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# MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP2) ANNUAL WORK PLAN

APRIL 2015

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## **DISCLAIMER**

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# ACRONYMS AND ABBREVIATION

CEMEX	<i>Cementos Mexicanos S.A.B de C.V.</i>
CPTED	Crime Prevention through Environmental Design
CSO	Civil Society Organization
CVPP	Crime and Violence Prevention Program
CVP	Crime and Violence Prevention
FICOSEC	<i>Fideicomiso para la Competitividad y Seguridad Ciudadana</i>
GBV	Gender-based Violence
GOM	Government of Mexico
INL	Bureau for International Narcotics and Law Enforcement Affairs
IR	Intermediate Result
IRI	International Republican Institute
LA	City of Los Angeles California
MCVPC	Municipal Crime and Violence Prevention Committee
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
PMP	Performance Management Plan
PRONAPRED	<i>Programa Nacional para la Prevención Social de la Violencia y la Delincuencia</i>
SEGOB	<i>Secretaría de Gobernación</i>
Sub-IR	Sub-Intermediate Result
SUBSEMUN	<i>Subsidio para la Seguridad Pública en los Municipios</i>
SUPERA	<i>Pro-Superación Familiar Neolonesa, A.C.</i>
UACH	<i>Universidad Autónoma de Chihuahua</i>
UACJ	<i>Universidad Autónoma de Ciudad Juárez</i>
UANL	<i>Universidad Autónoma de Nuevo León</i>
UNAM	<i>La Universidad Nacional Autónoma de México</i>
USAID	United States Agency for International Development

USC	University of Southern California
USG	United States Government
VIRAL	<i>Vinculación de Redes de Acción Local para la Transformación Nacional</i>
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 officials amended the Merida Agreement in “Beyond Merida,” outlining four pillars, including Pillar IV, **“to build stronger and more resilient communities that can withstand the pressures of crime and violence.”** Pillar IV complements the elements of the other three pillars that focus on citizen security.

The Crime and Violence Prevention Program II (CVPP2) addresses the overarching goal of the new USAID Mexico Country Development Strategy. The approach seeks to strengthen the GOM capacity to design, implement, and monitor crime and violence prevention activities at both the federal and local levels; increase the capacity of at-risk youth to productively engage in their communities; and facilitate the replication of innovative and successful crime and violence prevention models. CVPP2 will achieve this overarching goal through three Intermediate Results (IRs): IR1, Increasing multi-sectoral collaboration in target communities; IR2, Strengthening GOM capacity to prevent crime and violence; and IR3, Increasing at-risk youth capacity to play productive roles in their communities.

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), CVPP2 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, CVPP2 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 subnational 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 and La Alianza in Monterrey, and Nuevo Almaguer in Guadalupe (Monterrey).

CVPP2 is a follow-on contract that continues the work undertaken under CVPP1, a three-year contract that ended in March 2015. This second contract builds from the success of the CVPP1, taking into account lessons learned and opportunities created during the first phase with only one year of implementation.

This Work Plan outlines the overarching strategic focus for the year and presents the implementation approach under each IR and program component, as well as the detailed implementation timeline and the budget. This one-year Work Plan covers the time period from February 6, 2015, to February 5, 2016 (the end date for this contract).

## 2.0 BACKGROUND

During the past two years, the Government of Mexico has put crime and violence prevention policies and interventions on the top of its public agenda. Prevention efforts began during President Calderon's administration in response to specific episodes of violence in Ciudad Juarez. This issue remained on the public agenda from the early days of President Peña Nieto's administration that positioned crime and violence prevention as a national program and assigned budget resources and a supportive administrative structure. Together with the legal framework and initial community-based interventions promoted by the federal government during the Calderon administration, the current administration is making important efforts to advance development structures, mechanisms, and programs to rethink the way subnational governments have traditionally responded to the growing trend of crime and violence generated by organized crime and others in the country. As a result of these efforts, more organizations are interested in the issue, good practices are showing early results, and there is growing interest in Mexico to build from this foundation.

The effort to roll out the implementation of the National Social Violence Prevention Program (PRONAPRED - *Programa Nacional para la Prevención Social de la Violencia y la Delincuencia*) has, however, faced weighty challenges. Crime and violence prevention is new in Mexico and as such, the first challenge is to educate and sensitize a broad set of stakeholders at all levels of government, civil society, private sector, and communities about the concepts, best practices, and indicators to ensure that National Prevention Program resources generate the expected impact. This education process has to be accomplished at the same time that funds are disbursed and programs implemented, making the process difficult and complicated.

The second most important challenge is the need to establish or strengthen institutions that are able to design, implement, and evaluate prevention programs at the subnational level. Local governments can also take the lead in the establishment of durable partnerships with qualified NGOs, civil society organizations (CSOs), and the private sector to promote sustained and qualified services in the prioritized communities selected to implement prevention programs. Successful cases of local coordination mechanisms and regional platforms are helping to create capacity at the subnational level that should be promoted at the national level to encourage the replication of best practices in other locations.

Finally, as the National Social Violence Prevention Program approaches its third year, it will be important to consolidate intergovernmental mechanisms to promote best practices, encourage solid methodologies to evaluate the impact of programs at the local level, and trigger new models to address more sophisticated and successful interventions with a stronger focus on secondary and tertiary prevention with a clear focus on at-risk youth and youth in conflict with the law.

CVPP1 supported the GOM in this area by creating models, methodologies, and tools that were tested during the first years of the program and that will be ready for dissemination during CVPP2. Among these models, CVPP1 developed the Integrated Municipal Management Model for Crime and Violence Prevention to facilitate a simplified approach that can serve as guidance to manage a complex flow of resources, structures, and programs—from the federal government all the way through the community level. Together with this model, CVPP1 has also created a wide range of conceptual frameworks, tools, and methodologies, and has identified best practices that will serve to build capacity and provide operational instruments for stakeholders involved in prevention. Additionally, CVPP1 initiated the rollout of training programs in close partnership with the *Secretaría de Gobernación* (SEGOB) that will serve as a strong foundation for CVPP2.

The growth and evolution of the Mexico Crime and Violence Prevention Program mirrors the evolution of prevention strategies in the country. Prevention efforts have thus far been successful but are by design location- and strategy- (or “model”) specific. Similarly, CVPP1 focused on a series of models implemented in

the three target cities and their nine *poligonos*. Those individual efforts were important and successful, but the challenge is now to broaden the program focus beyond the target areas. Program attention will still be devoted to supporting previous efforts in Tijuana, Monterrey, and Ciudad Juarez, but the attention to those locations will be less intense so the lessons learned and best practices developed in them can be disseminated more broadly. Whereas tools and practices were developed during CVPP1, the next program will focus on disseminating those tools.

CVPP2 must meet broad demand by bringing CVPP1 activities to scale with limited time and resources. To meet that challenge, the program will focus even more closely on working with various levels of the GOM to support their efforts to develop and implement prevention programs. That partnership will start at the top with SEGOB at the federal government level. It is essential that there be an institutional home for the CVPP models and tools so that they are sustained. CVPP2 will continue working with SEGOB and other partners to establish institutional homes for their joint contributions. By continually demonstrating success, the program will further develop its credibility and legitimacy to get buy-in from higher institutional levels, and build a strategic alliance with SEGOB, the private sector, and academia, among other strategic partners. With that partnership developed, CVPP2 will use the connections to facilitate and build links and networks, and use program resources to help prevention programs leverage government and private sector resources. Thus, in all cases the CVPP2 team will look to work with and support existing programs whether they be at the local government, CSO, or private level.

As noted, the program's primary partner at the federal level will continue to be SEGOB through the Undersecretary of Prevention. The program will also look to increase its interactions with state-level governments, focusing on those with a demonstrated interest in prevention programs with state prevention centers and universities. In all cases for all activities, the CVPP2 team will work with states selectively due to constraints of time and resources. CVPP2 will place emphasis on the consolidation of partnerships to develop the capacity of the subnational governments and regionally based universities to improve the design, implementation, and evaluation of prevention programs supported with federal funds. At the municipal level, the program will continue to work with the target cities of Tijuana, Guadalupe (NL), and Ciudad Juarez, and have a program presence in each of those cities. But direct activity implementation will be less intense in those places, serving to complete a few pilot projects and acting as a locus for the program.

Municipal governments will continue to be an important stakeholder for the program's community-based approach, serving as pilots to complete several activities initiated during CVPP1, but the important bulk of the intervention will happen through efforts of other partners including state governments, CSOs, and the private sector. Partnerships with CSOs will continue to play an important role in CVPP2. The grant program will be appreciably smaller, but a broader range of CSOs will be reached through training programs provided in collaboration with second-tier organizations. The program will continue forging partnerships with public and private organizations that USAID can cultivate in the future.

## **2.1 LESSONS LEARNED AND KEY ACCOMPLISHMENTS OF PHASE I (CVPP1)**

Tetra Tech has implemented CVPP for approximately 32 months. The program was designed not only to provide prevention support to three cities, nine *poligonos*, and the Mexican federal government, but also to pilot approaches and models and to evaluate the impact of the activities it supported to be able to judge their effectiveness. Based on this experience, the program can articulate a series of programmatic and operational best practices and lessons learned that will influence implementation of CVPP2. Those lessons and accomplishments are as follows.

- Establishing, supporting, and participating in technical working groups is an essential operational mechanism—especially for work conducted collaboratively with the federal government. The program demonstrates its technical expertise and neutrality through working groups. At the same time, those

groups serve as an open forum to develop buy-in and ownership among public sector partners while simultaneously soliciting commitment.

- Prevention strategies have to be implemented locally but documented nationally so that a feedback loop can be established between practice and policy.
- The necessity for local practice and national policy further emphasizes the need to strengthen collaboration across and among all government levels for effective prevention.
- An effective prevention strategy is multifaceted and requires a variety of interventions whether they are targeted, for example, toward the needs of the young, communication for a community, health, employment, or education. Therefore collaboration is needed not only across levels but also across and among sectors.
- Information management is crucial for prevention, not just for donor reporting but for actual measurement of impact for reviewing and revising and improved implementation. Information management is also essential for dissemination and sustainability and therefore systematizing knowledge, process, and materials is crucial, as is branding to build credibility and further trust at the community level.
- Establishing a rigorous impact evaluation mechanism tailored to crime and violence prevention programs is critical to understand the success of interventions and to provide evidence of the actual impact of programs. More knowledge, methodologies, and institutional capacity are needed in this regard in Mexico, and CVPP2 will contribute to expanding understanding of this topic.
- CSOs in Mexico have limited experience implementing crime and violence prevention grants in a manner that meets USAID's regulations and requirements. This makes it difficult to use grants as a mechanism for transferring crime and violence prevention models. It is therefore important to develop the institutional capacity of the grantees in areas such as budget management and accounting in order to maximize the impact of the grants.
- The participation of elected municipal leaders is essential for the sustainable implementation of crime and violence prevention programs. More direct engagement of these leaders through training and program events (such as study tours, conferences, and exchange programs) is needed to develop a sense of ownership and understanding.
- Understanding and addressing gender and GBV within crime and violence prevention programming is important. In communities affected by crime and violence everyone suffers; while the men tend to be targeted more directly by the violence the women and girls are affected in insidious ways. Conflicts exacerbate gender disparities, both in society at large and within families, leading to increased levels of violence against women. Preventing violence against women and girls not only protects them but enables them to productively contribute to the prevention of crime and violence by fostering healthier and more peaceful family and community environments.

## 3.0 STRATEGIC FOCUS 2015

CVPP2's strategic focus will be based on two simple yet fundamental concepts. First, the program's mandate is not primarily direct intervention, but to facilitate the growth and success of existing prevention programs—whether from the GOM federally or locally, from the CSO community, or from the private sector. This focus speaks directly to USAID's overall Development Objective 1: *Crime and Violence Prevention Models Replicated by Local Stakeholders*, which all of CVPP2's sub-intermediate results (sub-IRs) and IRs support. Second, facilitating the growth and success of local stakeholders in CVPP2 is based to a large degree on disseminating best practices and lessons learned during implementation of CVPP1, building the capacity of stakeholders and partners, and continuing to build on the partnerships and reputation the program has built to date.

As a follow-on program, each individual activity in CVPP2 is directly related or similar to a program or activity that was developed or supported during CVPP1. With a few core tasks, CVPP2 will continue piloting models to test new methods or finalize work previously begun. CVPP2 therefore leverages a strong foundation on which to build and expand rapidly.

Unique to the follow-on is the implementation of a gender analysis and Gender Equity Plan. Both were conducted prior to defining this work plan with the intention of strengthening the gender responsiveness of the CVPP2 work plan. A quick situational analysis of gender-based violence (GBV) within the context of CVPP1 was conducted and, based on this improved understanding, recommendations were defined for strengthening GBV and gender equity programs in the future; in particular CVPP2. The overall objectives for integrating GBV and gender into CVPP2 are to: improve the capacity of CVPP2 staff to understand and address gender and gender-based violence; strategically integrate gender and gender-based violence prevention activities into some of the grantee programs, crime and violence prevention trainings and guidance; and develop and strengthen the new model for masculinities. Essential to achieving these objectives is the development of a GBV training module that uses the findings from the gender analysis to help participants (CVPP2 staff, partners and grantees) understand why gender-based violence is relevant for crime and violence prevention programming and facilitate a process for integrating GBV prevention interventions into the activities identified in the plan. See Annex A (The Gender Equity Plan) for a detailed presentation of findings and recommendations.

The scheduled elections will assuredly have an impact on CVPP2. The election period will likely delay implementation of some activities, especially in the state of Nuevo Leon and in the municipality of Guadalupe, and the transition of elected officials will create some uncertainties. Some of these impacts will be beyond the control of the program, but others can be minimized through specific interventions:

- Developing clear and focused agendas through memoranda of understanding (MOUs) and agreements with government counterparts;
- Institutionalizing models and methodologies that will be inherited by the next administration;
- Working with multi-sectoral and multidisciplinary mechanisms to facilitate continued dialogue after elections take place (the participation of citizens will be essential during the political transitions);
- Promoting national guidelines that will encourage the continuation of policies, models, and methodologies with the new authorities; and
- Encouraging electoral programs (through other USAID partners such as the International Republican Institute [IRI]) to place the prevention agenda as a priority for candidates, with CVPP2 facilitating

concepts, results, and best practices to help position a crime and violence prevention agenda in the political debates.

Finally, as CVPP2 is a one-year follow-on contract that started simultaneously with the closeout of CVPP1, additional efforts will be required to undertake two closeouts and one start-up cycle in less than 12 months. This situation will also add emphasis on administrative activities that will take time and focus from the program's staff and that will have an impact on the implementation of activities. Tetra Tech will mobilize additional support from its home office staff to complement the efforts of the field office in order to ensure a smooth transition among projects and a solid final closeout of CVPP2.

# 4.0 OBJECTIVES

## 4.1 INTERMEDIATE RESULT I: INCREASING MULTI-SECTORAL COLLABORATION IN TARGET COMMUNITIES

**Background:** Activities in support of IR1 are organized under the following three sub-IRs: increase engagement of the private sector in communities (IR 1.1), strengthen cooperation between communities and local governments (IR 1.2), and strengthen civil society ability to support vulnerable populations (IR 1.3).

During CVPP1, the program made progress in IR1 in the following areas.

- **IR1.1.** Established or identified more than 10 alliances with public and private organizations to promote models and methodologies generated during CVPP1. This was possible thanks to the reputation that CVPP1 generated through its activities, projects, and knowledge management material. These relationships will be consolidated during CVPP2.
- **IR1.2.**
  - Facilitated the creation of multi-sectoral mechanisms to increase coordination among different relevant stakeholders (private sector, government, CSOs, and community organizations) at the local level such as the Municipal Crime and Violence Prevention Committees (MCVPCs), and identified other successful mechanisms such as the *Mesas de Seguridad*, all of which can be consolidated and/or replicated under CVPP2.
  - Promoted the Crime Prevention through Environmental Design (CPTED) methodology through training and specific community-based projects in the nine target *polígonos* of CVPP1 and identified specific projects, some of which were considered for funding and others were pending discussions in municipal multi-sectoral coordination units.
  - Developed a community police model document, training materials, and documentation of the Guadalupe experience to build capacity of municipal police forces and communities, and applied several of the principles of the model in community interventions. CVPP1 provided technical assistance to the municipality of Guadalupe to complement the municipality's efforts in the establishment and operation of the *Guardia de Proximidad*, a police reform effort to promote the community police model, and documented the experience. At the national level, with technical input from CVPP1 through its participation in a technical working group, the National Security Council and SEGOB are now working on national guidelines on community policing that will guide future federal funding in this area.
- **IR1.3.** Piloted methodologies and training programs to strengthen the capacity of CSOs to support the most vulnerable populations through specific training in the area of crime and violence prevention and institutional capacity building to design, implement, and evaluate projects, as well as to manage and leverage resources to provide sustainability to their efforts. Through its small grant program, CVPP1 worked with 20 local organizations to promote models and interventions in the area of crime and violence prevention. These organizations also received technical assistance to manage USAID funding and several of them are applying for USAID and other sources of funding to continue replicating models documented under CVPP1. In addition, most of the 11 grantee organizations that received focused technical assistance improved their results as measured by the project's monitoring and evaluation

indicators. These methodologies and training programs will be used during CVPP2 to expand the array of organizations that can be impacted through CVPP activities.

This progress, achieved during Phase 1, positions CVPP for the next 12 months of implementation (which this work plan describes).

#### 4.1.1 INTERMEDIATE RESULT 1.1: PRIVATE AND PUBLIC SECTOR ENGAGEMENT IN TARGET COMMUNITIES INCREASED

##### Activity 1.1.1: Strengthen and leverage resources through the CEMEX partnership and explore additional opportunities for public-private partnerships

**Approach:** CVPP2 will focus on the implementation of partnerships identified and consolidated during CVPP1. Partners include private sector organizations, foundations, and trust funds; public sector organizations that are interested in partnering with the private sector and USAID; and universities that are promoting CVPP’s agenda to sustain the program’s training and capacity building efforts at the regional and local level. The objective of CVPP2’s approach is to promote partnerships that bring value to the crime and violence prevention field, to build capacity of local organizations, consolidate and replicate models and leverage resources to ensure the sustainability of USAID and the GOM’s investment in this field. CVPP will also promote a few partnerships to pilot or consolidate models through the small grant program especially in the area of secondary and tertiary prevention. Partnerships are formalized through either letters of intent that CVPP is signing directly or MOUs that USAID is executing with partners. A few of these agreements were signed during CVPP1 and others will be executed early during CVPP2. CVPP2 will coordinate closely with USAID in the definition of the scope of the partnerships.

The following table summarizes the partnerships identified during CVPP1 that will be further explored during CVPP2. CVPP will execute at least five of the partnerships identified in the following table. CVPP2 will update USAID on the status of these partnerships through regular written and verbal communications.

Organization	Scope/Status	Activity in the Work Plan
<i>Cementos Mexicanos S.A.B de C.V.</i> (CEMEX)	Capacity building of CEMEX’s social responsibility offices, replication of CVPP’s models/in process of defining new letter of intent	Pending definition
AXTEL Foundation	Replication of Family Relations Secondary Prevention Model/in process of development of letter of intent	2.1.1 and 3.1.3
<i>Fideicomiso para la Competitividad y Seguridad Ciudadana</i> (FICOSEC) Ciudad Juarez	Replication of Family Relations Secondary Prevention Model, Master Plans methodology, systematize <i>Mesas de Seguridad</i> for replication/ Letter of Intent signed	2.1.1 and 3.1.3
FICOSEC Chihuahua	Joint implementation of tertiary prevention model, evaluation and documentation for replication/in process of signing Letter of Intent and designing of grant	2.1.1 and 3.1.2
Monterrey Tech (Government and Political Transformation School, Monterrey Campus)	Replication of CVPP’s knowledge management documents and training manuals through an	2.1.1 and 2.1.2

Organization	Scope/Status	Activity in the Work Plan
	online platform/Tech expressed interest in March 2015 proposal/Explore having Tech develop and integrate a module on gender-based violence (GBV), its relevance to crime and violence prevention programming, and how to address it within crime and violence prevention programming within their online training materials.	
Carlos Slim Foundation	Technical review of training material developed by foundation, organization of national event, and possibly development of online tutorials for CVPP's training material/ negotiations still ongoing	2.1.1 and 2.1.2
Education Secretary of the State Government of Baja California	Jointly implement school violence prevention model and scale up/MOU with USAID pending definition in March or April 2015	3.2.1
COMPARMEX Tijuana	Jointly implement school violence prevention model/Letter of Intent signed in March	3.2.1
<i>Universidad Autónoma de Ciudad Juárez</i> (UACJ)	Create training program to replicate CVPP's training legacy/MOU with USAID signed in February 2015	2.1.2
<i>Universidad Autónoma de Nuevo León</i> (UANL)	Consolidate application in Mexico of the Family Prevention model, operation of the Guadalupe's Observatory, and likely develop training program to replicate CVPP's legacy/Grant with UANL signed, MOU between UANL and Guadalupe pending, and discussions pending on the training program	3.1.3, 2.1.3
<i>Universidad Autónoma de Chihuahua</i> (UACH)	Develop a preventive journalism training course to replicate CVPP's journalist manual/ongoing discussions	2.1.1 and 2.2.1
<i>Centro de Investigación y Docencia Económicas</i> (CIDE)	Document Guadalupe's community policing efforts	2.1.1 and 1.2.3
Partnerships with second tier CSOs created under Activity 1.3.1 will be reported under as PPPs as well	Improve capacity of CSOs in the area of CVP, identify and document good practices, and promote partnerships.	1.3.1, 2.1.1, and 2.1.2

Since CVPP2 has only one year in duration, all partnerships will be developed in closed coordination with USAID to ensure continuity beyond the duration of the program.

Result/Deliverable	PRONAPRED
MOU or Letter of Intent signed with at least 10 organizations to consolidate or replicate up to five CVPP models and methodologies	Objective 1 and 5, strategy 1.3, 5.1.5

#### 4.1.2 INTERMEDIATE RESULT I.2: COOPERATION BETWEEN COMMUNITY AND LOCAL GOVERNMENT STRENGTHENED

##### Activity 1.2.1: Support the GOM in facilitating the replication of the Integrated Municipal Management Model for Crime and Violence Prevention

**Approach:** CVPP will consolidate MCVPCs established during CVPP1 in the three target cities to complete the documentation process and promote its replication at the national level. Through the work with the MCVPCs, CVPP2 will promote municipal crime and violence prevention plans in at least two municipalities and encourage the application of policies and methodologies presented in the integrated municipal management model. To encourage the replication of the model beyond the target cities, CVPP2 will work with the three state governments where the program is currently operating (Baja California, Chihuahua, and Nuevo Leon), SEGOB, and universities to transfer specific methodologies and to train municipal officials. To reach out to municipal elected officials and leadership, CVPP2 will work with the three existing municipal associations through specific training and project events.

CVPP2 will use the legacy of knowledge management documents produced during CVPP1 and complete a few others during the first months of this second phase to carry out the activities described in this approach. In addition, CVPP2 will also promote the replication of other similar best practices such as the *Mesas de Seguridad* documenting the methodology, working in partnership with the organization Mexico SOS and the Ciudad Juarez’s *Mesa de Seguridad*. CVPP2 will promote the dissemination of these documents in close coordination with SEGOB through the GOM’s knowledge management platforms, universities and other partners (see Activity 2.1.1).

As the state of Nuevo Leon and its municipalities will be going through an electoral period during the duration of CVPP2, the program will:

- Work with IRI to develop interest in the topic with candidates and help position a crime and violence prevention agenda in the political debates; and
- Strengthen the participation of community organizations and CSOs in the MCVPC of Guadalupe to ensure continuity of this mechanism beyond the elections.

Once candidates are elected, CVPP2 will promote further training and project events through universities and municipal associations.

CVPP2 will carry out the following activities:

**Consolidate the MCVPCs in three CVPP1 municipalities to complete a full cycle of the model and document and disseminate it.** CVPP’s local teams and experts will continue providing technical assistance and forging strong relationships with local stakeholders, municipal leadership, and staff.

- As the Tijuana’s MCVPC is in at more developed stage with almost three years of operation, the program will focus on the approval and implementation of the Municipal Crime and Violence Prevention Plan that was designed during CVPP1, the consolidation of the sub-committees and through them the operation of

specific projects such as the school violence model (see Activity 3.2.1), development of CPTED projects for approval through PRONAPRED funding, and its institutionalization through more participation of the leadership of the municipality.

- In Guadalupe and Ciudad Juarez, CVPP will provide technical assistance to consolidate the operation of the recently created MCVPCs ensuring the participation of private sector and civil society stakeholders.
- In Guadalupe, the program will encourage the operation of the MCVPC with the participation of community representation to ensure continuity of this mechanism beyond the political transition and create a crime and violence prevention observatory in partnership with the *Universidad Autónoma de Nuevo León* (UANL), which will operate directly with the MCVPC. The observatory will operate as an advisory unit of the MCVPC to promote evidence based projects and actions. Also, to ensure the continuity of the MCVPC in Guadalupe, CVPP will work with IRI to provide content on crime and violence prevention during the candidates' debates.
- CVPP will document the experience through the end of 2015 to generate a 2.0 version of the MCVPC Guide that will be used to promote the dissemination of the experience at the national level.
- CVPP will look to adapt the training module developed for training CVPP2 staff (GBV module) and deliver the training to municipal counterparts with the ultimate objective of improving the gender responsiveness of the Municipal Crime and Violence Prevention Plans.

**Promote the replication of the MCVPCs and the *Mesas de Seguridad* through partnerships with state governments, municipal associations, Mexico SOS, and the Ciudad Juarez *Mesa de Seguridad*.**

- CVPP2 will continue working with the prevention centers of the states of Chihuahua and Nuevo Leon to transfer guides and systematizations of the MCVPC created during CVPP1. Through these efforts, CVPP2 will encourage the establishment of similar mechanisms in other municipalities in these states. Similarly, by the end of CVPP1, the program initiated efforts to promote a partnership with the state of Baja California and to promote the replication of its models and methodologies. By April 2015, CVPP2 expects to work more closely with the state of Baja California through sensitization events and ad hoc technical assistance to promote the replication of the MCVPC in other municipalities of the state.
- CVPP2 will establish partnerships with municipal associations to jointly conduct sensitization events to promote the program's methodologies and models, including the MCPVC. Under CVPP1, the program initiated informal contacts with staff of the three existing municipal associations in Mexico; the staff expressed their interest in cooperating. CVPP2 will follow up on these initial conversations to identify specific events that the associations have already planned for this year to work together and present the program's models and methodologies. These events will most likely take place after the elections in the third quarter of this calendar year. CVPP2 will also provide documents to the associations so that they can promote them through their knowledge sharing mechanisms.
- CVPP2 will work with the national NGO Mexico SOS and the Ciudad Juarez *Mesa de Seguridad* to document their methodology as a good practice to help them continue replicating it at the national level. Mexico SOS is promoting at the *Mesa de Seguridad* model at the national level after its successful application in Ciudad Juarez and Chihuahua. They are currently promoting similar approaches in more than 10 cities in the country and are working in close partnership with SEGOB to promote a new one in the state of Guerrero. Although they are successful in promoting political will to generate similar multi-sectoral coordination mechanisms, they have not documented their methodology and protocols to have a more structured and measurable application of their methodology. CVPP has initiated conversations with Mexico SOS and representatives from Ciudad Juarez *Mesa de Seguridad* to provide technical support to complete the documentation process. CVPP2 will provide technical assistance through consultants and staff to systematize the methodology in close coordination with Mexico SOS.

**Complete and apply the municipal competency index** through a guide to build capacity of local governments. CVPP1 initiated the development of the guide for the municipal competency index, which will be completed during CVPP2. CVPP2 will work with its staff and consultants to:

- Complete the development of the index through a guide in close consultation with national and international experts;
- Apply the index in two pilot municipalities (Guadalupe and Tijuana), update the guide based on feedback, and publish the guide which will facilitate the application of the index; and
- Disseminate the guide.

Result/Deliverable	PRONAPRED
3 MCVPCs consolidated (Tijuana's MCVPC's consolidation and its replication in Ciudad Juarez and Guadalupe).	Objective 5, Strategy 5.1.4
Municipal Competencies Index completed, documented through a guide, applied, and disseminated to three municipalities	Objective 4, Strategies 4.1 and 4.2
MCVPC guide transferred to municipal associations and state governments for replication and municipal leadership sensitized to replicate the MCVPC model	Objective 4 and 5, Strategies 4.1 and 5.1.4
<i>Mesas de Seguridad</i> methodology documented for replication	Objective 4 and 5, Strategies 4.1 and 5.1.4

### **Activity 1.2.2: Support the replication of the CPTED methodology and provide CPTED training at the subnational level**

**Approach:** CVPP2 will work with the three target municipalities to complete a CPTED project cycle (concept to implementation), building from the knowledge shared and projects designed during CVPP1, and document and disseminate lessons learned to promote its replication. While doing so, CVPP2 will also provide technical assistance through the MCVPCs in Tijuana, Guadalupe, and Ciudad Juarez to promote the funding of CPTED projects designed under CVPP1. We will also promote public-private partnerships with organizations such as CEMEX to implement specific projects in close coordination with municipal governments. CVPP2 will also promote the use of this methodology at a broader level through the training and sensitization events mentioned under Activity 1.2.1.

CVPP2 will carry out the following activities:

**Provide technical assistance and training to relevant municipal units through the MCPVCs in Tijuana, Guadalupe, and Ciudad Juarez to promote the implementation of CPTED projects.** CVPP will build from the projects and training material developed under CVPP1 and assists these three municipalities as follows.

- In Tijuana and Ciudad Juarez, the program will assist the MCPVC in the design of projects to seek funding from PRONAPRED and *Subsidio para la Seguridad Pública en los Municipios* (SUBSEMUN) and will provide additional training and technical assistance to relevant municipal offices. In Ciudad Juarez, the municipality presented a CVPP1-facilitated project in Francisco I. Madero to PRONAPRED and received approval in March. CVPP2 will follow closely the implementation of this project to ensure the following of CPTED protocols and will document the experience to encourage replication in other municipalities.
- In the case of Guadalupe, CVPP2 will continue promoting this same approach but envisions delays due to the political dynamics of the electoral period that has already started and will end in October this year, with the change of administration.

**Promote the replication of the methodology through training and sensitization events.** As described under Activity 2.1.2, CVPP2 will transfer its training programs to universities and other organizations and will conduct specific ad hoc training to promote the replication of models and methodologies developed under CVPP1 including the CPTED methodology. CVPP2 will work closely with the states of Baja California, Nuevo Leon, and Chihuahua to continue promoting this methodology.

**Document CPTED best practices in the three municipalities.** CVPP2 will document best practices either promoted through the efforts of the program or by other organizations. This document will be disseminated through partnerships with SEGOB and other partner organizations.

CVPP will deliver the following CPTED-related results and deliverables.

Results/Deliverables	PRONAPRED
3 community projects following CPTED methodology funded in three municipalities	Objective 3, Strategies 3.1 and 3.2
Document CPTED implementation processes to promote replication	Objective 3 and 4, Strategies 3.1 and 4.1

### Activity 1.2.3: Completion of Community Policing

**Approach:** Although CVPP2 planned to continue supporting the implementation of the community police model in Guadalupe, recent developments indicate that due to the election period that started in March 2015, the conditions for an effective use of the program’s resources will not be present through the end of the current administration, in October. Therefore, CVPP2 will work with USAID to transfer its methodology and knowledge material to the US Bureau for International Narcotics and Law Enforcement Affairs (INL) so that they can continue working in this area beyond CVPP2 implementation. CVPP2 will focus its efforts at the national level to support the development and dissemination of national guidance to promote the community police model. CVPP2 will implement the following activities.

**Work with INL to transfer CVPP model and training material.** In close coordination with USAID, CVPP2 will share the Charlotte Police Department assessment and recommendations, developed under the City Links program with Guadalupe, as well as CVPP’s recommendation to improve the Guadalupe *Guardia de Proximidad* approach with the municipality and INL. CVPP2 will coordinate with USAID to conduct an official transference of its model, training material, systematization, and specific recommendations to INL in April.

**Support *Comisión Nacional de Seguridad (CNS)* and SEGOB in the completion of national guidelines.** Through CVPP2 staff and consultants, the program will continue participating in the working group on community police with SEGOB and CNS to provide technical assistance to contribute to the development of specific guidelines on decentralization, size of police districts, and training on community policing and problem-oriented policing. The working group will propose the guidelines for approval of the National Conference of Secretaries of Public Safety and the National Council of Public Safety with the objective of creating national standards for the use of intergovernmental funds such as SUBSEMUN, and PRONAPED.

Upon completion of these actions, CVPP2 expects to achieve the following.

Results/Deliverables	PRONAPRED
Transfer its community police model and training material to INL so that it continues supporting the <i>Guardia de Proximidad</i> approach in Guadalupe and other municipalities.	Objective 3, Strategy 3.3
Systematization of Guadalupe experience completed and disseminated to promote replication	Objective 3, Strategy 3.3
Community policing guidelines at the national level completed and disseminated	Objective 3, Strategy 3.3

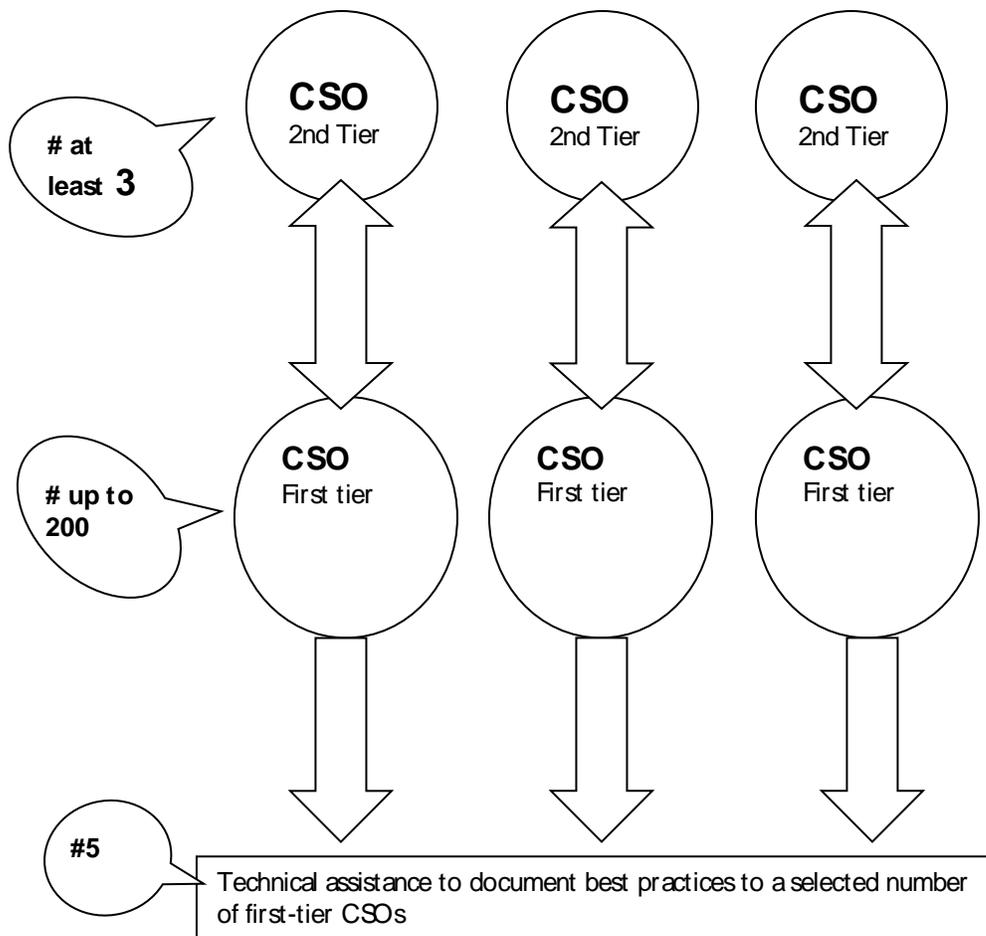
### 4.1.3 INTERMEDIATE RESULT 1.3: CIVIL SOCIETY ABILITY TO SUPPORT VULNERABLE POPULATIONS STRENGTHENED

**Activity 1.3.1: Provide tailored training to CSOs to improve their capacity to deliver crime and violence prevention services to vulnerable communities; and Activity 1.3.2: Provide capacity-based training to CSOs to improve their organizational management and sustainability**

**Approach:** CVPP2 activities in support of the CSO community will be directly related to, and will firmly build on, training and technical assistance provided through CVPP1. The challenge with the new contract will be to broadly disseminate this support within the contractual time and resource constraints, and with a much smaller grant program. To address that challenge, CVPP2 will develop relations with at least three, and no more than five, second-tier organizations (e.g., networks and associations of NGOs/CSOs) and private foundations to interest them in the field of crime and violence prevention, to build their capacities to work with up to 200 of their member organizations, and to identify good practices. To reach as broad an audience as possible, CVPP2 will adopt these partnerships as a key strategic approach for CSO replication and dissemination. As such, CVPP2 will identify a smaller number of CSOs from the larger group that either are implementing crime and violence prevention programs or are interested in replicating specific models, and support their efforts for replication.

Both Activities 1.3.1 and 1.3.2 seek the common objective of developing the capacity of CSOs to play an important role in the design, implementation, and evaluation of crime and violence prevention program. Through the first activity, CVPP2 will promote technical knowledge and competencies among CSOs and through the second, we will encourage better institutional capacity to manage projects and leverage resources through different sources. The following graph summarizes CVPP2’s approach for this activity:

**FIGURE 4.1 OPERATIONAL MODEL TO BUILD CAPACITY OF CSOS UNDER CVPP2**



To implement this approach CVPP2 will carry out the following activities:

**Identify and establish partnerships with second tier organizations.**

- During CVPP1, staff conducted a general mapping exercise to identify potential second-tier organizations that could be interested in promoting the crime and violence agenda among their members. These organizations are: *Red Nacional de Organismos de Derechos Humanos* (RedTDT), *RedEAmérica*, *Red por los Derechos de la Infancia en México* (REDIM), *Sociedad Mexicana Pro Derechos de la Mujer- Semillas*, *Red Mexicana de Organizaciones que Intervienen en situaciones de Sufrimiento Social* (REMOISS), *Alianza de Fundaciones Comunitarias de México* (COMUNALIA), and *Instituto Nacional de Desarrollo Social* (INDESOL – Government of Mexico), *Red de Radios Comunitarios de México* (AMARC) and *Fundación Axtel*. Under CVPP2, we will complete the mapping exercise and create selection criteria to contact these organizations.
- By May 2015, CVPP2 will select organizations and meet with the preselected organizations to present CVPP’s objective and its approach to strengthen the capacity of CSOs in the area of crime and violence prevention.
- By early June 2015, CVPP2 will sign agreements with at least three and no more than seven second-tier organizations. CVPP2 will work closely with USAID to organize a public event to sign partnerships with all organizations together to highlight the importance of these alliances in the national realm.
- CVPP2 will provide two- to three-day trainings to each group of both second- and first-tier member organizations on both crime and violence prevention and institutional capacity skills to manage programs. The training will be organized in four regions with all second tier organizations participating in close coordination under the leadership of CVPP2. The training program will be conducted in two phases. The first phase will focus on CVP concepts, tools, and methodologies. CVPP2 will work with its staff of trainers and experts to conduct the training. The second phase will focus on project development. During the training, CVPP2 will also transfer relevant models, methodologies, and practices to participants to promote its replication as well as share its knowledge management documents that will be useful tools to learn and put crime and violence prevention concepts and application into practice. At the end of the training, second-tier organization leadership will have a better understanding of how to promote crime and violence programs among their members, and first-tier organizations will be better equipped with knowledge and tools to design, implement, and evaluate projects. The first phase of the trainings will take place in four regions during July and August and the second phase will take place in September and October 2015.
- CVPP2 will adapt and integrate the GBV module into the CVPP training materials for CSOs.

**Provide ad hoc technical assistance to first-tier organizations to document models or promote replication.** As part of the training to first-tier organizations, CVPP2 and its second-tier CSO partners will identify which first-tier CSOs are implementing projects related to crime and violence prevention. The program will provide technical assistance to document their experience or promote its replication. Up to five practices/organizations will be selected using specific criteria based on CVPP’s best practices methodology in close coordination with second tier organizations. This activity will be finalized before December 2015.

Upon completion of these actions, CVPP2 will have achieved the following.

Results/Deliverables	PRONAPRED specific objective
Training on crime and violence prevention adapted to CSOs	Objective 1, Strategy 1.2
Partnerships signed with at least 5- second-tier organizations to promote crime and violence prevention programs	Objective 1, Strategy 1.2
Up to 200 CSOs trained on crime and violence prevention	Objective 1, Strategy 1.2

Results/Deliverables	PRONAPRED specific objective
and institutional capacity to manage prevention programs	
Up to five good practices implemented by CSOs that receive training documented	Objective 1, Strategy 1.2

## 4.2 INTERMEDIATE RESULT 2: STRENGTHENING GOVERNMENT OF MEXICO CAPACITY TO PREVENT CRIME AND VIOLENCE

**Background:** Activities in support of IR2 are organized under two sub-IRs: improving GOM policies and plans for crime and violence prevention (IR2.1) and improving strategic communication and outreach capacity of the GOM (IR2.2).

During CVPP1, the program made progress under IR 2 in the following areas.

### IR2.1:

- Completed the production of over 24 documents containing models, guides, manuals, and the systematization of good practices that represent the knowledge legacy of CVPP1 and the GOM and can be used to build institutional capacity of government and nongovernmental organizations. As part of this effort, CVPP1 completed an online tutorial for the citizen security training manual and created an e-book catalogue of its publications to make this information available online for public access to a wide range of beneficiaries. Some of these manuals and guides are already in use promoting the replication of CVPP1 practices, and they have been instrumental in the implementation of training sessions conducted throughout the life of the CVPP1.
- Trained more than 400 public officers and CSO representatives, as well as youth and adults from the target *poligonos*. CVPP2 will follow this with the transference of training programs to academic organizations that will continue replicating CVPP1's legacy at the regional level, ensuring sustainability of the project's efforts.
- Identified partnerships with several universities such as UACJ, UACH, and Monterrey Tech to transfer training programs and CVPP's knowledge management documents to strengthen local capacity in the area of crime and violence prevention.
- Completed an assessment of impact evaluation methodologies for crime and violence prevention programs in Mexico with the Abdul Jameel Poverty Action Lab (JPAL). This assessment will serve as a starting point for CVPP2 to facilitate a national dialogue on strategies to improve methodologies and capacity to conduct sound evaluations of programs in this area.
- Completed the design of Guadalupe's crime and violence prevention observatory and facilitated a partnership between UANL and the municipality to operate the observatory, while developing national guidelines with the GOM to promote technical sound observatories through federal funding. CVPP2 will build from these results to establish and make operational the crime and violence observatory in the municipality of Guadalupe in Nuevo Leon.

### IR2.2:

- Pioneered a model on community-based communications for crime and violence prevention that is used to facilitate communication strategies and campaigns at the municipal level in Mexico. This model was implemented in four cities and nine *poligonos*, evaluated and documented through two conceptual models and a guide to promote the replication of CVPP's communication campaign *Vivamos la Calle*.

- Developed a training program on community-based communication for crime and violence prevention in partnership with the Anahuac University and the GOM, which trained state public officers. This training program was complemented by a study tour to Medellin, Colombia, where 36 public officers participated. The training program will be transferred to other universities in Mexico under CVPP2.
- Conducted four training events on preventive journalism in Mexico City and the three target cities, developed a manual on preventive journalism, and identified potential partnerships with schools of journalism of the following six universities: Anahuac, UACH, Iberoamericana, Centro de Investigación y Docencia Económicas (CIDE - Center for Research and Teaching in Economics), *Universidad Nacional Autónoma de México* (UNAM), and Monterrey Tech in Mexico City. These trainings, manuals, and partnerships will be instrumental in expanding CVPP2's introduction of preventive journalism concepts to a wider audience of journalists.

#### **4.2.1 INTERMEDIATE RESULT 2.1: GOM POLICIES AND PLANS FOR CRIME AND VIOLENCE PREVENTION IMPROVED**

##### **Activity 2.1.1: Support the GOM by systematizing proven best practices in crime and violence prevention programming for replication**

**Approach:** CVPP2 will take CVPP1 knowledge management documents and training programs to the next level by: 1) completing the production of pending documents under CVPP1 and new documents that will complement this effort and disseminating these documents through partnerships with private, public, and academic organizations and through the use of online platforms; 2) establishing partnerships with academic organizations to strengthen existing knowledge management platforms to disseminate CVPP documents and other relevant information in the field of crime and violence prevention; and 3) documenting the social franchise methodology to promote a mechanism to replicate good practices that are successful at the local level and can be scale up at the national level.

CVPP2 will carry out the following activities:

##### **Complete the production and dissemination of knowledge management documents.**

- CVPP2 will complete the preparation and publication of documents and work with SEGOB to publish them jointly. CVPP2 will also work closely with SEGOB to get their input and develop a second edition in PDF that will incorporate their comments and their logo.
- CVPP2 will develop other documents such as guides and materials mentioned in other CVPP2 activities in this work plan.
- CVPP2 will also continue implementing its dissemination plan in close coordination with SEGOB and other partners. These activities will include participation in conferences, seminars, and workshops to present CVPP's products and disseminate them through CVPP, SEGOB, and other partners' web pages to make documents available to the public. CVPP2 will publish an electronic catalog of its publication with a link that will enable access to PDF documents and online tutorials developed under CVPP1. CVPP2 will also execute partnerships with universities such as Monterrey Tech, UANL, and UACJ to promote the wide use of its knowledge material through learning communities and training programs (see the following sub-activity, "bank of good practices"). Through these partnerships, CVPP2 will provide alternative access to its documents in addition to SEGOB's platform.
- Working with consultants and staff CVPP2 will:
  - Complete the development of documents;

- Document the *Mesas de Seguridad* Model in partnership with Mexico SOS and the *Mesa de Seguridad* of Ciudad Juarez;
- Update its knowledge management dissemination plan;
- Participate in up to 20 events in Mexico City and in other locations in the country to promote concepts and practices developed under CVPP1 and CVPP2; and
- Execute partnerships with Monterrey Tech and UACJ to promote the dissemination and use of its knowledge management material.

**Promote a “bank of good practices” with SEGOB and other partners.** CVPP1 developed documents and a synthesis of several good practices through the competitive processes and through its own grant programs. CVPP1 also developed a base for the creation of a knowledge management platform in SEGOB to upload all of this information and additional relevant documents. Nevertheless, at the time of the CVPP1 closeout, SEGOB had not approved the final web site to store and consult the information, despite the efforts of the program. In response, CVPP2 will continue working with SEGOB while developing partnerships with other organizations that would, in parallel, serve as alternative knowledge management platforms that will make public state-of-the-art publications on best practices, training programs, and any other relevant information that will be useful in the field of crime and violence prevention. CVPP2 will build from conversations held with Monterrey Tech and its partnerships with the UACJ and UANL to create learning communities and to use these organizations’ knowledge management infrastructure to promote crime and violence prevention documents. CVPP2 will:

- Continue working with SEGOB to ensure that its documents are uploaded in the Mexicanosmuevelapaz web page;
- Work with Monterrey Tech to transfer CVPP’s knowledge management documents and training materials to improve the Tech’s available training and information through online trainings and a learning community; and
- Explore and consolidate learning communities with UACJ and UANL focused on the work the project will do with both academic organizations.

**Promote and document the social franchise methodology to promote the replication of good practices.** As part of the partnership with UANL, CVPP2 will promote the social franchise approach to facilitate the replication of the Family Relations Model with the direct intervention of UANL, and with the participation of other organizations in Monterrey and beyond (see Activity 3.1.3). The social franchise methodology involves providing organizations with a tool or successful practice or model to transfer to other organizations, while maintaining quality control of the tool, practice, or model. It will enable the replication of good practices that are working well locally and have the potential to become national, without the direct intervention of the government. It will allow local organizations to identify partnerships to replicate their models while safeguarding the original approach, compare results among different interventions in different territories, and carry them out through different implementing organizations. CVPP2 will work with UANL to pilot this methodology, refining concepts, protocols, procedures, and processes to ensure a smooth transference to private sector organizations that have shown interest in the replication of the Family Relations model. In addition, CVPP2 will identify an additional organization that is already implementing a sound and proven good practice or model at the local level that has the potential for growth to replicate this approach. CVPP2 will document the application of the methodology to disseminate it.

- The program will assist UANL in the application of the social franchise methodology to replicate the Family Relations model in Monterrey and Ciudad Juarez through the small grant project and direct technical assistance (see Activity 3.1.3).

- CVPP2 will identify and assist an additional organization to apply the social franchise methodology. CVPP1 initiated conversations with the *Fundación Comunitaria de la Frontera Norte* to explore whether its *A Ganar* project would qualify to apply this methodology, based on the status of the model and on the interest of the institution’s board to replicate the model beyond Ciudad Juarez. By June 2015, CVPP2 will make a decision with the Fundación on next steps.

Upon completion of these actions, CVPP2 will have achieved the following.

Results/Deliverables	PRONAPRED
Disseminate with SEGOB up to 34 CVPP knowledge documents to promote replication of concepts, models, and practices	Objective 4, Strategy 4.1
Establish at least one partnership with an academic institution to disseminate CVPP’s knowledge management documents in an online platform	Objective 4, Strategy 4.1 and 4.2
Document the social franchise methodology to promote replication of sound local practices at the national level	Objective4, Strategy 4.1

### Activity 2.1.2: Support the GOM in conducting crime and violence prevention training to key local and state stakeholders

**Approach:** The emphasis of CVPP2 efforts under this activity will be in the development of regional capacity to replicate CVPP1’s training modules. CVPP2 will carry out this objective by facilitating partnerships with up to three universities to establish formal face-to-face and online training programs to build capacity of public officers and CSOs to design, implement, and evaluate crime and violence prevention programs with GOM and other donors funding. Under CVPP1, USAID signed an MOU with the UACJ, facilitated by CVPP1, to establish the training program, and CVPP2 will continue working with USAID and SEGOB to identify up to two additional universities in other regions to replicate this approach. CVPP2 will also continue exploring a partnership with the Government and Public Transformation School of Monterrey Tech to strengthen their Safe Cities online training program with CVPP’s knowledge document, and to consolidate a public knowledge management platform that Monterrey Tech will operate to provide continuity to CVPP’s efforts beyond the life of the program. In addition, CVPP2 will develop a training module on impact evaluation for crime and violence prevention that will both be delivered directly with SEGOB to subnational government officers in four regions and transferred to its university partners to create regional capacity in this area as well. CVPP2 also will look to adapt and integrate the GBV module into the CVPP models and methodologies training materials to create awareness among public officials and CSOs.

CVPP2 will introduce the issue of impact evaluations for crime and violence prevention programs through events to increase the profile of the issue in the public agenda, training material, and partnerships with universities. Based on the assessment on evaluation methodologies existing in Mexico completed with JPAL under CVPP1, CVPP2 will promote open discussions to set the agenda at the national level, and promote national guidelines working closely with SEGOB. CVPP2 will promote the establishment of a technical working group with SEGOB to develop an action plan that will lead to guidelines, events, and the application of specific evaluations (see IR3) and training materials to build capacity at the subnational level for impact evaluations as described above.

CVPP2 will carry out the following activities:

**Develop up to three training programs with universities in three regions.** Together with USAID and SEGOB, CVPP2 will complete partnerships with up to three universities and transfer its training programs entailing different topics of crime and violence prevention, in order to generate capacity at the regional level to train public officials and CSOs in the area of crime and violence prevention. The objective is to create sustainable training programs that will continue beyond the duration of the program, designed together with partners. The training program will include one mandatory core course and seven optional courses:

### ***Mandatory Core Conceptual Course 1:***

Module 1: Introduction to crime and violence concepts

Module 2: Family violence

Module 3: Youth violence

### ***Optional Courses:***

Course 2: Crime and violence prevention methodologies

Course 3: Municipal mechanisms for coordination and management of crime and violence prevention initiatives

Course 4: Community police methodology and problem solving

Course 5: Communication for crime and violence prevention

Course 6: Crime prevention through environmental design (CPTED)

Course 7: Research in crime and violence prevention

CVPP2 will also develop a brand new course on impact evaluation for crime and violence prevention that will also be transferred to its partners at the end of the year.

CVPP2 will:

- Work with SEGOB to identify and establish up to two additional partnerships besides the one already established with UACJ; and
- Design the transference process of these training programs in close coordination with each partner and SEGOB. This process will include the development of an action plan that will include the following activities:
  - A training-of-trainer effort. CVPP2 consultants and staff will provide the training to university staff and consultants;
  - Design of the training program to ensure sustainability. This effort will include the costing of the courses and marketing among others; and
  - Assistance during the first delivery of the training courses. CVPP2 staff will work closely with its partners during the implementation of the first generation of training to complete the knowledge transference.

In addition to these three training programs, CVPP2 is exploring with Monterrey Tech the possibility of transferring its knowledge management documents to strengthen their existing training and knowledge sharing platforms. CVPP2 will:

- Define the scope of the cooperation with Monterrey Tech and sign a Letter of Intent;
- Transfer its knowledge management documents and platforms to Monterrey Tech;
- Conduct joint events to disseminate the documents and trainings; and
- Establish a joint learning community.

**Provide training on crime and violence prevention to public officials.** Based on previous conversations with SEGOB, CVPP2 will develop and deliver a training on impact evaluation in four regions. CVPP2 will

also partner with municipal associations to deliver its general training on citizen security to sensitize local government elected officials on the issue of crime and violence prevention right after 2015 electoral period ends. Through this effort, CVPP2 will engage the newly elected authorities early on to promote the crime and violence prevention agenda and to promote its knowledge legacy. CVPP2 will:

- Complete the design of a training on evaluation for crime and violence prevention and deliver it in four regions in close coordination with SEGOB.; and
- Sign Letter of Intent with the three municipal associations and conduct a two-day training with each one (August–October).

**Promote the impact evaluation agenda with SEGOB.** Based on the results of the assessment on impact evaluations conducted under CVPP1 with JPAL, CVPP2 will promote a discussion on the results and recommendations with SEGOB to promote policy actions and the development of specific capacity building initiatives. From the discussions, CVPP2 will identify with SEGOB specific actions and events that will be implemented during the year. CVPP2 will:

- Present the assessment findings to SEGOB and other partners;
- Promote the establishment of a technical working group to identify follow-on activities;
- Promote national guidelines on impact evaluation for crime and violence programs; and

Upon completion of these actions, CVPP2 will have achieved the following.

Results/Deliverables	PRONAPRED
Establish three training programs on crime and violence prevention in partnership with universities	Objective 4, Strategy 4.1
Train up to 300 public officials on impact evaluation and crime and violence prevention	Objective 4, Strategies 4.1 and 4.2
Establish a learning community on crime and violence prevention with Monterrey Tech	Objective 4, Strategy 4.1
SEGOB develops national guidelines to improve capacity in the area of impact evaluation for crime and violence prevention	Objective 4, Strategies 4.1 and 4.2

**Activity 2.1.3: Support GOM dissemination of crime and violence prevention observatories guidelines, promote the creation of a national observatory committee, and support the creation of additional observatories at the subnational level**

**Approach:** CVPP2 will continue this support at the municipal and national levels. Support at the municipal level will be specific to the establishment of the Guadalupe municipality’s observatory. Since the municipality of Tijuana did not approve the design of the observatory, CVPP1 did not continue pursuing that activity and no further efforts will be implemented during CVPP2. At the national level, CVPP2 will continue supporting the technical working group under the leadership of SEGOB to disseminate the national guidelines created during CVPP1 at a national level and to promote public policy through the National Prevention Program and SUBSEMUN.

CVPP2 will carry out the following activities:

**Support the creation of an observatory in the municipality of Guadalupe.** CVPP1 completed the participatory design of the observatory together with the municipality of Guadalupe and UANL. As result of these efforts, UANL is signing a partnership agreement with the municipality to operate the observatory. CVPP2 will work with both partners to complete the establishment of the observatory following the design and national guidelines completed in CVPP1.

For the creation of a pilot observatory in Guadalupe, the program will:

- Provide technical and procurement support for equipment to establish the observatory;
- Provide technical training for geo-referencing and analysis of the crime and violence data collected by the observatory; and
- Assist with preparation and dissemination of the observatory’s first products.

**Facilitate the approval and dissemination of the document on guidelines for the promotion of sound crime violence observatories.** The program will also continue its support for development of national guidelines for observatories by collaborating with SEGOB to collect, publish, and disseminate a “Best Practices for Observatories” guidance PDF document;

**Support the organization of the Fifth International Conference on Observation and Analysis of Crime and Violence.** CVPP2 will support the GOM in the organization of the conference. This is an international conference spearheaded by the International Center of Crime Prevention (CICP) and the National Observatory of Crime in Public Transportation of France. The conference will highlight Mexico’s best practices in this area as well as promote international best practices on crime and violence observatories around the globe. Experts from various academic institutions, representatives from governments around the world, and CSO representatives will come to Mexico to share their experiences in this area.

CVPP2 will work in close coordination with the GOM and other national and international partners such as: INL, the Centro Nacional de Prevención del Delito, el Centro de Excelencia para la Información Estadística de Gobierno, Seguridad Pública, Victimización y Justicia of UNOP and INEGI, CICP, and the National Observatory of Crime and the National Observatory of Criminal Offenses of France, among others.

This activity will contribute to support policies and guidelines on crime and violence observatories and to position the crime and violence prevention agenda in Mexico.

Upon completion of these actions, CVPP2 will have achieved the following results and deliverables.

Results/Deliverables	PRONAPRED
Complete and disseminate national guidelines to promote crime and violence observatories	Objective 4, Strategy 4.1
Establish crime and violence observatory in Guadalupe	Objective 4, Strategies 4.1 and 4.2

#### 4.2.2 INTERMEDIATE RESULT 2.2: GOM STRATEGIC COMMUNICATION AND OUTREACH ON CRIME AND PREVENTION IMPROVED

##### Activity 2.2.1: Support the GOM’s dissemination and replication of the crime and violence prevention communication strategy to key local and state government stakeholders through partnerships with local universities

**Approach:** Pending further conversations with SEGOB about the scope of this activity, we propose the following approach. CVPP2 will build from results of CVPP1 to promote the replication of its community-based communication strategies for crime and violence prevention and preventive journalism. CVPP2 will promote the transference of its training modules on communication and preventive journalism as part of the training program that it will transfer to universities. CVPP2 will also build from the group of professionals that were trained during CVPP1, to promote a formal network of experts from local and state governments to facilitate its methodologies and knowledge so that they can design and implement specific projects in their jobs. Also building from CVPP1 efforts to develop capacity at the state level to promote communication strategies, CVPP2 will work in three states with SEGOB to formally establish communication committees that will serve as institutional platforms to replicate CVPP’s models.

CVPP2 will carry out the following activities:

**Establish a network of communication experts for crime and violence prevention from subnational governments.** CVPP2 will support SEGOB in the organization of a network of professionals who have participated in previous training and the study tour activities of CVPP1. Through this network, CVPP2 will promote a learning community on the issue to promote the design and implementation of sound communication strategies and campaigns for crime and violence prevention. CVPP2 will coordinate with partners, such as Monterrey Tech, to transfer the platform to ensure its operation beyond the lifetime of the program. CVPP2 staff will initially coordinate the exchange of information among the network using Internet-based platforms such as blogs, Facebook, and Twitter. CVPP2 will track the number of communication strategies and campaigns that are designed and implemented through the facilitation of the network. CVPP2 will:

- Establish an online communication platform;
- Support the organization of follow-up information sharing meetings with public officers who have received previous training from CVPP in Durango;
- Identify a successor and sign a Letter of Intent to continue operating the platform; and
- Organize and manage the network, which includes the identification of participants, operation and selection of material, response to questions and comments.

**Strengthen or consolidate the capacity of subnational governments to replicate CVPP's communication strategy.** Following lessons learned from previous efforts implemented during CVPP1, CVPP2 will promote or strengthen communication committees in up to three states in close coordination with SEGOB. In those regions where CVPP2 has partnerships with universities to improve capacity through training and technical assistance (see Activity 2.1.2), it will promote the engagement of these academic institutions in this activity to provide continued support to the government entity. CVPP2 will:

- Define with SEGOB up to three states where the program will work, based on specific criteria, including: demonstrated political will to advance the development of communication strategies for crime and violence prevention; existing or approved PRONAPRED funding; the state is one of PRONAPRED's priority sites; states that do not yet have a consolidated communication strategy; and counterparts that have received CVPP's training;
- Provide technical assistance to establish or consolidate the communication committees; and
- Provide technical assistance to generate a communication strategy to design and implement a community-based campaign on crime and violence prevention.

**Develop and implement a training course on preventive journalism.** CVPP2 will build from its previous training to journalists and the manual on preventive journalism to complete a training module on the subject. Once completed, CVPP2 will transfer the modules to its partner's universities to complement the curriculum on crime and violence prevention. CVPP2 will initiate this activity with a partnership with the UACH in Chihuahua and deliver the training in that city. CVPP2 will work with Dr. Javier Bernabé from Complutense University in Madrid to complete the design of the training and will transfer its content to the UACH following the approach described under Activity 2.1.2.1. CVPP2 will:

- Design the training module with assistance from Dr. Javier Bernabé;
- Sign a letter of intent with the UACH; and
- Transfer the module to the UACH and conduct initial training together.

**Support SEGOB in the establishment of a national network of public media to promote the crime and violence prevention agenda.** SEGOB will promote a national network of public media to disseminate crime and violence prevention programs and messages. CVPP2 will support SEGOB in the establishment of the network, raising awareness and developing capacity of selected journalists who will lead specific crime and violence prevention projects. CVPP2 will:

- Together with Anahuac University and Javier Bernabe provide the communication and preventive journalisms trainings to selected journalists from the national network
- Document at least one good practice implemented by at least one state (such as Morelos) to promote its replication to other states.

**Promote the community-based communication for crime and violence prevention training to several universities in the country.** CVPP2 will work with SEGOB and the Anahuac University to disseminate the community-based communication training to other universities in the country following a train-of-trainers methodology.

**Complete testimonial videos on success stories on crime and violence prevention.** Under CVPP1, the program developed three success stories of CVPP beneficiaries and interventions. By May 2015, CVPP2 will publish and disseminate these stories and will promote their incorporation into the training programs that will be conducted with its partners throughout the year.

Upon completion of these actions, CVPP2 will have achieved the following.

Results/Deliverables	PRONAPRED
A network of experts on communication for crime and violence prevention from subnational governments created and operational	Objective 4, Strategy 4.2
Replication of CVPP’s communication strategy in up to 3 subnational governments	Objective 4, Strategy 4.2
A training module on preventive journalism developed and implemented with the UACH	Objective 4, Strategies 4.1 and 4.2

### 4.3 INTERMEDIATE RESULT 3: INCREASING AT-RISK YOUTH CAPACITY TO PLAY PRODUCTIVE ROLE IN THEIR COMMUNITIES

**Background:** Activities in support of IR3 are organized under three sub-IRs: Livelihood opportunities for youth increased (IR3.1), school retention among at-risk youth increased (IR3.2), and civic leadership among target youth increased (IR3.3).

During CVPP1, the program made progress in IR3 in the following areas:

**IR3.1 and IR.3.2:**

- CVPP1 facilitated experience and knowledge to develop focused at-risk youth diagnostic tools, and a comprehensive Youth Community Resilience model based on the experience gathered through its small grant program. The model is published and will be disseminated during CVPP2.
- Through small grant projects, CVPP1 promoted 10 at-risk youth models related to both primary and secondary prevention interventions, documented the systematization of five of these models, and strengthened the capacity of nine local NGOs through the process of implementation of these models.
- With guidance from USAID/Washington, the city of Los Angeles California (LA), and the Southern California University (USC), CVPP1 transferred the LA Family Relations model, a secondary prevention

model that the UANL is now implementing in Mexico. This model is paving the way for the introduction of a “social franchise” approach to promote the sustainability of local interventions and its replication in a national context.

- CVPP1 collaborated with SEGOB to establish a technical working group on tertiary prevention and designed a social reinsertion model that will be implemented through small grant projects with local organizations during identified areas of opportunity to facilitate new models in this area through small grants with local organizations. CVPP2 will continue the consolidation of two models under IR 3.1 (the new masculinity model and family relations model) and will roll out a tertiary prevention model with two local organizations to document it and promote its replication; under IR3.1, the program will roll out a school violence prevention model in Tijuana based on a strategy built with the Tijuana MCVPC.

**IR 3.3:** Facilitated technical assistance to develop a strategic plan to strengthen the *Vinculación de Redes de Acción Local para la Transformación Nacional* (VIRAL) network, providing a clear path to establish a legal entity and an action plan to promote its sustainability. CVPP1 provided training to VIRAL’s youth members and co-sponsored the three VIRAL annual conferences between 2012 and 2014. Two hundred youths participated in the last conference. With the conferences VIRAL has increased its membership to 2,618, of which 63 percent are CSOs, 28 percent are youth unions, and 9 percent are youth leaders. CVPP2 will have a rather modest contribution providing focused technical assistance to implement the action plan and sustainability plan developed during 2014 and through the establishment and operation of its online platform.

#### **4.3.1 INTERMEDIATE RESULT 3.1: LIVELIHOOD OPPORTUNITIES FOR YOUTH INCREASED**

**Activity 3.1.1: Support the piloting of new crime and violence prevention models and further strengthen existing ones to identify best practices and lessons learned (illustrative models include community healing, mobile mediation, gender-based violence and victims’ assistance)**

**Approach:** The implementation mechanism for this activity will be a grant to support the masculinity project that was started under CVPP1. Continued support for this particular model will allow for completion of the masculinity project activity cycle. Additionally we have determined that this model is relatively easy to replicate and has potential for generating quick impact. The funding available will only allow for one grant supporting one model for Activity 3.1.1.

The objective of the grant is to promote a second cycle of implementation of the new masculinity model promoted under CVPP1 through the same organization, *Pro-Superación Familiar Neolonesa, A.C.* (SUPERA), in order to evaluate and document the model with a second intervention, promote sustainability by engaging private and public sector organizations to replicate the model in communities and schools in Monterrey and Nuevo Leon, and disseminate its results to encourage a national replication. CVPP will ensure that the grant to SUPERA supports the ongoing development, evaluation, and documentation of a model that is replicable nationally and incorporated into the GBV training module as an example of addressing GVB in practice. As part of this phase, CVPP2 will conduct an external evaluation of the results of this grant that will serve to identify areas of opportunity and of success that will allow for the documentation of this model as a best practice if relevant. Under this grant, SUPERA will undertake the following activities:

- Implement the model in the *polígonos* of Alianza, Independencia, and Nuevo Almaguer to complete a second cycle with new beneficiaries. This will allow SUPERA to complete cycles of the model, systematize protocols for intervention, and conduct a formal evaluation by comparing the two generation of beneficiaries.
- Strengthen SUPERA’s partner’s network to promote the replication of the model beyond the original intervention communities and through government and private sector programs. SUPERA established a network of organizations during CVPP1 and will continue expanding upon this network to build capacity and promote new interventions.

- Based on results, promote the dissemination of the model beyond Nuevo Leon through networks and partners in other states.

Upon completion of these actions, CVPP2 will have achieved the following results and deliverables.

Results/Deliverables	PRONAPRED
The new masculinity model is completed, evaluated, and documented	Objective 2, Strategies 2.1, 2.2, 2.3, and 2.4
At least 1 public and private sector organization has funded the replication of the model	Objective 2, Strategies 2.1, 2.2, 2.3, and 2.4

### Activity 3.1.2: Assess and support the piloting of tertiary crime prevention

**Approach:** As tertiary prevention is becoming a prominent issue in the national agenda, CVPP2 will continue efforts initiated during the first phase to promote replicable interventions and policy, working closely with elected local partners as well as SEGOB. Under CVPP1, the program identified a partnership with FICOSEC Chihuahua and REINTEGRA in Mexico City to promote models of social reintegration of adolescents that can be documented and replicated beyond the cities where they currently operate. The model will be applied in both contexts with adolescents already in the jail system that are about to go back to society, and youth that are under alternative correction measures outside of the jail system. At the national level, CVPP2 will continue working with SEGOB to identify areas of cooperation to document and evaluate tertiary prevention practices to identify lessons learned. CVPP2 will use its limited small grants program to promote both interventions in Chihuahua and Mexico City and through a partnership with FICOSEC in Chihuahua and Ciudad Juarez to promote the sustainability of this model. At the policy level, CVPP2 will provide focused technical assistance to SEGOB to strengthen their agenda in this area.

CVPP2 will undertake the following tasks under this activity:

**Promote models for replication through its small grant program.** CVPP2 will complete two grant programs with REINTEGRA in Mexico City and *Consejo Ciudadano* in Chihuahua. The latter will be closely coordinated with FICOSEC Chihuahua, leveraging additional resources and the potential for continued implementation beyond the duration of CVPP. Both grants will promote similar models that will then be documented for replication. The model will have the following components: develop a network of services to support the social reinsertion of adolescents into school, jobs, and a healthy life; family integration activities; education on social skills; relationship building with the justice system and other relevant government authorities; and design and application of a training program for educators who promote social reinsertion efforts of adolescents in the communities. As part of this activity CVPP2 will:

- Complete two grants and monitor implementation;
- Through a partnership with FICOSEC, leverage additional resources for the implementation of this model in Chihuahua;
- Through the grantees, document the model by developing protocols and processes that will enable the replication of the model through other organizations in other cities;
- Provide technical assistance to integrate gender concerns into the REINTEGRA “social franchise” methodology; and
- Conduct an external evaluation of both interventions.

**Support SEGOB to strengthen its tertiary prevention agenda.** Under CVPP1, the program supported a working group under the leadership of SEGOB to promote national guidelines to launch tertiary prevention efforts through federal funding. During CVPP2, CVPP will continue supporting SEGOB to continue the operation of the technical working group to develop input for the generation of general guidelines that will facilitate the design and evaluation of tertiary prevention programs with PRONAPRED funding and the

dissemination of relevant concepts and best practices to improve the implementation of such programs among states and municipalities. CVPP2 will:

- Support SEGOB in the organization of the working group agenda and meetings
- Support SEGOB in the organization of an information exchange workshop to present best practices in tertiary prevention in Mexico with the participation of experts and representatives from states and municipalities who receive PRONAPRED funding. Document the discussion through a technical publication after the workshop and disseminate it with SEGOB.

Upon completion of these actions, CVPP2 will have achieved the following results and deliverables:

Results/Deliverables	PRONAPRED
Two tertiary prevention interventions completed through small grants and documented for replication	Objective 2, Strategies 2.2, 2.3, and 2.6

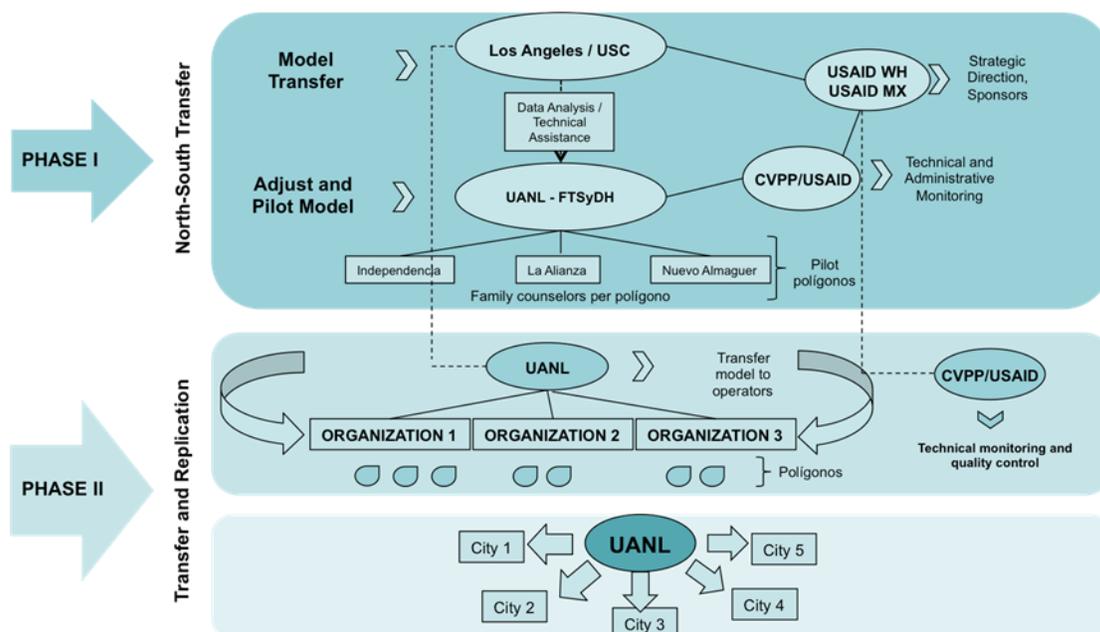
**Activity 3.1.3: Support the implementation of the Youth Services Eligibility Tool (YSET) diagnostic tool and related secondary prevention model**

**Approach:** Based on CVPP1 progress with the transference of the YSET and Family Relations Secondary Prevention Model from LA to Monterrey (Phase I), CVPP2 will promote the application of the revised tool in the same original locations and beyond. It will also develop a transference model to enable the replication of the model at the national level (Phase II), allowing the participation of other implementing organizations besides UANL. As described in the graph below, our vision is that UANL becomes the “hub” for the model in Mexico and thus the national research organization that will analyze data to define risk factors and eligibility criteria (as with USC in Los Angeles). UANL will also provide the training and technical assistance to other intervention organizations in Monterrey and other cities in the country to make sure that the model is applied based on the original principles and methodology. CVPP2 will also provide technical assistance to integrate gender concerns into the UANL YSET methodology. CVPP2 will work closely with the city of Los Angeles and USC to make sure that the transference model is implemented well, and the program will promote an agreement between USAID and the president of UANL to ensure that the university commits to this objective with resources at the institutional level.

As for the replication of the model during CVPP2, the program will execute a new grant with UANL to continue Phase II in the same *poligonos*. We will also explore the replication of the model in other *poligonos* in partnership with the Axtel Foundation, which has expressed interest in applying the model in the communities where they have projects. In Ciudad Juarez, CVPP1 signed a Letter of Intent to promote the replication of this model through FICOSEC. In Ciudad Juarez, CVPP2 will work through UANL to transfer the model as mentioned above, and will work with FICOSEC to select an implementation organization that will lead the intervention in selected communities with FICOSEC’s funding. This approach will facilitate both the replication and sustainability of the model beyond CVPP2, having local organizations empowered with the model, and UANL ensuring the correct application of the model.

The following graph synthesizes our vision to consolidate the transference of the LA Family Relations Model to Mexico and beyond.

**FIGURE 4.2. TRANSFERENCE OF THE LA FAMILY RELATIONS MODEL TO MEXICO**



CVPP2 will conduct the following activities:

**Conduct a second application of the model directly with UANL in Monterrey.** The results of the model’s Phase I will be used to establish a baseline and a set of indicators to assess the impact of the model in the medium and long terms. Phase II will provide continued support to participants of Phase I in the three original target *polígonos* in Monterrey—Alianza, Independencia, and Nuevo Almaguer—and will serve a new incoming group of youth identified by implementing the YSET-MA tool. This will allow UANL to continue to build a database with results and specific achievements as well as longitudinal tracking and behavioral analysis of risk factors identified before and after the interventions. Through these interventions, UANL will impact a new group of vulnerable youths and their families while further documenting the model. In turn, Phase II will strengthen the adaptation of the model, and streamline implementation and monitoring and evaluation processes. Through the small grant project, UANL will:

- Incorporate adjustments made to the Secondary Prevention Model in Phase I;
- Identify candidates for the implementation of the YSET-MA tool with a new group of youth in the three target *polígonos* of Alianza and Independencia in Monterrey and Nuevo Almaguer in Guadalupe;
- Apply the YSET-MA tool to a new target group of youth candidates in the three target *polígonos*;
- Continue to provide services to Phase I beneficiaries during Phase II of the Secondary Intervention Model;
- Create an intervention plan for each participant case for a period of six months;
- Offer continuous support to youth and family graduates of Phase I of the Secondary Intervention Model through a follow-up program; and
- Apply the YSET-R tool after six months of intervention activities with Phase II participants to assess the progress of new cases and continuing cases from Phase I.

**Assist UANL to develop a transference methodology to promote the replication of the model.** CVPP2 will work closely with UANL through the grant and provide technical assistance to complete the transference

methodology that will enable the university to replicate the model. The methodology is based on the “social franchise” concept in which UANL will create protocols, standards for implementation, and quality control mechanisms to ensure that the model is properly applied by partner organizations. UANL will keep the research organization role, adjusting the YSET in different locations and analyzing data to define eligibility criteria in each case, and will conduct aggregated analysis with all applications to identify lessons learned and results of the model. UANL will transfer the intervention component to partner organizations and provide continued technical assistance as needed to ensure quality control and compliance with standards and protocols.

Specifically, the knowledge generated from Phases I and II of the Secondary Intervention Model will serve as a basis for developing a training package specifically designed to enable organizations to replicate the model in various *polígonos* throughout the Monterrey Metropolitan Area and greater Mexico. UANL will facilitate the systematization of the processes associated with operating the Secondary Intervention Model, offering specialized materials for implementing organizations based on their institutional needs and requirements. Through technical assistance and the small grant project, CVPP2 will work with UANL to:

- Design a transfer package for other organizations to adapt and implement the Secondary Intervention Model;
- Provide technical assistance and accompaniment to organizations replicating the Secondary Intervention Model;
- Systematize the experience of the transfer of the Secondary Intervention Model; and
- Promote and disseminate the research and evaluation of the Secondary Intervention Model in various cities across Mexico.

**Promote the institutional sustainability of the model by promoting a business model with UANL.**

To ensure the sustainability of the model, UANL will design and develop a business plan for engaging organizations interested in purchasing the model to ensure the long-term financial sustainability of transfer services. The UANL will provide technical support and transfer services through the creation of a Specialized Sub-Unit for Youth Violence Prevention under the *Unidad de Vinculación* (Liaison Unit), a unit specializing in the dissemination, promotion, and marketing of specialized academic services in the fields of community development and social work. By managing the dissemination and replication of the Secondary Intervention Model, the UANL will uniquely position itself as a leader in youth violence prevention efforts in collaboration with public, private, and civil society organizations working in marginalized communities. CVPP will also assist UANL to cost the transference of the model and present it to potential clients or partners. Through technical assistance and the small grant project, CVPP2 and UANL will:

- Develop a business model;
- Create a Liaison Unit to promote the replication of the model through a financial sustainable approach; and
- Cost out the components of the model and present it to potential partner organization.

**Assist UANL in the development of partnerships to replicate the model.** CVPP1 identify several potential partners to start the replication of the model with UANL and signed a Letter of Intent with that purpose with FICOSEC Ciudad Juarez and Axtel Foundation. Several other organizations showed interest and were exploring options to engage the project directly with UANL. For example, through a CVPP1-sponsored training event conducted with representatives from CEMEX’s social responsibility offices from several regions in Mexico, the cement company is now considering the application of the model in some of its locations. CVPP2 will work with UANL to explore this and other opportunities. CVPP2 will:

- Promote the secondary prevention model through training and dissemination events throughout the country; and
- Execute Letter of Intents with FICOSEC, Axtel Foundation, and (likely) CEMEX to promote the replication of the model together with UANL.

**Evaluate, document, and disseminate results.** Although UANL will conduct its own internal evaluation through the application of YSET, CVPP2 will conduct an external evaluation of the model to identify lessons learned and areas of opportunity. CVPP2 will document the model together with UANL and further promote its dissemination in Mexico.

Upon completion of these actions, Tetra Tech will have achieved the following results and deliverables.

Results/Deliverables	PRONAPRED
Family relations model consolidated in Monterrey through a small grant with UANL	Objective 2, Strategies 2.2, 2.3, and 2.6
Family relations model replicated through a transference model developed with UANL and the participation of private sector organizations (at least two replications)	Objective 2, Strategies 2.2, 2.3, and 2.6

#### 4.3.2 INTERMEDIATE RESULT 3.2: SCHOOL RETENTION AMONG AT-RISK YOUTH INCREASED

##### Activity 3.2.1: Support the piloting of new crime and violence prevention models and further strengthen existing ones to identify additional best practices and lessons learned through school-centered prevention approaches and employability

**Approach:** Based on several school-centered primary and secondary prevention interventions and strategies completed and documented in CVPP1, CVPP2 will pursue one new project that will be implemented through a subcontract in Tijuana. CVPP2 will build from CVPP1’s initial engagement with the MCVPC to develop a strategy, operational plan, and protocols to guide different municipal and state interventions to address school violence (bullying). CVPP2 will subcontract with GESIP, a consulting organization that has provided expertise through its principal, Andrea Barrios, to complete the initial steps in a prevention and intervention model to prevent school violence in five pilot schools in Tijuana. GESIP’s model was tried in several other states in Mexico with success and now will be replicated in Tijuana to make sure that the model is strategically coordinated among different government agencies with similar programs in schools (municipal and state agencies) through the Tijuana MCPVC. The model addresses both prevention and interventions (primary prevention) strategies, creating school staff capacity to address violence issues at school but also to identify and treat cases of violence that originate from home and in the communities. Through this intervention, CVPP2 will promote a model that will guide other municipal interventions, as well as the secretary of education of the state government of Baja California, in other schools through specific partnerships with these entities and COPARMEX Tijuana. Through the MCVPC and direct engagement with the secretary of education of Baja California, CVPP2 will also promote policy to institutionalize the main components of this model for its future replication. CVPP2 will evaluate, document, and disseminate this intervention for further replication at the national level.

Together with its partner GESIP, CVPP will:

**Establish partnerships for the implementation of the school violence prevention model.** CVPP1 established a close working relationship with the MCVPC and secretary of education of the municipality of Tijuana and engaged the secretary of education of Baja California to promote the expansion of model to other municipalities in the state. Under CVPP2, we will sign a Letter of Intent with COPARMEX and facilitate an MOU between USAID and the secretary of education of Baja California. Through these relationships, CVPP2 will implement the pilot project in five schools in Tijuana and beyond.

**Implement the pilot model in five schools in Tijuana directly and in five additional schools in partnership with the state of Baja California.** CVPP2 will work with five schools selected during CVPP1 together with the MCVPC to implement the pilot project and will coordinate with the secretary of education of Baja California to work with five additional schools beyond Tijuana. Through these interventions CVPP2 will:

- Conduct a diagnostic on risk factors and sources of violence in the schools together with state government and municipal government staff;
- Establish partnerships with NGOs and government organizations to provide specific services and activities;
- Define action plans per school based on findings together with the school community;
- Coordinate intervention activities to promote peaceful school coexistence; and
- Train school staff to address specific violence cases through direct intervention or reference to other service organizations.

**Assist the education secretary of Baja California to expand the model.** CVPP2 will work with the state of Baja California to identify ways to expand the application of the model beyond the pilot schools. Based on previous conversations, the secretary of education of Baja California will identify budget resources to match USAID’s investment. Contingent on the availability of state funds to expand the model, CVPP2 through GESIP, would provide technical assistance to design a strategy to carry out this expansion but will not be part of its implementation.

**Document results for replication.** CVPP2 will conduct an external evaluation of this model to document lessons learned and areas of opportunity. Together with GESIP, CVPP2 will document the experience and prepare documents for replication.

Upon completion of these actions, Tetra Tech will have achieved the following results and deliverables.

Results/Deliverables	PRONAPRED
School violence prevention model implemented in 5 schools in Tijuana, and evaluated and documented for replication	Objective 2, Strategies 2.2, 2.3, and 2.4
Baja California state government and Tijuana municipal government make policy to replicate the model	Objective 2, Strategies 2.2, 2.3, and 2.4
Partnership with COMPARMEX and the state of Baja California established	Documented under Activity 1.1

### 4.3.3 INTERMEDIATE RESULT 3.3: CIVIC LEADERSHIP AMONG TARGET YOUTH INCREASED

#### Activity 3.3.1: Provide technical assistance to improve outreach and strengthen the sustainability of the VIRAL network

**Approach:** CVPP2 will build from progress achieved during CVPP1. Through CVPP1 efforts, VIRAL network has set a series of related goals: consolidation of its organization; development of strategic planning objectives to consider for the short, medium, and long terms; and design of activities to ensure sustainable operation. In addition, the network also plans to help its members to develop processes for their own formal constitution, enhance their project management capabilities, promote innovation, and internalize best practices.

CVPP1 identified several challenges that will guide CVPP2's intervention in 2015. First, the network is still in an early stage of development, as it has been promoted by SEGOB directly through the participation of mostly young professionals and social activists instead of through consolidated organizations. The challenge is to promote ongoing interest from these individuals to continue promoting the operation of the network towards specific objectives during 2015, and the recruitment of specific organizations with individual agendas that can gain access to knowledge, experience, and resource by joining the network. Second, the interaction among the leadership of the network has not been continuous as its current membership is mostly driven by the organization of events with SEGOB sponsorship. The challenge is to promote other activities that keep the network active beyond specific events, making it also attractive to the other organizations and individuals to join the network. Third, as a network of young people who are also pursuing careers and individual life plans, VIRAL is a voluntary project to which members pay attention sporadically. The challenge for 2015 will be to create a network platform that provides resources and a self-sustainable continued management and leadership structure that can provide continued attention and operation to the network with specific services that are attractive to its members.

With limited resources available for CVPP2 and given the limited time for intervention and challenges identified, the main focus during this year will be to promote an online platform to facilitate the interaction of members to exchange information on program opportunities and knowledge to advance in the area of crime and violence prevention. CVPP2 will also continue facilitating technical assistance through its staff to help strengthen, to the extent possible, the governance structure of the network. CVPP2 will have a modest intervention in this IR and activity and will work with SEGOB and the leadership of VIRAL to leverage additional resources to support the network activities. CVPP2 will:

- Support with technical assistance the strategic planning meeting to draft the VIRAL Network 2015 Work Plan;
- Provide technical assistance to the VIRAL network to develop and use communication materials to create awareness on issues related to GBV and crime and violence prevention;
- Invite VIRAL members to CVPP2 training on crime and violence prevention; and
- Contract the operation of the online platform for VIRAL and provide technical assistance to consolidate it and promote its sustainability through partnerships with other organizations.

Upon completion of these actions, Tetra Tech will have achieved the following.

Results/Deliverables	PRONAPRED
VIRAL network is formally established, with a clear governance structure, financial and sustainability plans	Objective 2, Strategies 2.2, 2.3, and 2.6
Online platform is operational	Objective 2, Strategies 2.2, 2.3, and 2.6

#### 4.4 START-UP AND CLOSEOUT ACTIVITIES

In addition to ongoing implementation of activities that transitioned from the first to the second contract, start-up for CVPP2 has included preparation of the project Work Plan, development of a Gender Equity Plan, and preparation of the project's Activity Monitoring and Evaluation Plan. All of these documents were prepared for submission to USAID as per the terms of the contract. Administrative start-up tasks were also required such as contracting staff, release of staff for positions no longer required, renewal of leases, and revisions to ongoing services subcontracts.

As CVPP2 is a 12-month contract, this Work Plan also summarizes the contract closeout steps that will be taken for project closeout by February 2016.

Closeout 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.

Tetra Tech will conduct a complete project closeout including closure of project offices and demobilization of expatriate staff in January 2016. Tetra Tech will mobilize support from the home office in November and December as needed to lead the closeout tasks. Tetra Tech will prepare and submit in October 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 CVPP2 IMPLEMENTATION TIMELINE

<b>CVPP2 ACTIVITY TIMELINE</b>													
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<b>IR I: INCREASING MULTI-SECTORAL COLLABORATION IN TARGET COMMUNITIES</b>													
<b>IR I.1: Private and public sector engagement in target communities increased</b>													
<b>Activity 1.1.1: Strengthen and leverage resources through the CEMEX partnership and explore additional opportunities for public-private partnerships (PPPs)</b>													
Sign Letter of Intent or MOUs directly or through USAID with CEMEX, AXTEL, FICOSEC (CJ and CH), Monterrey Tech , Carlos Slim Foundation, SEP Baja California, COPARMEX TJ, UACJ, UANL, UACH, and two other universities.													
<b>Implement projects with partners:</b>													
CEMEX – Identify scope around the following areas: secondary prevention, community resilience, training to CEMEX’s offices on Prevention.													
Axtel – Transference of the Family Relations secondary prevention project with UANL													
FICOSEC CJ – Transference of the Family Relations secondary prevention project with UANL, systematization of the <i>Mesas de Seguridad</i> in partnership with Mexico SOS, and replication of CVPP’s methodologies such as master plans													
FICOSEC Chihuahua – Implement tertiary prevention model, evaluate and systematize for replication													
Tech Monterrey, Monterrey – Replicate CVPP training material in online platform													
Carlos Slim Foundation –Provide technical comments to CSF training material; develop of online tutorials of CVPP trainings													
SEP Baja California – Pilot school violence program in TJ and other schools in BC; promote larger partnership with USAID and private sector													
COPARMEX TJ – Pilot project school violence in TJ													
UCAJ and two other universities – Develop training programs on crime and violence prevention													
UANL – Promote Family Relations model in Mexico, develop training program on crime and violence prevention, Crime and Violence Observatory in GLPE													
UACH – Conduct training on preventive journalism													
<b>IR I.2: Cooperation between the community and local government strengthened</b>													
<b>Activity 1.2.1: Support the GOM in facilitating the replication of the Integrated Municipal Management Model for Crime and Violence Prevention</b>													
Consolidate MCVPCs in TJ, CJ, and GLPE through technical assistance													
Develop Municipal Crime and Violence Prevention Plans in TJ													
Promote the replication of the MCVPC and CVPP’s Municipal													

<b>CVPP2 ACTIVITY TIMELINE</b>													
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Integrated model through partnerships with state governments in BC, CH, and NL and through trainings to municipal associations and other partners													
Document experience in three MCPVCs, systematize version 2.0 of the MCPVC Guide and disseminate findings													
Complete, apply, and document municipal competencies index in three municipalities													
Document the Mesa de Seguridad Model together with Mexico SOS and Juarez Mesa de Seguridad													
In GLPE, coordinate with IRI to promote MCPVCs in the electoral agenda and increase participation of civil society in MCPVC													
<b>Activity 1.2.2: Support replication of the CPTED methodology and provide CPTED training at the subnational level</b>													
Provide technical assistance to promote implementation of CPTED projects in three target cities through the respective MCPVCs using input form CVPP1 projects													
Promote replication of the methodology in other municipalities through trainings (see Activity 2.1.2) and partnerships with state governments (CH, BC, and NL), municipal associations, among others													
Document at least one CPTED best practice and disseminate through SEGOB and other partnerships with universities, NGOs, and private sector organizations													
<b>Activity 1.2.3: Support the completion of community policing</b>													
Through USAID, transfer methodology to INL. INL will continue operating this component directly in GLPE and other cities.													
Disseminate GLPE's community police systematization at the national level													
Promote national guidelines through CNS and SEGOB through focused technical assistance													
<b>IR 1.3: CIVIL SOCIETY ABILITY TO SUPPORT VULNERABLE POPULATIONS STRENGTHENED</b>													
<b>Intermediate Result 1.3: Civil society ability to support vulnerable populations strengthened</b>													
<b>Activities 1.3.1 and 1.3.2: Provide tailored training to CSOs to improve their capacity to deliver crime and violence prevention services to vulnerable communities/ Provide capacity-based training to CSOs to improve their organizational management and sustainability</b>													
Complete assessment of second-tier organizations to partner with to promote capacity building of CSOs													
Present CVPP's models and methodologies and ideas for partnership to second-tier organizations identified in the assessment													
Sign Letter of Intent with up to five second-tier organizations													
Provide a two- to-three e-day training to second-tier and first-tier organizations in four regions, on crime and violence prevention and institutional capacity to design, implement, and evaluate crime and													

<b>CVPP2 ACTIVITY TIMELINE</b>													
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
violence prevention projects													
Identify a selected group of OSCs that have developed or implemented crime and violence prevention projects and provide further ad hoc training and TA to promote best practices													
<b>IR 2: STRENGTHENING GOVERNMENT OF MEXICO CAPACITY TO PREVENT CRIME AND VIOLENCE</b>													
<b>IR 2.1: GOM policies and plans for crime and violence prevention improved</b>													
<b>Activity 2.1.1: Support the GOM by systematizing proven best practices in crime and violence prevention programming for replication</b>													
Complete production of knowledge management documents initiated under CVPP1 and disseminate documents at the national level													
Promote bank of good practices with SEGOB and other partners (private sector organizations and universities)													
Promote the “social franchise” methodology to promote the replication or scaling up of good practices; provide technical assistance to at least two organizations (UANL and another organization) to implement it; and document and disseminate the methodology													
<b>Activity 2.1.2: Support GOM in conducting crime and violence prevention training to key local and state stakeholders</b>													
In close coordination with SEGOB, promote the development of up to three training programs with universities in different regions in Mexico													
Provide training to transfer CVPP’s models and methodologies to public officials and mayors in partnership with municipal associations													
Provide training to CSOs (see Activities 1.3.1, 1.3.2)													
Design and implement training on evaluation in close coordination with SEGOB to public officials involved in PRONAPRED and SUBSEMUN projects; transfer module to universities for sustainability (see above)													
Conduct workshop with SEGOB and other partners to discuss findings of JPAL assessment on status of evaluation methodologies in Mexico													
<b>Activity 2.1.3: Support GOM dissemination of crime and violence prevention observatory guidelines, promote the creation of a national observatory committee, and support the creation of additional observatories at the subnational level</b>													
Guadalupe – Develop and launch crime and violence observatory in GLPE through partnership between UANL and the municipality of GLPE (procurement of equipment, training to staff, TA to generate policy briefs and operation)													
National – Facilitate the approval and dissemination of the document on guidelines for the promotion of sound crime and violence observatories													
<b>IR 2.2: GOM strategic communication and outreach on crime prevention improved</b>													

<b>CVPP2 ACTIVITY TIMELINE</b>													
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<b>Activity 2.2.1: Support GOM's dissemination and replication of crime and violence prevention communication strategy to key local and state government stakeholders through partnerships with local universities</b>													
Establish a network of communication experts from subnational governments (including Exchange meeting in Durango)													
Provide technical assistance to promote the replication of CVPP's communication strategy for crime and violence prevention													
Develop and transfer a training module on preventive journalism in partnership with the Complutense University of Madrid and the UACH													
Conduct training to public media journalists on communication and preventive journalism													
Disseminate communication training among several universities (ToT)													
Complete testimonial videos to show impact of CVPP intervention: Vivamos la Calle campaign and general community resilience approach													
<b>IR 3: INCREASING AT-RISK YOUTH CAPACITY TO PLAY PRODUCTIVE ROLE IN THEIR COMMUNITIES</b>													
<b>IR 3.1: Livelihood opportunities for youth increased</b>													
<b>Activity 3.1.1: Support piloting of new crime and violence prevention models and further strengthen existing ones to identify best practices and lessons learned. Illustrative models include community healing, mobile mediation, gender-based violence, and victim assistance.</b>													
Award grant to SUPERA to complete new masculinity model in Monterrey (includes partnership with private and public sector)													
Implement, evaluate and document SUPERA's model													
Disseminate results													
<b>Activity 3.1.2: Assess and support the piloting of tertiary crime prevention models</b>													
<b>Promote models for replication (grant to REINTEGRA)</b>													
Award grant to promote a tertiary prevention model for replication at the national level													
Implement, evaluate, and document REINTEGRA's model; promote the "social franchise" methodology													
Disseminate results with SEGOB and other partners													
<b>Grant to Consejo Ciudadano in partnership with FICOSEC Chihuahua</b>													
Complete grant making process together with FICOSEC													
Implement, evaluate, and document model													
Disseminate results													
<b>Coordination with SEGOB to promote policy in tertiary prevention</b>													
Support SEGOB in the organization of the technical working group													
Support SEGOB in the organization of the workshop to showcase best practices													
<b>Activity 3.1.3: Support the implementation of the Youth Services Eligibility Tool (YSET) diagnostic tool and related secondary prevention model</b>													
Implement grant with UANL for second phase of the Family Relations													

<b>CVPP2 ACTIVITY TIMELINE</b>													
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Model													
Provide technical assistance to UANL to develop the transference methodology for replication													
Promote the establishment of a “Unidad de Vinculación” in UANL to provide for the sustainability of the model and its replication at the national level													
Assist UANL in the development of partnerships to replicate the model. Partnership with FICOSEC is completed to jointly promote the replication in CJ (small grant to a local organization in CJ)													
Evaluate, document, and disseminate results of the model													
<b>IR 3.2: School retention among at-risk youth increased</b>													
<b>Activity 3.2.1: Support the piloting of new crime and violence prevention models and further strengthen existing ones to identify additional best practices and lessons learned through school-centered prevention approaches and employability models</b>													
Sign Letter of Intent with COPARMEX, SEP BC, and SEP TJ)													
Implement pilot of the school violence model in up to 10 schools in partnership with COMPARMEX, the Tijuana MCVPC, secretary of education, and Baja California secretary of education													
Facilitate expansion of program in up to 100 schools in partnership with USAID, SEP, and other partners (only coordinate and supervise)													
Evaluate and document results for replication													
<b>IR 3.3: Civic leadership among target youth increased</b>													
<b>Activity 3.3.1 (formerly 2.2.2): Provide technical assistance to improve outreach and strengthen the sustainability of the VIRAL network</b>													
Facilitate the development and operation of web platform													
Provide technical assistance to strengthen the network													
<b>CVPP2 MILESTONES</b>													
<b>Start-up</b>													
<b>Work Plan submitted</b>													
<b>Gender Equity Plan submitted</b>													
<b>Grants Management Plan submitted</b>													
<b>Performance Management Plan submitted</b>													
<b>Project closeout</b>													

# 6.0 CVPP2 BUDGET SUMMARIES

Summary budgets as per the requirements of the contract were included in the original submission of the Work Plan.

# ANNEX A: GENDER EQUITY PLAN

# GENDER EQUITY PLAN FOR THE MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM II (CVPP II)

March 27, 2015

## A-1 BACKGROUND

Maria Eugenia Suarez de Garay, Patricia Caffrey, and Katia Ornelas conducted a rapid gender analysis to generate the information needed to define a gender equity plan (GEP) for CVPP II. The information generated by the analysis and the GEP serves to integrate gender into the CVPP II work plan.

The gender analysis entailed a situational analysis of gender-based violence (GBV) based on secondary literature and strategic key informant interviews. The situational analysis was supplemented with an assessment of existing GBV prevention policies and programs and potential opportunities. The analytical framework was guided by three primary research questions:

1. What is the current situation related to GBV at the community and household levels?
2. What is the legal framework for GBV prevention, gender equality and non-discrimination and level of application?
3. What are the opportunities for strengthening GBV and gender equity policies and programs within the context of “CVPP-like” programs?

The research team conducted the research over a two week period, at the beginning of March. During the third week they met to compile and analyze the information. During the end of the week the relevant findings and draft recommendations for the GEP (integration into CVPP II) were presented to the CVPP II technical team. The team discussed, validated and improved the recommendations which are reflected in the GEP presented here in. A comprehensive report of the results of the analysis and recommendations for future crime and violence prevention programming beyond the scope of CVPP II was prepared separately and serves to complement the GEP.

## A-2 SITUATIONAL ANALYSIS OF GENDER-BASED VIOLENCE

The analysis sought to understand the current situation of gender-based violence in Mexico and specifically in the cities of Ciudad Juarez, Tijuana and Monterrey. In particular, we were interested in understanding the relationship between crime and violence and gender-based violence (GBV) and how that relationship may affect crime and violence prevention policies and programs. The team found that little has been studied or published about this relationship in the context of Mexico’s urban populations. This study is an initial attempt at understanding this relationship based on the information that was collected.

### Why is gender-based violence relevant for crime and violence prevention programming?

**Gender-Based Violence Defined:** Gender-based violence (GBV) results in physical, sexual and psychological harm to both men and women and includes any form of violence or abuse that targets men or women on the basis of their sex. Unequal power relations between men and women significantly contribute to gender violence. In fact, gender-based violence intentionally maintains gender inequalities and/or reinforces traditional gender roles for both men and women.

Gender-based violence experienced by women and girls includes within the context of Mexico: battering and other forms of intimate partner violence including marital rape; sexual violence; female infanticide; sexual abuse of female children in the household; early marriage; sexual harassment in the workplace and

educational institutions; commercial sexual exploitation; trafficking of girls and women; and violence perpetrated against domestic workers.

The Problem: GBV is pervasive throughout Mexican society, occurring in public and private spheres including home, school and work. It affects all socio-economic strata from rich to poor, and occurs within urban as well as rural environments. It is not only a human rights issue but a development issue as well with negative consequences for everyone - men, women, girls and boys. A healthy body of research substantiates these findings and some merit highlighting.

- UNICEF estimates that 62% of boys and girls in Mexico have suffered some kind of abuse during their childhood: 10.1% have suffered physical abuse in schools; and, 5.5% have been victims of sexual abuse and 16.6% emotional abuse.
- The kind of abuse experienced by children in the home appears to be influenced by family relationships: i.e., physical abuse of girls is highest when parents are absent and they live with other family members (25% and 20% severe cases); and, emotional and sexual abuse is highest in households headed by the mother and a step-father (66.3% and 15.3%, respectively).
- 6 women die from crimes related to gender-based violence every day.
- According to the 2014 OCDE Quality of Life Index, 47% of Mexican women stated that they had been victims of emotional, physical or sexual abuse by their partner.
- According to another survey conducted by INEGI, out of 39,826,384 women of 15 years or older living in a relationship interviewed, 52% had been victims of at least one incident during the past 12 months (32% physical and 16% sexual); Baja California – 58% (28% physical, 16% sexual), Chihuahua – 52% (30% physical, 15% sexual), and Nuevo Leon – 56% (25% physical, 16% sexual).
- According to a study conducted by ENDIREH in 2011, 31.8% of women older than 15 have been victims of public aggression: 86.5% suffered intimidation; and, 38.3% physical abuse and 8.7% physical violence.
- According to the same study, 357,121 women said they had been forced into prostitution or victimized at least once.

The increasing incidence of violence that people are experiencing has a negative effect on the quality of life of everyone (men, women, girls and boys). The impact is particularly severe for those who have been victimized and are hindered from exercising their rights either through intimidation or inability to access appropriate services. It has become a significant problem threatening the social fabric of cities and communities in Mexico. Victims of GBV are particularly vulnerable with limited options to improve their situations and contribute to their families and communities. The combined effect can be crippling, making it difficult to develop and maintain resiliency, the resilience that families and communities need to prevent and overcome violence.

In cities like Tijuana, Ciudad Juarez and Monterrey unemployment, poverty, weak governance and organized crime cause economic and social upheaval and produce a toxic culture of violence affecting aspects of everyday life. Traditional markers of masculinity--employment and financial resources to appear successful and powerful - have become increasingly out of reach for many young men. For some, expressing their manhood has drifted into abusing drugs and alcohol, perpetrating violence against women or becoming involved with illegal activities, establishing a direct link between GBV and crime.

The impact of violence against women on development progress can have long-term negative consequences. It often leads to the isolation and even stigmatism of the victims, and can have longer-term mental, medical and economic consequences. Research has shown that children of both sexes raised in a

violent family environment are often influenced by the experience. As a result, violence becomes a pattern for resolving disputes or imposing one's will. This pattern of violence is perpetuated from generation to generation leaving physical, emotional and psychological scars. The spiraling dysfunction affects not only family members but the community at large and exacerbates the overall levels of crime and violence. Finding a way out of this systemic violence is difficult.

For this reason, understanding and addressing gender and GBV within crime and violence prevention programming is important. Working toward a conflict-free environment is an essential strategy for crime prevention and mitigating the risk of gender-based violence. In communities affected by crime and violence everyone suffers. Men tend to be targeted more directly by the violence, while the women and girls are affected in insidious ways. Conflicts exacerbate gender disparities, both in society at large and within families, leading to increased levels of violence against women. Preventing violence against women and girls not only protects them but enables them to productively contribute to the prevention of crime and violence by fostering healthier and more peaceful family and community environments. When all members of a community affected by crime and violence treat one another equitably, are able to exercise their rights, and access the necessary services, all of society benefits. When victims of GVB are isolated, kept from exercising their rights and accessing services they become increasingly vulnerable, with negative consequences not only on the victims but their families and communities.

What strategies can be implemented to reduce the prevalence and impact of GBV within crime and violence prevention programs?

Gender Responsive Programs: A way to ensure that crime and violence prevention programs more effectively address these inter-related drivers of violence is to design gender responsive programs. Gender responsive programs are designed to address the differentiated circumstances and unique power dynamics among and between genders. A gender responsive approach enables us to understand the circumstances of each group, target the appropriate opportunities, and overcome their unique barriers to exercising their rights and accessing needed services so that all members of society can be more productive. Traditional gender roles contribute to the proliferation of a negative power dynamic between genders throughout society. GBV and discrimination against women and girls are poignant manifestations of this power imbalance. Understanding the power relationships among and between genders and addressing these imbalances helps ensure that rights are respected and one group does not benefit at the expense of another.

A Vision: Crime and violence prevention programming aims to establish and sustain secure and resilient cities and communities. The vision of a secure and resilient community is one in which citizens feel secure, and are able to utilize available resources to respond to, withstand, and recover from adverse situations. The characteristics of a community that is resilient and relatively crime free would be a community in which men, women, girls and boys enjoy public spaces and a public life without fear of being assaulted (in their homes or in the streets); women and girls are not discriminated against and their social, economic, political and cultural rights are respected; and, institutions (public and private) protect the rights of all citizens including women and girls, implement activities to prevent GBV (attend to victims of GBV, and prosecute perpetrators of GBV in all of its forms [physical, psychological and sexual]), as well as guarantee women and girls access to justice.

Potential Long-Term Strategies: A crime and violence prevention program that aims to achieve this vision may be designed to achieve the following objectives and strategic lines of action.

- Establish cities that are secure for everyone (*ciudades seguras para todas*): Strengthen the ability of all community members to exercise their rights to enjoy public spaces by reducing violence against women, youth and children, in the home, at work and in public spaces.

- Promote new masculinities: Strengthen processes for communicating, educating and promoting citizen action that transforms negative traditional masculine behaviors to positive behaviors that foster transformative relationships among men, between men and women, and among community members.
- Develop and instill a culture of equality among citizens: Influence the public agenda of local government to address gender-based violence by influencing policies that promote equal access to rights, including citizen security and justice; and incorporate the differential opinions and actions that address the unique needs and circumstances of men and women.
- Improve women's access to justice: Strengthen services that provide attention to victims of GBV at the municipal level, especially legal services that are sensitive and responsive to achieving justice for victims of GBV while guaranteeing and respecting their dignity and rights.
- Improve understanding of and commitment to achieving gender equity: Promote the integration of gender throughout organizations and programs that address crime and violence prevention.

### A-3 IMPLICATIONS FOR CVPP II

What are the opportunities for strengthening GBV and gender equity within CVPP II?

The Experience of CVPP I: CVPP was not designed to reduce the prevalence and impact of GBV. However, in practice the program did contribute to understanding how to design and implement several community-based activities that are building blocks for implementing the strategies described above. CVPP has developed a very solid foundation of practice and learning to effectively address crime and violence prevention at the community level. The capacity of local institutions (private, public, academic and civil society) to understand and address crime and violence has improved through the implementation, evaluation and documentation of successful intervention models at the community level.

Some of these pilots aimed to address gender-based violence and contribute to the broader objectives defined above. Several of the activities have been evaluated and documented as models and form the basis for integrating gender responsive activities into CVPP II:

- *Tijuana Segura para Mujeres* is implemented in Baja, California by the civil society association Gente Diversa. The purpose of Tijuana Segura is to promote integrated strategies that improve the social fabric and security of public spaces, particularly for women and girls. With a grant from CVPP they designed and initiated implementation of five secure neighborhoods based on the *Ciudades Seguras para Todas* methodology. In the process, community-based groups of women were organized, trained and the capacity of their leaders strengthened.
- Two civil society organizations in Monterrey, *Vida con Calidad* (VICCALI) and CIFAC, implemented two projects that offered services for victims of gender-based violence while promoting a culture of prevention among victims, their families, schools and communities. The projects were called *Atención a víctimas en situación o vulnerabilidad a la violencia en todos sus tipos y ámbitos* and *Adaptación cultural de un modelo comunitario para fortalecer a las víctimas de violencia doméstica en Nuevo Almaguer, Guadalupe*, respectively. The VICCALI experience was particularly successful and documented as a model by CVPP for replication. Originally, the VICCALI model was designed to assist women who were victims of GBV. Recognizing the need to mediate conflict and promote a culture of non-violence they expanded the model to prevent violence working with all members of the family to foster resilient communities.
- Two projects that promote new models for masculinities (*Modelos de Masculinidades*) were implemented in Ciudad Juárez and Monterrey; *Hombres por la Equidad* implemented by Pro-

Superación Familiar Neolonesa and *SUPERA*, respectively. Both projects promote behavior change by creating an awareness among adolescent boys of an alternative masculine identity that is non-violent and contributes to the development of a peaceful society in which men and women are equal.

Gender Equity Plan for CVPP II: CVPP II has a very short time span and the draft implementation plan and budget have already been established limiting the opportunities to integrate gender into the existing implementation plan. However, building on CVPP I's foundation for practice and learning and the initial gender responsive successes and models we have identified a number of activities that can be integrated into the plan that will contribute to the larger strategic vision. The definition of the longer-term strategic approach, outlined above, is useful to help us define activities that will form the initial stepping stones with which to learn from and move future crime and violence prevention programming in this direction.

The overall objectives for integrating GBV and gender into CVPP II are as follows:

- Improve the capacity of CVPP II staff to understand and address gender and gender-based violence within the context of CVPP II programming;
- Strategically integrate gender and gender-based violence prevention activities into grantee programs, crime and violence prevention trainings and guidance; and,
- Develop and strengthen the new model for masculinities (*modelo de masculinidades*)

A brief description of the proposed activities follows.

Overall: Develop and implement internal training for CVPP II technical staff on gender-based violence (GBV module), its relevance to crime and violence prevention programming, and how to address it within crime and violence prevention programming.

### **IR 1: Increasing multi-sectoral collaboration in target communities**

**Activity 1.1.1.** Develop a module on gender-based violence, its relevance to crime and violence prevention programming, and how to address it within crime and violence prevention programming within their online training materials.

**Activity 1.2.1.** Adapt the training module developed for training CVPP II staff (GBV module) and deliver the training to municipal counterparts with the ultimate objective of improving the gender responsiveness of the Municipal Crime and Violence Prevention Plans.

**Activity 1.3.1 and 1.3.2.** Adapt and integrate the GBV module into the CVPP training materials for CSOs via one of the most appropriate second tier organizations.

### **IR 2: Strengthening Government of Mexico capacity to prevent crime and violence**

**Activity 2.1.2** Adapt and integrate the GBV module into the CVPP models and methodologies training materials to create awareness among public officials and CSOs.

### **IR3: Increasing at-risk youth capacity to play productive role in their communities**

**Activity 3.1.1.** Ensure that the grant to *SUPERA* supports the ongoing development, evaluation and documentation of a model that is replicable nationally and is incorporated into the GBV training module as an example of addressing GVB in practice.

**Activity 3.1.2.** Provide technical assistance to integrate gender concerns into the REINTEGRA “social franchise” methodology.

**Activity 3.1.3.** Provide technical assistance to integrate gender concerns into the UANL YEST methodology.

**Activity 3.3.1.** Provide technical assistance to the VIRAL Network to develop and use communication materials to create awareness on issues related to GBV and crime and violence prevention.



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