prevention, CVPP developed a geo-referenced mapping tool. At the end of the previous work plan period, CVPP was still waiting for confirmation from the GOM on how to synchronize the tool with a new related project that SEGOB is funding directly. Upon confirmation, CVPP will transfer the tool to Technical Planning office of the Undersecretary, including operational manuals and training to complete the process.

4.1.3 INTERMEDIATE RESULT 1, ACTIVITY 3: SUPPORT GOM’S COMMUNICATION PLAN THAT INCLUDES SOCIAL COMMUNICATION EFFORTS AND A VIOLENCE PREVENTION OUTREACH STRATEGY

Background: During Year III, CVPP completed most of the implementation of the *Vivamos la Calle* campaign in all target cities and *polígonos*, initiated efforts to transfer capacity to sub-national governments to replicate the program’s communication strategy and methodology of the campaign, and initiated efforts to promote policies at the national level to replicate key concepts and principles of the strategy and a broader level. The Program also initiated the analysis of lessons learned to document the strategy and campaign, including the preparation of a formal evaluation of the campaign that will be implemented during Year IV, and the development of a Guide for public officers to promote the replication of the strategy at the subnational level.

The National Prevention Program recognizes the importance of developing community-based communication strategies to promote crime and violence prevention policies. It calls on all levels of government to coordinate their efforts, and allocates funds to promote the development of strategies at the state and municipal levels. In response, CVPP worked with the Undersecretary of Prevention to promote a pilot intervention with the state of Chihuahua to create institutional capacity at the state level, and through the state in several municipalities that will in turn design and implement sound communication strategies in the future.

CVPP also completed a series of workshops to sensitize journalists in Mexico City and the three target cities on relevant issues of crime and violence prevention and a manual to guide news reports in this area. This activity was particularly challenging for CVPP. During the implementation of the grant with *La Casa de los Derechos de los Periodistas* in Year III, CVPP found that the issue of crime and violence prevention is new to organizations working with journalists as well as to journalists and media organizations in Mexico. CVPP has trained over 100 journalists in Mexico City and has found limited interest from this group to generate news related to crime and violence prevention. We have also found resistance among journalists to cover government-sponsored programs such as the National Prevention Program spearheaded by the GOM.

Moreover, media organizations have identified more interest in working on discussions related to the protection of journalists from violence resulting from organized crime and on ways to portray news related to crime and violence. In addition, the partnership with *La Casa de los Derechos de los Periodistas*, which ended in August 2014, presented several challenges due to the lack of understanding of the grantee on the issue and resistance of journalists to cover news related to government- and USAID-sponsored activities. All these factors affected the impact CVPP has had improving the coverage of crime and prevention news through more aware and better-trained journalists.

Approach: During Year IV, CVPP will document the implementation of its community-based communication strategy and campaign through the evaluation and systematization of the campaign, and the finalization of a guide that will serve to replicate the concepts and methodology in other municipalities. The Program will also work closely with the Program Dissemination office of the Undersecretary of Prevention to develop the capacity of municipal communication officers, and of states, to develop sound community-based strategies for crime and violence prevention through a training program and a study tour to Colombia. To complement this capacity-building effort, CVPP will also work with selected state governments, identified together with the GOM, to create institutional mechanisms that will facilitate the replication of community-based strategies. At the policy level, CVPP will continue working with the Undersecretary of Prevention to develop specific relevant language within the PRONAPRED guidelines to promote incentives for subnational governments to develop sound community-based strategies for crime and violence prevention through Federal funds. Through this approach, CVPP expects to build a platform for the intervention that will follow during CVPP 2 in 2015 to replicate its communication strategy and campaign at a broader national level, working directly with the GOM, state and municipal governments.

During Year IV CVPP will:

1.3.1: Finalize the Implementation of *Vivamos la Calle*; Analyze and Document the Experience for Replication. CVPP will complete the following activities.

- Complete the implementation of the *Vivamos la Calle* campaign in Monterrey. After closing the grant with *Villas Asistenciales*, CVPP will complete the implementation of the campaign through its grantee SUPERA to combine activities related to the promotion of new masculinity values with the communication campaign.
- Conduct the evaluation of the campaign, complete its systematization, and complete the development of the Guide to replicate the strategy. CVPP will conduct an evaluation of the experience in two of the three target *poligonos* to identify the real impact of the strategy and campaign that will shed light on lessons learned that will facilitate valuable information to document the Program's methodology. CVPP will also complete the systematization of the experience, using information from the evaluation, and other interviews and technical analysis, which will provide key recommendations to adjust CVPP's communication strategy and campaign. With the lessons learned from the systematization and evaluation, CVPP will complete its Community-based Communication Strategy for Crime and Violence Prevention model, and the Guide to promote the replication of the communication strategy and campaign.

1.3.2: Support the GOM Communication Strategy for Crime and Violence Prevention. CVPP will support the GOM through the following activities:

- Develop and implement a training program on community-based communication strategies for crime and violence prevention. CVPP completed the procurement process to subcontract with a local university to design and implement the training program during Year III. During Year IV, CVPP will facilitate the design of the training program and its implementation for more than 210 beneficiaries from subnational governments from all states in the country. CVPP will work closely with the Program Dissemination office of the Undersecretary of Prevention during each step of the process. As part of the training program, participants will develop specific communication strategies consistent with PRONAPRED guidelines.

- Conduct a study tour to Colombia for subnational government communication specialists to learn about best practices on community-based crime and violence prevention communication strategies. Once the training is completed, CVPP and the GOM will select up to 30 participants who have generated the best project ideas to visit several good practices on crime and violence communication strategies or campaigns in Colombia.
- Support the GOM to establish and strengthen communication committees in up to seven states. Following the experience of Chihuahua during Year III, CVPP will continue working with the Program Dissemination office of the Undersecretary of Prevention to provide ad hoc training to up to seven additional state governments to develop mechanisms to promote and transfer capacity to municipalities on the development of communication strategies for crime and violence prevention. CVPP will provide focused training on key aspects of a community-based communication campaign; provide technical assistance to state governments to create training capacity in this area; and support the development of a methodology to document successful stories. CVPP will select the state governments together with the Undersecretary of Prevention.
- Support the GOM to establish national guidelines to promote the replication of community-based strategies through PRONAPRED. Through a close working relationship with the Program Dissemination office of the Undersecretary of Prevention, CVPP will identify entry points to promote guidelines within the PRONAPRED to encourage subnational governments to develop sound community-based strategies and campaigns for crime and violence prevention. CVPP will provide ad hoc technical assistance to consultants to support this activity.

1.3.3: Continue to Support the Crime and Violence Prevention Agenda through the Professionalization of Journalists through Training and High-Profile Events. As the grant with *La Casa de los Derechos de los Periodistas* ended in August 2014, CVPP will complete a training for journalists to provide tools to write crime and violence prevention news, and to sensitize them to the role they can play to mitigate violence cycles through news reporting. CVPP will work with the well-known Mexican journalist Marco Lara Klahr to join, as co-sponsor, the *Universidad Iberoamericana's* Journalists Forum in November. In this event, CVPP will conduct a workshop to train journalists using the Journalists Guide drafted during Year III. Through this participation, CVPP will also promote a partnership with the *Universidad Iberoamericana* to promote further engagement in this area to sensitize and educate journalists on the issue of crime and violence prevention. CVPP will:

- Review and edit the Journalist Guide to draft news that promote peace and identify crime and violence prevention programs. Once completed, disseminate it through networks and training programs.
- Co-sponsor the *Universidad Iberoamericana* Journalist Forum event in November and conduct a workshop for journalists. Develop a Memorandum of Understanding (MOU) with the University to promote similar trainings in the future.
- Update and promote CVPP's online platform for journalists.

1.3.4: Continue Disseminating Success Stories and Best Practices for Key Stakeholders and Partners. Finally, CVPP will continue to position the topic of crime and violence prevention on the national and international agenda by organizing or contributing to high profile events and conferences, and other events co-sponsored with the GOM. CVPP will continue to publish and disseminate its success stories through the Program's website and its News Alerts System, USAID/Mexico's website and Facebook page, and other channels.

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

4.2.1 INTERMEDIATE RESULT 2, ACTIVITY 1: DEVELOP CRIME AND VIOLENCE PREVENTION MASTER PLANS IN TARGET COMMUNITIES

Background: Over the course of the Program, CVPP has implemented more than 272 prevention initiatives, community interventions and planning activities involving 95,260 participants in nine target communities, all addressing the Master Plans. During that process, CVPP worked with community organizations and leaders, NGOs, federal, state and local government agencies and other relevant civil society actors to build community resilience in the target *polígonos*. To ensure the sustainability of the Master Plans, CVPP has created or strengthened the capacity of 37 community committees, in most of the target *polígonos*. During Year III, CVPP worked together with its grantees *Gente a Favor de Gente* in Ciudad Juarez, *Voluntarios en Equipo Trabajando por la Superación con Amor* (VETSA) in Monterrey, and *Fundación Internacional Comunitaria* (FIC) in Tijuana, promoting specific approaches to motivate the participation of residents of the nine *polígonos* to undertake community interventions to mitigate the risk factors. In all interactions, CVPP and its partners promoted activities to encourage the participation of youth within the communities, a step towards empowering this at-risk population to generate opportunities away from violence and crime. During Year III, CVPP engaged with local governments to promote integrated interventions through the MCVPC in Tijuana, and direct contacts in Ciudad Juarez, Monterrey and Guadalupe. CVPP also provide technical assistance and training to 11 grantees to improve their capacity to continue providing services in the *polígonos* in close partnership with the public and private sector.

Also during Year III, CVPP identified windows of opportunities to disseminate its Master Plan's methodology as a participatory diagnostic tool for crime and violence prevention programs. CVPP completed the development of a Guide to promote the replication of its methodology, and will work with the GOM and other partners using it as a training tool for public officers tasked with the design of PRONAPRED projects.

CVPP found significant political challenges to facilitate the use of community centers to promote crime and violence prevention programs in the *polígonos* during Year III that prompted a change in the Program's approach in this area.

CVPP made significant progress in the adaptation of the Gang Reduction and Youth Development (GRYD) family intervention model through a grant with the *Universidad Autónoma de Nuevo León* (UANL) in close coordination with the City of Los Angeles, the University of Southern California (USC) and USAID Washington and Mexico.

Approach: As CVPP approaches the close-out of its phase 1 contract in March, it will focus its effort to consolidate gains in terms of relationships, lessons learned and knowledge generated during the previous years of implementation. As such, CVPP will complete the close-out of grants and most program interventions in the *polígonos*, document progress made through the application of the OCA tool to 10 program grantees to identify progress, and document best practices and promote their dissemination through the project's knowledge documents.

In addition, CVPP will complete phase 1 of the GRYD family intervention approach in Monterrey and build the foundations for a replication approach that will make the model sustainable in Mexico. This activity is now considered as a youth development-secondary prevention model under activity 2.6, and will be documented in that activity.

CVPP will carry out the following activities during Year IV:

2.1.1: Disseminate and Replicate the Master Plan Methodology. CVPP's master plan methodology was developed based on the Program's experience during the development of the community crime and violence

prevention master plans completed for the nine target *polígonos*. It is a unique tool used to guide processes to undertake grounded evidence-based participatory diagnostics for crime and violence prevention programs. As such, CVPP will use the guide as a training and operational tool to promote the capacity of subnational governments and other relevant stakeholders who are generating crime and violence prevention interventions at the community level. CVPP will:

- Use the guide to design a training program with the Technical Planning office of the Undersecretary of Prevention to promote sound community-based assessments for crime and violence prevention programs in six regions in México. Similarly, CVPP will promote the use of Guide through partnerships with the Competitiveness and Security Trust Fund (FICOSEC) in Ciudad Juarez, and CEMEX and the Axtel Foundation in Monterrey, among other partners, to train relevant stakeholders and improve the quality of crime and violence prevention projects.
- Disseminate the Guide through events and the GOM. The Master Plan Guide will be one of the 30 documents that the Program will promote through the GOM's knowledge management platform and as part of the capacity building efforts of the Program.

2.1.2: Complete the Capacity Building Process of Local Organizations to Implement and Provide Oversight to the Master Plans. CVPP will implement this activity through three distinct but interrelated activities.

- Strengthen community-based groups to implement and sustain successful interventions. CVPP will complete FIC's grant in Tijuana and document lessons learned from the application of its community committees strengthening methodology applied in the three cities. CVPP has promoted the strengthening of community-based organizations as a strategy to generate community resilience during Years II and III. Through these interventions CVPP improved the capacity of community organizations to operate, identify, develop and evaluate projects, mobilize the community, participate in crime and violence prevention programs, and provide oversight for Master Plan implementation. With these interventions completed, CVPP will document a conceptual framework to support this strategy and systematize its experience in the nine target *polígonos* to generate a practical methodology that could be replicated in other communities in Mexico. CVPP will:
 - Complete the implementation of the FIC's grant in three communities in Tijuana, and facilitate follow-up activities with the municipal and state governments in Ciudad Juarez and Monterrey to promote sustainability.
 - Complete the Community Resilience Model and the systematization of the community committees strengthening methodology.
 - Disseminate the model and methodology through events and knowledge management platforms.
- Complete capacity building to local NGOs who are part of the CVPP grants program. CVPP will complete the technical assistance provided to grantees through the grant with Fortalessa. During November-December, Fortalessa will apply the OCA tool again to assess progress and document lessons learned to promote the replication of this tool during the second phase of CVPP during 2015.
- Close programs interventions in the *polígonos* that relate to the implementation of the Master Plans. During Year IV CVPP will close all grants and activities (see Activities 2.2, 2.4, 2.5, 2.6, and 2.7) and will conduct its final survey to document lessons learned and progress made during the duration of the program.

4.2.2 INTERMEDIATE RESULT 2, ACTIVITY 2: SUPPORT URBAN AND SOCIAL PLANNING STRATEGIES TO STRENGTHEN CRIME AND VIOLENCE PREVENTION

Background: CVPP seeks to improve the capacity of local governments to design and implement crime and violence prevention policies at the community level. During Year III, CVPP succeeded in sustaining the operation of the Tijuana Municipal Violence Prevention Committee, establishing a similar committee in Guadalupe, and facilitating technical assistance to strengthen the operation of the Municipal Committee in Ciudad Juarez. CVPP also made progress in the development of capacity to promote the CPTED methodology through training and technical assistance in Tijuana, Guadalupe and Monterrey and will complete the design of projects following the CPTED methodology in all target *poligonos* in Tijuana, Monterrey and Guadalupe. The program initiated efforts to broaden the replication of both MCVP and CPTED, providing training and technical assistance to the state of Chihuahua with that assistance in turn disseminated to most municipalities in the state of Chihuahua. This is a pilot approach to scale-up CVPP's interventions working in close partnership with federal and state governments.

During Year III, CVPP addressed important challenges in the relationship with the municipality of Ciudad Juarez, in the first months of the new administration in 2014. Due to communication problems with the Mayor's office, CVPP experienced significant delays in the implementation of activities. With a change of staff, CVPP regained access to the mayor and key municipal officers and continued with some of the activities programmed for Ciudad Juarez. Unfortunately, since the delays occurred during the last year of the first phase of CVPP, the Program had to prioritize activities that have a better chance of generating an impact during the remaining duration of the Program. In Monterrey, although CVPP had always maintained good relationships with key personnel in the municipality, it encountered several delays in the implementation of activities and achievement of results. In response, CVPP increased its support to the municipality of Guadalupe where it found strong political will to advance on a clear crime and violence prevention agenda in different areas.

Through this activity, CVPP also generated seven draft documents that will be part of the knowledge legacy of CVPP to promote capacity building of local governments within CVPP's Municipal Integrated Management Model for Crime and Violence prevention. Through staff and consultants, CVPP made progress on the following documents: the State-Society Relations model; guides on Municipal Crime and Violence Committees, CPTED, Participatory Budgeting, Municipal Crime and Violence Prevention Plans, and Municipal Competencies for Crime and Violence Prevention; and, a case-study to showcase the experience of the Tijuana Municipal Violence Prevention Committee. During Year IV, CVPP will complete these publications and promote their dissemination through the rest of the period and during phase two of CVPP in 2015.

The program also engaged with the Undersecretary of Prevention to create a technical working group to develop national guidelines to strengthen or create crime and violence observatories and set the foundation for a fruitful partnership with the GOM, and several organizations that are currently implementing similar observatories in Mexico. Based on this foundation, CVPP will support in Year IV the technical working group to complete the guideline document, disseminate it, and based on it, develop policy to generate intergovernmental incentives to improve the use of federal government funds to establish technically feasible and viable violence observatories. At the municipal level, CVPP found strong support to establish a violence observatory in Guadalupe, Nuevo León, but a less clear commitment from the mayor of Tijuana to continue with previous plans in this area.

Approach: Building on the solid foundation established through Year III, CVPP will consolidate successful interventions at the municipal level in the different areas described above, promote the replication of these at the state level to gain access to a larger number of municipalities, and facilitate the development of policy to institutionalize early gains to ensure sustainability. CVPP will also complete the development of knowledge documents to build a library of conceptual models and operational tools that will be useful for practitioners and policy makers to create the institutional capacity of local governments to operate successful crime and

violence prevention programs with federal and other sources of funding. The Program will also develop or strengthen partnerships with state governments and the Undersecretary of Prevention to generate training capacity at the state level.

During Year III, CVPP plans to do the following.

2.2.1: Consolidate MCVPCs in Tijuana, Guadalupe, and Ciudad Juarez. CVPP will consolidate the operation of the MCVPC of Tijuana, as well as the recently created MVPC of Guadalupe and Ciudad Juarez.

- In Tijuana, CVPP will facilitate the institutionalization of the MCVPC, created in April 2013, through the development of specific regulations, support to make technical sub-committees operational and assistance to design and implement specific crime and violence prevention projects through the MCVPC. Through the MCVPC, CVPP will also facilitate a process to complete a Municipal Crime and Violence Prevention Plan that will guide future municipal investments and efforts in this area. To elevate the public profile of the MCVPC and disseminate key accomplishment during the last year and a half of operation of this multi-sectorial coordination mechanism, CVPP will co-sponsor with the municipality of Tijuana a Forum of Best Practices in the area of crime and violence prevention in November 2014.
- In Guadalupe, CVPP will provide technical assistance to build the institutional foundations of the recently created MCVPC, its operation through technical sub-committees, and the development of municipal violence prevention plans. CVPP will also support the municipality to integrate its community policing approach through the MCVPC and the design of a violence observatory that operates closely with the MCVPC.
- In Ciudad Juarez, the Program will facilitate technical assistance to make the recently created Violence Prevention Committee operational, through meetings and the organization of technical working teams. Due to the importance of the Mesa de Seguridad in Ciudad Juarez, CVPP will also promote close coordination between the MVPC and the citizen coordination mechanism.

2.2.2: Improve the Capacity of GOM to Plan and Implement Evidence-Based Crime and Violence Prevention Policies and Programs.

At the national level, CVPP will:

- Support the technical working group that the Undersecretary of Prevention is spearheading to complete the development of a guideline document that will serve as the basis for national policy in this area.
- Provide technical assistance to the GOM to implement the guidelines through public policy.

At the municipal level, CVPP will:

- In Guadalupe, organize a workshop to promote a participatory design of the observatory working closely with key local stakeholders, conduct a quick assessment to identify specific needs that will inform the design of the observatory, and complete the design of the observatory which will be formalized through a MOU with the municipality.
- In Tijuana, contingent to the confirmation of the municipal government political will, CVPP will conduct a similar sensitization workshop to promote a participatory design of the observatory.
- In Ciudad Juarez, the Program will work through the MVPC to promote the use of data and information generated in the *Observatorio de Seguridad y Convivencia Ciudadana*.

2.2.3: Complete the Development of the CPTED Model through Community-Focused Projects and Prepare Subnational Governments to Transfer Capacity. Building on the community-based interventions in Tijuana, Ciudad Juarez and Monterrey-Guadalupe, CVPP will:

- Use the CPTED guide, completed during Year III, to train key local governments units in Tijuana and Guadalupe, and to provide capacity building efforts to other municipalities in partnership with state governments.
- Facilitate technical assistance to the Tijuana MCVPC to develop projects to leverage PRONAPRED and SUBSEMUN funds using the CPTED methodology.
- In Ciudad Juarez, promote a partnership between Clean Energy and the municipality of Ciudad Juarez to improve public spaces in the target poligonos, using CVPP's CPTED projects.
- In Guadalupe, promote a partnership between Cementos Mexicanos (CEMEX) and the municipality to implement the project designed through CPTED.
- Disseminate the CPTED methodology and lessons learned through conferences and public events.

2.2.4: Improve the Institutional Capacity of Municipalities to Plan and Operate Crime and Violence Prevention Programs. CVPP will:

- Provide technical assistance to the state government of Chihuahua to continue promoting the replication of CVPP's models and interventions such as CPTED, MVPC, communication strategy, and master plan development among others. CVPP will also seek similar partnerships with the state government of Baja California and Nuevo Leon. Together with the Undersecretary of Prevention, CVPP will also expand this capacity to other states, such as Coahuila, that have expressed interest in replicating CVPP's models.
- Pilot the Competency Index in at least two municipalities. Once piloted, CVPP will adjust the tool and promote its implementation during phase two of CVPP in 2015.

4.2.3 INTERMEDIATE RESULT 2, ACTIVITY 3: STRENGTHEN THE CAPACITY OF LOCAL GOVERNMENTS TO CONDUCT PARTICIPATORY BUDGETING TO INCREASE PUBLIC AND PRIVATE INVESTMENTS IN VIOLENCE PREVENTION

Background: During year III, CVPP promoted participatory budgeting interventions in all target cities with little success. The Program found little political will to apply participatory budgeting methodologies despite several attempts to promote the benefits of this approach. CVPP tried to apply principles of participatory budgeting linked to the design, and budget allocations, for CPTED projects developed with the community in Nuevo Almaguer. The project also provided sensitization trainings for public officials in the municipalities of Monterrey and Guadalupe to promote this inclusive governance methodology. CVPP worked in partnership with the International Republican Institute (IRI) to develop a Guide to promote participatory budgeting interventions and together with them, advocated for the use of this approach in Monterrey and Guadalupe.

Approach: Given the resistance encountered in this area, CVPP will not continue pursuing the application of the methodology during Year III. Instead, the program will focus on the completion of the participatory budgeting guide and will continue offering it as a capacity building tool in future training and knowledge sharing efforts.

4.2.4 INTERMEDIATE RESULT 2, ACTIVITY 4: PROMOTE COMMUNITY POLICING TO IMPROVE THE RELATIONSHIPS BETWEEN THE MUNICIPAL POLICE AND THE COMMUNITIES

Background: Based on the foundations developed during the Program's first two years, CVPP engaged with Tijuana, Monterrey and Ciudad Juarez to confirm previous commitments to promote the community policing model. However, the program's success during Year III was mixed for different reasons. In Tijuana, where the Program had identified a strong political will to continue with previous efforts in the area of community

policing, CVPP was instructed by USAID to stop providing direct technical support to the municipal police. CVPP continued working only with communities who eventually encouraged the municipal police to continue the application of CVPP's community-police security agendas, but could not advance the practice to the institutional level.

In Ciudad Juarez, due to communication and transparency issues identified in the relationship with the main counterpart of the municipality, CVPP could not advance the implementation of the action plan developed with the previous administration in 2013. In Monterrey, the change of Secretary of Security in the municipality early in 2014 interrupted the progress that had been made during the previous year working with the municipal police to promote community policing principles at the institutional level.

CVPP, however, found in the municipality of Guadalupe a great partner to promote its community policing model. Working closely with the mayor and key staff, CVPP supported the mayor's vision to transform the municipal police following community policing principles that are consistent with the program's model. CVPP advanced the development of operational protocols to decentralize the operation of the police at the quadrant level, focused on the design of integrated interventions in quadrant 2 of the municipal police to pilot specific interventions with the community of Nuevo Almaguer, and provided focused training to quadrant level police officers on community policing protocols. To consolidate the mayor's vision in this area, CVPP facilitated, through its partner ICMA, a study tour to Charlotte, North Carolina with the participation of the mayor, his Secretary of Security and other key staff, to provide them with new ideas that helped them instrument additional institutional adjustments to the model they are implementing.

Later in Year III, the GOM invited CVPP to participate as a member of the technical working group to develop a national model on community policing that will guide future interventions in Mexico.

Approach: Based on the progress achieved to-date and the challenges and lessons learned during Year III, the main emphasis during Year IV will be to support the community policing model in Guadalupe and assist the GOM in the development of national guidelines to promote a community policing model at the national level through the replication of CVPP's methodology. To a lesser degree, CVPP will continue supporting community security agendas in Tijuana working through its grantee FIC and community based organizations.

Through USAID, CVPP will closely coordinate with other U.S. agencies, such as the Bureau for International Narcotics and Law Enforcement Affairs (INL) to identify synergies and areas of collaboration.

During Year IV, CVPP will:

2.4.1: Support the Institutionalization of the Community Policing Model. In Guadalupe with the *Guardia de Proximidad* model, CVPP will promote the following activities:

- Complete community security agendas with community committees and municipal officers assigned to Region 2 (quadrant 2) that covers Nuevo Almaguer.
- Provide technical assistance to the municipal police and the office of the Mayor to develop a protocol to strengthen the decentralization of police operations with emphasis on Region 2. This activity will include the redefinition of the Regions jurisdiction through support from the municipal police of Charlotte, North Carolina and a third visit from police officers from that department to continue exchange best practices on the decentralization of operations and community intervention programs.
- Conduct a second round of training to mid-level officers of the Guardia de Proximidad on community policing and problem solving oriented police.
- Train municipal police officer on mediation and promote the coordination of the mobile mediation model implemented through VETSA with police officers of the Guardia de Proximidad in Region 2.
- Document the experience to promote its replication at the national level

In Tijuana:

- Complete development of community security agendas directly with community committees.

2.4.2: Promote the Replication of CVPP's Model at the National Level Working with the GOM's Technical Working Group. CVPP will work closely with the Undersecretary of Prevention and the National Council of Security to develop national standards for the promotion of community policing integrated interventions at the subnational level. CVPP will:

- Participate in the technical working group through targeted technical assistance to promote the replication of CVPP's community policing model. CVPP will work with its technical experts to help the technical group to develop the document that will summarize recommendations for a national model that follows CVPP's community policing model.
- Promote the Guadalupe's *Guardia de Proximidad* model as a good practice for replication through the technical working group. CVPP will support the municipality of Guadalupe to present its experience and establish a continued information exchange relationship with the technical working group.
- Conduct training for the National Security Council on community policing and problem solving.
- Support the organization of specific workshops to exchange national and international best practices among practitioners.

4.2.5 INTERMEDIATE RESULT 2, ACTIVITY 5: SUPPORT LOCAL ORGANIZATIONS TO IMPLEMENT COMMUNITY HEALING/VICTIM'S PROGRAMS

Background: During Year III CVPP implemented five grants that promoted community healing, gender violence and domestic violence prevention and victims assistance's projects in all nine target poligonos through the following small grants programs: *Vida con Calidad* (VICALLI) and *Centro de Investigación Familiar AC* (CIFAC) in Monterrey, *Salud y Bienestar Comunitario* (SABIC) and *Crecimiento Humano y Educación para la Paz* (CHEPAZ) in Ciudad Juarez, and *Gente Diversa* in Tijuana. All but CIFAC's grants were closed by the end of September 2014.

CVPP also documented several of these interventions, and during year IV will prepare documentation for projects implemented by the following organizations: CIFAC, Genter Diversa, VICALLI, and CHEPAZ.

During the past year, CVPP also made progress in the development of a comprehensive community healing model that will be finalized and disseminated through the second phase of CVPP.

Approach: During year IV, CVPP will mostly focus on the documentation of selected interventions and dissemination of the comprehensive model for community healing. CVPP's community healing approach addresses crime and violence prevention by offering physical, psychological, social and legal assistance to victims of violence that enable them to move on with their lives. Most of CVPP's interventions in this area are secondary and tertiary prevention related activities. During Year IV CVPP will:

2.5.1: Complete and document the implementation of Community Healing Models. Through CIFAC, CVPP will complete the implementation of a gender violence prevention project and will document its results in December. Through this grant, CVPP is working with victims of domestic violence in Nuevo Almaguer, through a model developed by the University of Michigan adapted to the Mexican context. CIFAC is identifying and working with women who are victims of violence to develop self-identification and self-protection abilities as well as to restructure their support networks and emotional linkages with their communities. Based on the success of this grant, CVPP will promote this model through knowledge documents, events and conferences. Similarly, CVPP will complete the implementation of the Gente Diversa's grant at the end of October in Tijuana.

CVPP will complete the documentation of the projects mentioned above, which are considered replicable. CVPP addressed the issue of domestic violence directly through four grants – Chepaz, Gente Diversa, CIFAC and Vicalli- and indirectly through related grants documented in Activity 2.6 with the following organizations: Cresser, SUPERA (New Masculinity), and interventions in the area of community policing in Guadalupe.

2.5.2: Networks to Promote Community Healing in the Public Agenda Strengthened. The project will disseminate CVPP’s Community Healing Comprehensive model to strengthen the community healing agenda in Ciudad Juarez. And, CVPP will organize a forum in January in Ciudad Juarez titled “A Community Healing Model - Integrated and Coordinated Attention to Individuals and Communities that are Victims of Violence.” The forum will promote concepts and interventions in community healing. As most interventions in this area address the problem with partial treatments, CVPP will add to the technical agenda the importance of approaching the problem of violence from a more comprehensive perspective. That perspective includes psychological trauma, psychosocial attention, conflict resolution, and peace construction with cross cutting elements such as gender equity, human security, and resilience. The forum will include general conferences, and several specific panels that will address domestic violence, grief in children and child sexual abuse. CVPP will also address best practices to prevent domestic violence.

4.2.6 INTERMEDIATE RESULT 2, ACTIVITY 6: SUPPORT MECHANISMS TO DISRUPT THE PATH FOR YOUTH TO CRIMINALITY (BASED ON BEST PRACTICES FROM THE LATIN AMERICAN REGION AND THE U.S.)

Background: By end of Year III, six CVPP-supported youth development practices were completed, four were still under implementation, and more than 8,000 youth were beneficiaries of the program. CVPP implemented projects in the following areas: school and job reinsertion, school desertion prevention and reinsertion to the school system, peaceful culture through joyful activities, prevention through culture, arts and new technology activities, mediation and conflict resolution, new masculinity, and family relations. CVPP also completed the design of a social reintegration and youth demobilization project that we propose to implement during phase 2 of CVPP in 2015 as part of the new focus on tertiary prevention. The youth police project in Tijuana was interrupted since CVPP could not continue working with the municipal police of Tijuana per USAID’s instructions (see Activity 2.4).

Also during Year II, CVPP provided direct technical assistance to *Jóvenes Constructores de la Comunidad* (JCC) to increase its capacity to sustain and replicate its models nationwide. Working through its partner YBI, CVPP provided technical assistance to JCC to improve the skills of their staff on management and community participation, develop an operational manual, and prepare a sustainability plan.

Previously reported under Activity 2.1, CVPP initiated the implementation of the Los Angeles GRYD Family Relations project, a secondary prevention program targeting at-risk youth and their families to prevent gang related crime. CVPP executed a grant with the UANL to adjust the Youth Service Eligibility Tool (YSET) tool to the Mexico context and successfully rolled out intervention efforts (treatment) to 57 youth and their families in Nuevo Almaguer, La Alianza and Independencia in the metropolitan area of Monterrey.

Late in Year III, CVPP participated as part of a technical working group under the leadership of the Undersecretary of Prevention, to promote best practices on tertiary prevention focused on Adolescents in Conflict with the Law and will continue supporting the technical group with technical assistance and dissemination events to guide the design, implementation and evaluation of federal funded programs in this area through PRONAPRED.

Finally, CVPP engaged with the Youth network VIRAL and the Undersecretary of Prevention to facilitate technical and financial resources to strengthen the operation of the network.

The following table summarizes CVPP’s grants in this area:

TABLE 4.1: CVPP AT-RISK YOUTH MODELS

MODEL	ORGANIZATION/CITY	SCOPE	STATUS YEAR III
1. School and jobs reinsertion through public space recovery	JCC (Phase II) – Tijuana (Granjas Familiares), Monterrey (Independencia), and Ciudad Juárez (Felipe Angeles)	Learning construction skills through the recovery of public spaces; life skills training.	Completed
2. School desertion prevention and reinsertion to the school system	Centro de Asesoría y Promoción Juvenil (CASA) - Ciudad Juárez (Francisco I. Madero)	Prevention of school desertion and gang prevention	Completed (documentation in process).
3. Peaceful culture through joyful activities	CreeSer – La Alianza, Monterrey	Education on human rights, peaceful culture and no violence	Completed
4. Prevention through culture, arts and new technology activities	Do, Re, Mi - Orquesta Sinfónica- Granjas Familiares, Tijuana	Artist talent development (music and theater) and culture activities promotion	Completed. Documentation in process.
	Tijuana Innovadora - Camino Verde, Tijuana		Completed
	Telón de Arena - Riberas del Bravo, Cd. Juárez		Completed. Documentation in process.
5. Youth and Police relationship building	Work with the Secretary of Security of the Municipality of Tijuana - Camino Verde, Granjas Familiares and Mariano Matamoros, Tijuana	Promotion of citizenry values, prevention through sport and playful activities, building community based policing models	Implementation suspended.
6. Mediation and conflict resolution	VETSA	Promote culture of mediation and pacific resolution of conflicts among youth	Implementation
7. New Masculinity	SABIC/CHEPAZ in CJ SUPERA in MTRY	Violence prevention through the development of new set of cultural values towards masculinity-focused on Youth	Two grants under Implementation
8. Social reintegration and youth demobilization	TBD	Assistance to youth that have committed crime or are part of organized crime	Design only
9. Family Relations (LA GRYP Model)	UANL	Diagnostic of risk factors to join gangs or illegal groups (YSET) and treatment applied to youth and families using the family relation model	Implementation

Approach: The goal for this activity in Year IV is to complete the implementation of four grants while documenting CVPP’s youth development model for crime and violence prevention as well as the following five interventions to promote its replication: JCC model, CASA’s school desertion prevention model, Telon de Arena, theater/art to prevent crime and violence, and the Baja California Orchestra’s music and crime prevention program. In addition, CVPP will complete phase 1 of the GRYP Family Relations model with the adjustment of the YSET tool and systematization of all tools required to implement the intervention to families in the communities. In the area of tertiary prevention, CVPP will continue working with the technical

working group at the federal level to promote guidelines to design, implement and evaluate effective youth in conflict with the law programs with federal government funding and set the foundations for CVPP's intervention in this area during phase 2 in 2015.

In preparation for Phase 2 of CVPP, the Program will also initiate the design of grant programs that will be implemented during year 2015.

During Year IV, CVPP plans the following activities.

2.6.1: Complete the Implementation of Four At-Risk Youth Grants in the Target *Poligonos*. The table above summarizes the scope of the projects that CVPP will complete between November 2014 and January 2015.

2.6.2: Complete the Documentation of the Children and Youth Violence Prevention Model and Four Systematizations. By November 2014, CVPP will publish its Children and Youth Violence Prevention model which will provide a general approach that will combine concepts, practices and recommendations for policy makers and practitioners. The model will promote children and youth prevention policies and interventions based on trends, best practices from CVPP and other programs and scientific findings in this area. To support the model, CVPP will also publish before the end of Year IV systematization documents on the models implemented by the following organizations: Jóvenes Constructores, Baja California Orchestra, Telon de Arena and CASA.

2.6.3: Continue Supporting the Strengthening and Expansion of the VIRAL Network. CVPP will implement the following activities:

- Contract with a local organization to provide technical support for the operation of VIRAL's online platform and the dissemination of its content through February 2015.
- Provide technical assistance to members of the network to develop a management structure.
- Facilitate two general assembly meetings to agree on the structure of the network and action plan to consolidate VIRAL.
- Conduct a three-day workshop to train VIRAL members on crime and violence prevention concepts and development of projects for PRONAPRED.
- Organize and implement VIRAL's bi-national summit in Ciudad Juarez in December.

2.6.4: Support the Technical Working Group on Youth in Conflict with the Law to Promote Effective Programs through Federal Funding. Following previous engagements, CVPP will support the Undersecretary of Prevention to promote best practices in this area and to develop guidelines to design effective programs. CVPP will continue exploring the best ways to support this initiative in close consultation with the Undersecretary. CVPP will propose the following illustrative activities to the Undersecretary:

- Develop a best practices document that includes a conceptual framework and specific recommendations to design effective programs in the area of Youth in Conflict with the Law.
- Organize a follow-on workshop to discuss recommendations.

In addition, CVPP will design a grant program for implementation during phase 2 of CVPP in 2015, following the recommendations elaborated under the technical working group.

2.6.5: Complete Phase 1 of the Family Relationship At-Risk Youth Model. CVPP will continue working with the UANL, USC, the City of Los Angeles and USAID/Washington to adjust the YSET tool to the Mexico context and document the implementation of intervention cases through community counselors in the three target cities assisting 57 at-risk youth and their families. Specifically, CVPP will:

- Conduct a new survey to youth under 13 years old to adjust risk factors associated to that cohort of youth in the YSET tool. Based on the results to the survey, adjust eligibility criteria.
- Complete life plans and interventions to 57 identified at-risk youth and their families. Support UANL with technical assistance from the City of Angeles to ensure that the intervention protocols follow the original GRYD model.
- Conduct the second application of YSET and evaluate results.
- Conduct celebration meeting with beneficiaries and families.
- Document the experience and develop operational manuals to guide the operation and facilitate replication.
- Design phase 2 that will be implemented through CVPP in 2015.
- Participate in knowledge sharing event with other USAID funded projects in Central America that will take place in Guatemala on November 5, 2014.

2.6.6: Design New Grants for Phase 2 of CVPP. To expedite the transition from CVPP's current contract into a phase two contract CVPP will complete the design of Request for Applications for a small grants program that will be implemented in 2015. CVPP will work with staff and consultants to make sure that all follow-up grants are designed by December 2014 to transition to the new contract once it is executed to initiate the grant making process.

4.2.7 INTERMEDIATE RESULT 2, ACTIVITY 7: BUILD SUSTAINABLE LOCAL CAPACITY THROUGH GRANTS AND PUBLIC-PRIVATE PARTNERSHIPS

Background: During Years III, CVPP built relationships with several private sector organizations to plan interventions in the nine target poligonos, to replicate CVPP's models and to promote the dissemination of CVPP's knowledge legacy at the national level. At the end of Year III, CVPP had consolidated its partnership with CEMEX through specific interventions in CVPP's poligonos in Monterrey and Tijuana, initiated conversations with Axtel Foundation, Carlos Slim Foundation, and the FICOSEC to replicate CVPP models beyond its target poligonos. CVPP also executed smaller partnerships with other private sector organizations directed to specific community interventions in Tijuana and Monterrey.

CVPP also learned that when the private sector is interested in the area of prevention, it tends to focus on specific locations where their main business operations take place. As CVPP's scope limited its intervention to target *poligonos*, the program had limited success promoting extensive partnerships with private sector organizations despite the potential technical and common interest synergies that were identified. Despite several attempts to establish a second tier organization to channel private sector funding to promote crime and violence prevention projects in the poligonos, CVPP did not find support from private sector organizations. Some of them had already established collective funding mechanisms that were tied to specific agendas that differed from crime and violence prevention; others were not ready to engage in this innovative approach. In Ciudad Juarez, however, CVPP engaged with FICOSEC, a trust fund established with funding from the private sector through a special tax that works well as a second tier organization the funds prevention programs in the communities of Ciudad Juarez.

In Tijuana, CVPP initiated the design of an innovative intervention in Granjas Familiares to promote economic development to empower at-risk youth and their families attracting public and private investment to the *poligono*. CVPP completed an initial consultation process with key stakeholders from the community, municipal government, NGOs, universities and private sector organizations, receiving positive feedback.

Approach: CVPP's key goal for Year IV is to formalize partnerships with FICOSEC, Carlos Slim Foundation, and Axtel Foundation, as well as consolidate its partnership with CEMEX through broader

cooperation that goes beyond the initial target *polígonos*. CVPP will also complete a feasibility study to confirm whether the economic development project in Granjas Familiares is viable, and will complete the design of the project to empower the community of Granjas Familiares to spearhead the project during 2015. Through these efforts, CVPP will be well positioned to transition into its second phase in 2015 building from results achieved through March 2015.

2.7.1: Consolidate Partnership with CEMEX. CVPP has worked with CEMEX on activities implemented in Monterrey and Tijuana through the *Yo Construyo* and *Centros Productivos de Autoempleo* programs. The project has now initiated conversations with CEMEX to partner in other areas that include the transference of the CPTED methodology for construction projects, consolidation of CEMEX presence in community centers using CVPP's community committees' methodology, and the replication of selected CVPP's models in several other *polígonos*. At the request of CEMEX, CVPP will also train in January more than 40 professionals from the company on crime and violence prevention. Through this training, CVPP will transfer selected models to CEMEX that will be replicated through community centers in several states of the country. CVPP will renew its MOU with CEMEX during this period and pave the way for its implementation through CVPP phase 2.

2.7.2: Formalize a Partnership with Axtel Foundation, Slim Foundation, and FICOSEC. During year III, CVPP initiated conversations with these three organizations to establish specific partnerships that will go through the second phase of CVPP in 2015.

- With Axtel Foundation, CVPP is exploring the replication of the GRYD Family Relations model in other communities of Monterrey, discussing co-sponsorship of other CVPP2 models through grants in 2015, and serving as an intermediary platform to provide training to Axtel's network of CSOs (grantees) to improve their institutional capacity. CVPP will continue conversations with the Axtel Foundation and formalize a partnership before the end of December 2014. The implementation will take place through the proposed second phase of CVPP.
- With the Slim Foundation, CVPP will work as co-sponsor of the International Conference on Crime and Violence Prevention: Coordinating Efforts to Build Citizen Security conference that will take place November 27-28, will promote a partnership with SEGOB and the Foundation to provide content to an online training platform that the foundation is developing, and is exploring other ideas to implement during 2015.
- With FICOSEC, CVPP is already engaged in discussions to promote the replication of the GRYD's Family Relations model currently under implementation in Monterrey, as well as joint intervention through a tertiary prevention grant program in Ciudad Juarez under the second phase of CVPP. FICOSEC is also considering co-sponsoring CVPP's Community Healing Forum in Ciudad Juarez.

2.7.3: Complete Capacity Building Process to Grantees. CVPP will support a capacity building process for grantees to leverage resources to continue the implementation of crime and violence prevention models in the target *polígonos* and beyond. As part of Activity 2.1, CVPP is working with Fortalessa to build the capacity of up to 11 grantees. By the end of the grant with Fortalessa in January 2015, at least 10 grantees will have improved their capacity to leverage private and public sector funding to promote the replication of crime and violence prevention models.

4.3 CLOSE OUT ACTIVITIES

Planning and preparations for project closeout by February 2015 are underway with the recognition that those plans will have to be adapted to account for a requested contract extension into March, 2015 and a new "CVPP2" contract that could potentially be awarded prior to completion of the current contract.

Even if there is award of a new contract and an extension, some contractual actions will be required in order to close the current project. Close-out tasks will at a minimum include:

- Preparation of a property disposition/transfer plan;
- Planning for completion and submission of all final reports, and deliverables and confirmation of completion of technical activities;
- Preparing for staff transitions and separations based on contractual and legal requirements;
- Administrative closure including preparation for storage of files;
- Completion of financial and accounting requirements; and
- Closure and completion of all contracts and grants.

If there were to be no award of a follow-on contract, then Tetra Tech would conduct a complete project close-out including closure of project offices and demobilization of expatriate staff. Tetra Tech will mobilize support from the home office in November to lead the close-out tasks, focusing on those that will be required regardless of award of a new contract.

Tetra Tech will prepare and submit in November for USAID's approval a closeout and demobilization plan that will describe the actions we will take to complete and close the project. Included in the plan will be a detailed checklist of all the actions that will be taken, the personnel implementing the tasks, and the due dates in order to achieve project closeout on time.

5.0 CVPP YEAR IV IMPLEMENTATION TIMELINE

CVPP YEAR IV: OCTOBER 2014 – MARCH 2015						
	O	N	D	J	F	M
IR I: Strengthen Federal Civic Planning Capacity to Prevent and Reduce Crime						
IR I Activity 1: Support the GOM to Improve Monitoring and Evaluation and Knowledge Sharing to Inform National Violence Prevention and Reduction Policies and Better Planning						
1.1.1: Knowledge Management Platform Developed and Operational						
Based on contents for the platform delivered to SEGOB during Year III, oversee that it is included in the GOM's site: www.nosmuevelapaz.gob.mx , in a specific section called "Knowledge Platform"						
Execute sub-contract to develop the mobile application (APP) to complement information in the Knowledge Management Platform in the GOM's web site and complete APP						
Promote the dissemination of the knowledge platform to encourage its use through direct contact with program beneficiaries and partners, public events and the program's web page.						
Support SEGOB in the development of an interactive blog to promote continued communication among training beneficiaries that have participated in CVPP-SEGOB's programs (see activity 1.2.1.1).						
1.1.2: Complete and Publish Best Practices for Replication						
Complete documentation of selected practices during for evaluation of the Evaluation Committee						
Evaluation Committee decides on the three practices selected for publication						
Publish and disseminate with the GOM in selected events						
1.1.3: Complete and Disseminate CVPP's Models, Practices, and Methodologies						
Complete production of first group of knowledge documents in close coordination with the grantees and the GOM						
Initiate dissemination of published documents and of CVPP's knowledge management production plan together with the GOM						
Complete production of rest of documents in close coordination with the grantees and the GOM						
Continue with dissemination of second group of documents in close coordination with the GOM						
Adapt the content of the Social Prevention of Crime and Violence training program into an online-based training material to increase coverage.						
IR I Activity 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						
1.2.1: Support the GOM's Efforts to Implement the National Program on Crime and Violence Prevention (NSPCVP).						
Develop version 2.0 of the Social Prevention of Crime and Violence training						
Based on the training program completed, develop additional training material to focus on design, planning and evaluation of prevention programs (PRONAPRED) in close coordination with the GOM and local organization						
Conduct second round of training targeting PRONAPRED sub-national government officials in close coordination with the GOM and a local organization						
Complete online version of the Social Prevention of Crime and Violence training						
Disseminate training material to a national audience through printed material and pdf documents in CVPP's web page and the GOM Knowledge Platform						
Based on conversations with the GOM, support the development of an interactive blog to promote continued communication among training beneficiaries. The platform will function from the GOM's Knowledge Platform						
Explore partnership with SEGOB and the Carlos Slim Foundation to develop and online certification training on crime and violence prevention and support its development through technical content.						
1.2.2: Support the GOM in the Development of National Guidelines to Promote Policies for Crime and Violence Prevention under the NSPCVP						

CVPP YEAR IV: OCTOBER 2014 – MARCH 2015						
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Work closely with different units of the Undersecretary of Prevention of SEGOB, to develop national guidelines to promote policy in relevant areas (Observatories, Youth in Conflict with the Law, Community Policing model) through technical working groups						
Develop a concept paper on impact evaluation and indicators for crime and violence prevention programs and disseminate findings						
Co-sponsor SEGOB and Slim Foundation conference, present CVPP's model in panel and disseminate publications						
Co-sponsor Crime and Violence prevention conference in Monterrey led by Nuevo Leon's state government. Present CVPP's model and publications						
1.2.3: Complete the Delivery of the Policy Mapping Tool for the GOM						
Based on results of conversations with the GOM, complete design of the tool and transfer to the GOM (includes training, data capture etc.)						
Present the tool to GOM's authorities						
IR I Activity 3: Support GOM's Communication Plan that Includes Social Communication Efforts and a Violence Prevention Outreach Strategy						
1.3.1: Finalize the Implementation of <i>Vivamos la Calle</i>; Analyze and Document the Experience for Replication						
Finalize the implementation of the <i>Vivamos la Calle</i> campaign in CJ and MTRY						
Complete the evaluation of the <i>Vivamos la Calle</i> campaign in Juarez and Tijuana through a market research agency in order to complete the systematization of CVPP's communication strategy's model						
Finalize the systematization of the Communications Campaign implemented in CJ, MTRY and TJ						
Complete development of Guide on development of communication strategies and campaign in close coordination with the GOM, and disseminate among sub-national governments to promote the replication of CVPP's community based communication strategy						
1.3.2: Support the GOM Communication Strategy for Crime and Violence Prevention						
Develop training program on community-based communication strategies for crime and violence prevention through a subcontract with Anahuac University, and in close coordination with the GOM						
Conduct 3-day training sessions in three locations in Mexico in close coordination with the GOM						
Conduct a study tour for government professionals in Colombia to learn about best practices on community based prevention communication strategies						
Support the GOM to establish and strengthen communication committees in up to 7 states as a mechanism to create sub-national capacity to replicate CVPP's communication strategy model						
Support the GOM to establish national guidelines that will promote the replication of community based communication strategies through PRONAPRED						
1.3.3: Continue to Support the Crime and Violence Prevention Agenda through the Professionalization of Journalists through Training and High-Profile Events						
Complete and distribute Journalist manual for violence prevention						
Update and promote the Online Platform for journalists						
Provide training to journalists in a joint event with Universidad Iberoamericana						
1.3.4: Continue Disseminating Success Stories and Best Practices for Key Stakeholders and Partners						
Document and publicize CVPP results through the Program's website, USAID website/Facebook page, News Alert System, videos and publications						
Encourage project grantees and implementing partners to share their success stories with the public						
Ensure that all CVPP-sponsored publications/products communicate the role of USAID in crime and violence						

CVPP YEAR IV: OCTOBER 2014 – MARCH 2015						
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prevention in Mexico through branding, content approval, and integration of the USAID/Mexico messages						
IR 2: STRENGTHENED CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/REDUCTION INITIATIVES						
IR 2 Activity 1: Develop Crime and Violence Prevention Master Plans in Target Communities						
2.1.1: Complete, disseminate and replicate Master Plan Methodology						
Complete the Master Plan Guide						
In coordination with the GOM, use the guide as a training tool to promote and build the capacity of public officers at the sub-national level to develop community participatory diagnostics to design PRONAPRED's projects						
Disseminate the Guide in partnership with the GOM						
2.1.2: Complete the Capacity Building Process of Local Organizations to Implement and Provide Oversight to the Master Plans						
In Ciudad Juarez, provide follow-up support to community committees that CVPP supported during the previous years, through CJ local office.						
In Tijuana, complete support to community committees through grant with FIC, to consolidate and integrate community base organizations working in different technical areas of CVPP						
In Monterrey, complete agreements with state and local governments to continue support to community committees and finalize direct engagement through VETSA's mediation project, UANL YSET intervention in the three target polígonos and SUPERA's masculinity activities						
Finalize development of systematization of CVPP's methodology to promote community resilience mobilizing community committees						
Complete technical assistance to 11 CVPP's grantees to improve OCA indicators						
Apply final evaluation per grantee (using OCA)						
Document lessons learned for future application						
Complete implementation of CVPP's pending grants and other interventions through other activities under IR2						
IR 2 Activity 2: Support Urban and Social Planning Strategies to Strengthen Crime and Violence Prevention						
2.2.1: Consolidate MCVPCs in Tijuana, Guadalupe, and Ciudad Juarez						
Tijuana						
Provide technical assistance to strengthen the MVPC's technical working groups through action plans and join activities and to consolidate the MVPC						
Provide technical assistance to draft the Municipal Prevention Plan with the MCVPC						
Organize and implement a municipal forum of violence prevention to showcase MVPC's progress and develop the bases for the Municipal Prevention Plan						
Guadalupe						
Provide technical assistance to Guadalupe to operate and institutionalize the MVPC's meetings						
Support the MVPC to promote a municipal prevention program and approval in 2015						
Support the launching of the MVPC in Monterrey						
Complete CPTED projects through the MCVPCs targeting Nuevo Almaguer in Guadalupe and Alianza in Monterrey						
Conduct an exchange visit to Tijuana to know the Tijuana MCVPC						
Ciudad Juarez						

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Support the operation of CJ MVPC through technical						
Provide ad hoc training to the members of the MVPC on violence prevention and the operation of the committee						
Promote the development of a Municipal Crime and Violence Prevention Plan/Program						
2.2.2: Improve the Capacity of GOM to Plan and Implement Evidence-Based Crime and Violence Prevention Policies and Programs						
Ciudad Juarez						
Promote the use of the information generated by the <i>Observatorio de Seguridad y Convivencia Ciudadana</i> through the MVPC						
Guadalupe						
Conduct diagnostic to design of observatory in Guadalupe						
Organize a workshop to sensitize and define the scope, management structure and operation of the observatory with key stakeholders						
Complete design of the observatory						
National						
Complete national guidelines documents, share with key stakeholders and support its final publication in close coordination with the GOM						
Provide technical assistance to the GOM to implement the guidelines and make them public policy						
2.2.3: Complete the Development of the CPTED Model through Community-Focused Projects and Prepare Subnational Governments to Transfer Capacity						
National						
Disseminate the Guide on CPTED						
Tijuana						
Support the MVPC, municipal offices and community committees to leverage Federal and private sector funds to implement identified CPTED projects in the three target polígonos						
Provide training to municipal officers on CPTED						
Ciudad Juarez						
Promote the participation of Clean Energy to fund CVPP designed projects						
Monterrey and Guadalupe						
Finalize CPTED projects in La Alianza and Nuevo Almaguer						
Present the projects to the CMPVs and the municipality to seek funding						
Promote the participation of CEMEX in the implementation of at least one project.						
2.2.4: Improve the Institutional Capacity of Municipalities to Plan and Operate Crime and Violence Prevention Programs						
State level						
Provide technical assistance to the Chihuahua state prevention center to replicate CVPP's methodologies and tools such as: MVPCs, CPTED, Communication Strategy, among others.						
Promote similar interventions in Baja California and Nuevo León						
National						
Pilot/test the Municipal Index to develop/strengthen institutional capacities to promote crime and violence prevention programs in at least 3 municipalities, adjust it and publish it for replication						
IR 2 Activity 3: Strengthen the Capacity of Local Governments to Conduct Participatory Budgeting to Increase Public and Private Investments in Violence Prevention						

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2.3.1: Capacity of Municipalities to Plan, Design, and Implement Participatory Crime Prevention-Sensitive Budgets Improved						
Complete the development and publication of the Participatory Budgeting Guide						
IR 2 Activity 4: Promote Community Policing to Improve the Relationships between the Municipal Police and the Communities						
2.4.1: Support the Institutionalization of the Community Policing Model						
Guadalupe						
Complete community Security Agendas with community committees and municipal police officers assigned to Region 2 (Nuevo Almaguer)						
Provide technical assistance to the municipal police and the office of the Mayor, to develop a protocol to strengthen the decentralization of police operations with emphasis on Region 2 (Nuevo Almaguer) (includes advise from Charlotte's Police Department on the redesign of the police districts territorial coverage)						
Provide technical assistance to the municipal police and the office of the Mayor, to institutionalize municipal rules and regulations regarding the <i>Guardia de Proximidad</i>						
Conduct second round of training to mid-level officers of the <i>Guardia de Proximidad</i> on Community Policing and Problem Solving Oriented Policing						
Complete second visit of officers from Police department of Charlotte to conduct specific training and technical assistance as part of the Citylink exchange program						
Tijuana						
Complete development of community security agendas directly with community committees						
2.4.2: Promote the Replication of CVPP's Model at the National Level Working with the GOM's Technical Working Group						
Participate in technical working group at the federal level to promote CVPP's model and Guadalupe's application of the model						
Document CVPP's experience and generate a document to promote its replication						
Conduct training to the National Security Council (Federal Police) on community policing and problem solving oriented policing						
Support the organization of a workshop to exchange national and international best practices						
IR 2 Activity 5: Support Local Organizations to Implement Community Healing/Victim's Programs						
2.5.1: Community Healing Model Developed and Validated through Pilot Interventions						
Complete the implementation of two grants (CIFAC in Guadalupe and Gente Diversa in Tijuana) addressing gender base violence prevention models.						
Complete development of systematization documents of the following grants/models to promote its replication: CIFAC, Gente Diversa, VICALLI, CHEPAZ and...						
Complete development CVPP Comprehensive Community Healing Model						
2.5.2: Networks to Promote Community Healing in the Public Agenda Strengthened						
Conduct community healing event to promote CVPP's comprehensive model in Ciudad Juarez						
IR 2 Activity 6: Support Mechanisms to Disrupt the Path for Youth to Criminality (Based on Best Practices from the Latin American Region and the U.S.)						
2.6.1: Complete the Implementation of Four At-Risk Youth Grants in the Target Poligonos						
Complete implementation and close out of five grants including: Patronato de Amigos de la Orquesta de Baja California (PAOBC) in Tijuana; New Masculinities with SABIC-Chepaz in Ciudad Juarez and with SUPERA in Monterrey; Mobil Community Mediation and the Family Relations Model in Monterrey						
Develop with the Tijuana's CMPV and Baja California's SEP a strategy, operational plan and protocols to						

CVPP YEAR IV: OCTOBER 2014 – MARCH 2015						
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prevent school violence						
2.6.2: Complete the Documentation of the Children and Youth Violence Prevention Model and Four Systematizations						
Finalize development and production of the Intermediary Children and Youth Violence Prevention and 4 systematizations (JCC, CASA, Telón de Arena, PAOBC)						
2.6.3: Continue Supporting the Strengthening and Expansion of the VIRAL Network						
Support the continuation of the online communication platform of VIRAL (sub-contract to operator of platform)						
Provide technical assistance to members of the networks to develop a management structure and facilitate technical meetings during two general assemblies.						
Conduct a three-day workshop to train VIRAL current leadership on: crime and violence prevention concepts, development of projects for PRONAPRED.						
Organize and conduct 2014 VIRAL Bi-National Summit in Ciudad Juarez						
2.6.4: Support the Technical Working Group on Youth in Conflict with the Law to Promote Effective Programs through Federal Funding						
Develop a best practices document that includes a conceptual framework and specific recommendations to design effective programs in this area						
Organize a follow-up workshop to discuss recommendations with experts						
Develop guidelines to promote effective programs in this area with PRONAPRED funding						
2.6.5: Complete Phase I of the Family Relationship At-Risk Youth Model						
Complete intervention of 57 at-risk youth and their families, identified during the previous year						
Review and adjust Y-set tool taking into consideration specific risk factors that apply in the Monterrey context (through technical assistance from USC and the City of Los Angeles)						
Provide additional training and technical assistance to UANL to improve implementation of the model (Miguel León from LA City)						
Conduct the second application of the tool to the same group of youth						
Document the application of the model in Mexico						
Design phase 2 and initiate grant making progress to continue under CVPP's phase 2 contract (scale up in MTRY and replicate in CJ next year)						
Participate in an exchange meeting in Guatemala to share Mexico's experience with other experts and participate in USAID-WB funded international conference on Crime and Violence Prevention						
Conduct celebration meeting with youth and family beneficiaries						
2.6.6: Design New Grants for Phase 2 of CVPP						
Draft RFAs for the following models: Family Relations, Secondary Prevention, school retention, tertiary prevention and other at-risk youth and community healing (up to 7 grants)						
IR 2 Activity 7: Build Sustainable Local Capacity through Grants and Public-Private Partnerships						
2.7.1: Consolidate Partnership with CEMEX						
Update MOU with new activities including: transference of CVPP models to CEMEX, training of CEMEX professionals on crime and violence prevention, capacity building of CEMEX's CSOs partners.						
2.7.2: Formalize a Partnership with Axtel Foundation, Slim Foundation, and FICOSEC						
2.7.3: Complete Capacity Building Process to Grantees						

CVPP YEAR IV: OCTOBER 2014 – MARCH 2015						
	O	N	D	J	F	M
MONITORING AND REPORTING SCHEDULE						
Submit weekly reports						
Submit quarterly technical and financial reports						
Submit final report						

6.0 CVPP YEAR IV BUDGET

	Total Year IV
Direct Labor	\$956,621
Other Direct Costs	\$ 2,677,388
Indirect Costs	\$ 563,842
Grants Fund	\$ 237,776
Fixed Fee	\$ 190,509
Total Cost Plus Fixed Fee	\$ 4,626,136

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