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**ANUAL REPORT
OCTOBER 2017 – SEPTEMBER 2018**

**Juntos para la Prevención de la Violencia (USAID/JPV)
(2017-2018)**

**October 2018
CONTRACT NO.**



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ACRONYMS

CBT	Cognitive Behavioral Therapy
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
CJHM	Civic Justice Homologated Model
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
CSO	Civil Society Organization
DIF	System for the Integral Development of the Family
EBP	Good Practice Scale (<i>Escala de Buenas Prácticas</i>)
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
GOM	Government of Mexico
GOPI	Governmental Organizations Performance Index
GTM	Multisectoral Working Group (<i>Grupo de Trabajo Multisectorial</i>)
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
OPI	Organization Performance Index
SAF	Subcontracts and Special Activities Fund
[REDACTED]	[REDACTED]
USAID	United States Agency for International Development
USAID/JPV	USAID/Mexico <i>Juntos para la Prevención de la Violencia</i>
YTT	Youth Targeting Tool

EXECUTIVE SUMMARY

In Fiscal Year 2018 (FY/18), the United States Agency for International Development's *Juntos para la Prevención de la Violencia* Activity (USAID/JPV or the Program) continued its work for the reduction of violence and crime in Mexico, achieving important successes both at the national and regional level. In its third year of implementation, USAID/JPV consolidated its work based on the Local Systems Framework and saw the awakening of more intricate and sophisticated collaboration in the regions where it works, and even outside of them, pointing to the effectiveness of its strategy.

Transversal themes

Gender

In FY/18, USAID/JPV focused its gender strategy on family violence and sexual violence. In the realm of family violence, USAID/JPV partnered with [REDACTED] in Ciudad Juárez, Chihuahua and Pachuca, Hidalgo to support the design and implementation of a Care Model for Child and Adolescent Victims of Family Violence. A strengthened model was transferred to the [REDACTED] of both cities.

As for sexual violence, USAID/JPV pushed for the development of a Sexual Violence Prevention Strategy in [REDACTED]. In a participative manner, local actors across sectors defined the strategy that aims to the generation of safe communities –particularly for girls, adolescent and young women.

Private sector investment

In addition to the local partnerships built in the reporting period, three multisectoral alliances at the national level were forged or strengthened:

- USAID/JPV, [REDACTED] and the [REDACTED] [REDACTED]
- USAID/JPV and [REDACTED].
- USAID/JPV and [REDACTED]

Civic Justice

USAID/JPV's civic justice strategy expanded and exceeded expectations. The work with the Government of Mexico (GOM), had major positive impacts in that a nation-wide civic justice model was approved and the proposal of a Civic Justice Law was discussed in Congress. Furthermore, the GOM determined that funds from the [REDACTED] [REDACTED] be invested to implement the Civic Justice Homologated Model (CJHM).

Additionally, USAID/JPV worked with, and monitored the progress of, the municipal governments of [REDACTED] [REDACTED] and [REDACTED]. Moreover, USAID/JPV participated in CJHM working groups in [REDACTED] [REDACTED] [REDACTED] [REDACTED].

Social and community communication

USAID/JPV participated in the design and/or publication of four documents in collaboration with [REDACTED], [REDACTED] [REDACTED], [REDACTED] and [REDACTED]. Furthermore, six national and international events were organized and/or attended by USAID/JPV and representatives of the local systems of prevention.

USAID/JPV's success in numbers

3 recommendations supported by JPV/USAID in benefit of public prevention policies. Equivalent to 150% of the annual target.

79 institutions and agencies trained in the field of prevention. Representing 527% of the annual target.

15 public-private partnerships established and assisted by JPV/USAID. Corresponding to 375% of the target for FY/18.

15 implementations of good practices in crime and violence prevention facilitated by JPV/USAID. Representing 250% of the annual target.

1337 of beneficiaries of violence and crime prevention initiatives. Equivalent to 191% of the annual target.

invested by public and private actors in crime and violence prevention initiatives supported by JPV/USAID. Equivalent to 270% of the annual target.

13 linking activities and/or learning experiences in which local actors take part. Corresponding to 260% of the target for FY/18.

Progress towards Program objectives

Intermediate Result 1. Support the GOM in improving national violence and crime prevention policy and with its collaboration with local actors.

In collaboration with the USAID/JPV carried out nine workshops targeted at public officials. A total of 205 people participated this year.

USAID/JPV succeeded at transferring the Good Practice Scale (EBP, per its initials in Spanish) to the Ministry of Interior. The public agency used this scale to inform a selection process of best practices in violence and crime prevention. Furthermore, adopted the tool to evaluate its internal programs in terms of their capacity to generate evidence.

Intermediate Result 2. Improve the performance of actors within local violence and crime prevention systems.

USAID/JPV made a second measurement of the institutional capacity and performance (with the GOPI-P) of seven municipalities where it provides technical assistance. The average change in scores was of 36.47%, which represents a 729% of the annual target of 5%.

With Civil Society Organizations (CSOs), USAID/JPV measured institutional capacity with the OPI-P. In the reporting period, seven CSOs improved their OPI-P scores between three and seven percentage points.

USAID/JPV has transferred the Youth Targeting Tool (YTT) to 28 entities, ten of which are grantee organizations. Three of these grantees have finished their operations and saw important reductions in the risk level of their participants:

- 85% of youth at medium risk passed to low risk.
- 75% of youth at high risk passed to medium risk.
- 50% of youth at high risk passed to medium risk.

At the local system level, USAID/JPV has signed contracts with “anchor” and “strategic” actors. These actors received technical support and started implementing activities that will leverage their potential to become advocates of and congregators for joint efforts in violence and crime

prevention in their local systems. This strategy promotes the sustainability of the work carried by USAID/JPV even after the end of the Program.

Details of the results per local system are as follows:

Chihuahua and Ciudad Juárez, Chihuahua	<ul style="list-style-type: none">• [redacted] of [redacted] accepted USAID/JPV's support to implement the CJHM in partnership with the [redacted].• [redacted] agreed with USAID/JPV to finance two organizations in child sexual violence interventions. [redacted] committed to invest an additional 50% of the funding provided by [redacted]
Guadalajara Metropolitan Area, Jalisco	<ul style="list-style-type: none">• USAID/JPV collaborated with the [redacted] to advocate for the implementation of the CJHM as a metropolitan strategy.• [redacted] institutionalized the [redacted] model, supported and strengthened by USAID/JPV, with an investment of more than [redacted] for its expected implementation in 24 secondary schools. Similarly, the government of [redacted], after seeing 302 young people benefiting from the [redacted], which had an investment of [redacted] in 2017, published the operating rules of the program for its institutional permanence.
Monterrey Metropolitan Area, Nuevo León	<ul style="list-style-type: none">• USAID/JPV supported a group of 25 actors from [redacted] to form a Violence and Crime Prevention Network.• In [redacted], civic justice was used in 4,726 public hearings, channeling 631 offenders to alternative measures.• In [redacted], USAID/JPV gathered eight entrepreneurs, representing 400 local businesses, to create a funding mechanism for crime and violence prevention initiatives.
Morelia, Michoacán	<ul style="list-style-type: none">• USAID/JPV formalized a partnership with the Michoacán [redacted] to take part in the Civic Justice System of [redacted] by offering some of its corporate social responsibility programs as alternative measures to justice.• USAID/JPV facilitated the partnership between the [redacted] and [redacted] provide scholarships to police officers, offer stress-management therapy and other technical training.
Tijuana, Baja California	<ul style="list-style-type: none">• USAID/JPV contributed to the partnership between [redacted], [redacted] and [redacted] to carry out a project that seeks to reduce gender-based violence. The investment is calculated at [redacted]• USAID/JPV along with its anchor actor, [redacted], and [redacted] collaborated with the [redacted] to implement a child violence prevention initiative in the [redacted] neighborhood.

Intermediate Result 3. Contribute to local systems generating and implementing evidence-based violence and crime prevention policy.

In the reporting period, USAID/JPV offered financial and technical support to 21 projects carried out by outstanding organizations working in violence and crime prevention. In addition to the individual support, USAID/JPV organized four major events on citizen security ([REDACTED]), civic justice ([REDACTED]) and urban design for violence prevention ([REDACTED]).

Collaboration with other USAID grantees and activities

The knowledge gathered, and lessons learned by USAID/JPV on violence and crime prevention initiatives have garnered attention of other USAID missions and partners. Committed to the spread of interventions informed in evidence as well as results-based management, USAID/JPV joint efforts with the [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED] as well as the Guatemala Mission. The result has been a maximization of impact at the local level and a reduction in the duplication of efforts.

Operational and financial overview

USAD/JPV experienced various operational achievements, particularly in the administration of special activities and grants funds, the engagement of key actors in the local systems of prevention and modifications to the organizational structure.

Financially, by the end of FY/18, the Program expended [REDACTED] which represents 53.6% of the contract ceiling of [REDACTED] and 64.4% of the obligated amount of [REDACTED].

RESÚMEN EJECUTIVO

En el ejercicio fiscal 2018 (EF/18), la Actividad de la Agencia para el Desarrollo Internacional, *Juntos para la Prevención de la Violencia* (USAID/JPV o el Programa) continuó su trabajo para la reducción de la violencia y el delito en México, alcanzando éxitos importantes tanto a nivel nacional como regional. En su tercer año de implementación, USAID/JPV consolidó su trabajo basado en el Marco de los Sistemas Locales y vio el despertar de una colaboración sofisticada y compleja, tanto en las regiones donde trabaja, como fuera de ellas, dando cuenta de la efectividad de su estrategia.

Temas Transversales

Género

En el EF/18, USAID/JPV enfocó su estrategia de género en violencia familiar y violencia sexual. En el ámbito de violencia familiar, USAID/JPV se aleó con los [REDACTED], Chihuahua y Pachuca, Hidalgo para apoyar el diseño e implementación del Modelo de Cuidado para Niñas, Niños y Adolescentes Víctimas de Violencia Familiar. El modelo fortalecido fue transferido a los [REDACTED] ambas ciudades.

En cuanto a violencia sexual, USAID/JPV impulsó el desarrollo de la Estrategia de Prevención de Violencia Sexual en [REDACTED]. De manera participativa, actores locales de todos los sectores definieron la estrategia que tiene como objetivo la generación de comunidades seguras -particularmente para niñas, adolescentes y mujeres jóvenes.

Inversión del sector privado

Además de las alianzas locales construidas en el periodo reportado, tres alianzas multisectoriales a nivel nacional fueron forjadas o reforzadas:

- USAID/JPV, [REDACTED]
- USAID/JPV y [REDACTED]
- USAID/JPV y [REDACTED]

Justicia Cívica

La estrategia de justicia cívica de USAID/JPV se expandió y superó las expectativas. El trabajo con el Gobierno de México tuvo importantes resultados positivos, ya que se aprobó un modelo de justicia cívica a nivel nacional y se discutió la propuesta de una Ley de Justicia Cívica en el Congreso. Además, el Gobierno de México determinó que los fondos del Programa de [REDACTED] se invirtieran para implementar el Modelo Homologado de Justicia Cívica (MHJC).

Adicionalmente, USAID/JPV trabajó y monitoreó el progreso de los gobiernos municipales de [REDACTED]. Además, USAID/JPV participó en los grupos de trabajo del MHJC en [REDACTED].

Comunicación social y comunitaria

USAID/JPV participó en el diseño y/o publicación de cuatro documentos en colaboración con [REDACTED]. Además, se sostuvieron seis eventos nacionales e internacionales que fueron organizados y/o asistidos por USAID/JPV y representantes de los sistemas locales de prevención.

El éxito de USAID/JPV en números

3 recomendaciones apoyadas por USAID/JPV en beneficio de la política pública de prevención. Equivalente al 150% de la meta anual.

15 alianzas público-privadas establecidas y asistidas por USAID/JPV. Correspondiente al 375% de la meta para el EF/18.

15 implementaciones de buenas prácticas en prevención de violencia y delito facilitadas por USAID/JPV. Representando el 250% de la meta anual.

1337 personas beneficiarias de iniciativas de violencias y delincuencia. Equivalente al 191% de la meta anual.

79 instituciones y dependencias capacitadas en materia de prevención. Representando el 527% de la meta anual.

██████████ invertidos por actores público y privados en iniciativas de prevención de violencia y delito apoyadas por USAID/JPV. Equivalente al 270% de la meta anual.

13 actividades de vinculación y/o experiencias de aprendizaje en las que actores locales participan. Correspondiente al 260% de la meta para el EF/18.

Progreso hacia los objetivos del Programa

Resultado Intermedio 1. Apoyar al Gobierno de México en la mejora de la política nacional de prevención de violencia y delito y en la colaboración con actores locales.

En colaboración con la ██████████ USAID/JPV llevó a cabo nueve talleres dirigidos a personas servidoras públicas. Un total de 205 personas participaron este año.

USAID/JPV transfirió exitosamente la Escala de Buenas Prácticas (EBP) a la Secretaría de Gobernación. Esta dependencia utilizó la herramienta para un proceso de selección de mejores prácticas en prevención de violencia y delito. Además, el ██████████ adoptó la herramienta para evaluar sus programas internos en términos de su capacidad para generar evidencia.

Resultado Intermedio 2. Mejorar el desempeño de los actores de los sistemas locales de prevención de violencia y delito.

USAID/JPV hizo una segunda medición del rendimiento y capacidad institucional (con el GOPI-P) de siete municipios donde provee asistencia técnica. El promedio de cambio en los puntajes fue de 36.47%, lo que representa un 729% de la meta anual de 5%.

Con respecto a las Organizaciones de la Sociedad Civil (OSCs), USAID/JPV midió su capacidad institucional con el OPI-P. En el periodo de reporte, siete OSCs mejoraron sus puntuaciones del OPI-P entre tres y siete puntos porcentuales.

USAID/JPV transfirió la Herramienta Focalización Jóvenes en Riesgo (YTT, por sus siglas en inglés) a 28 organizaciones, 10 de las cuales son donatarias. Tres de estas organizaciones han finalizado sus intervenciones y muestran importantes reducciones en el nivel de riesgo de sus participantes:

- ██████████ 85% de jóvenes en riesgo medio pasaron a riesgo bajo.
- ██████████ 75% de jóvenes en riesgo alto pasaron a riesgo medio.
- ██████████ de jóvenes en riesgo alto pasaron a riesgo medio.

A nivel de los sistemas locales, USAID/JPV firmó contratos con actores "anclas" y "estratégicos". Estos actores recibieron apoyo técnico y comenzaron a implementar actividades que explotarán su potencial para convertirse en defensores y congregadores de esfuerzos colaborativos en prevención de la violencia y el delito en sus sistemas locales. Esta estrategia promueve la sostenibilidad del trabajo realizado por USAID/JPV, incluso después del cierre del Programa.

Los detalles de los resultados por sistema local son los siguientes:

Chihuahua y Ciudad Juárez, Chihuahua	<ul style="list-style-type: none">• [REDACTED] aceptó el apoyo de USAID/JPV para implementar el MHJC en colaboración con la [REDACTED].• [REDACTED] acordó con USAID/JPV financiar dos organizaciones con intervenciones en violencia sexual infantil. [REDACTED] se comprometió a invertir un 50% adicional del financiamiento proporcionado por [REDACTED].
Zona Metropolitana de Guadalajara, Jalisco	<ul style="list-style-type: none">• USAID/JPV colaboró con la [REDACTED] para recomendar la implementación del MHJC como una estrategia metropolitana.• [REDACTED] institucionalizó el modelo [REDACTED] apoyado y fortalecido por USAID/JPV, con una inversión de más de un [REDACTED] para su implementación esperada en 24 escuelas secundarias. De forma similar, [REDACTED], después de ver a 302 jóvenes beneficiarse del proyecto [REDACTED] el cual tuvo una inversión de [REDACTED] en 2017, publicó las reglas de operación del programa para su permanencia institucional.
Zona Metropolitana de Monterrey, Nuevo León	<ul style="list-style-type: none">• USAID/JPV apoyó a un grupo de 25 actores de [REDACTED] para formar una Red de Prevención de Violencia y Delito.• En [REDACTED], justicia cívica fue utilizada en 4,726 audiencias públicas, canalizando a 631 infractores a medidas alternativas.• En [REDACTED], USAID/JPV reunió a ocho personas empresarias, representando a 400 empresas locales, para crear un mecanismo de financiamiento para iniciativas en prevención de violencia y delito.
Morelia, Michoacán	<ul style="list-style-type: none">• USAID/JPV formalizó una alianza con la [REDACTED] para participar en el Sistema de Justicia Cívica de Morelia, al ofrecer algunos de sus programas de responsabilidad social corporativa como medidas alternativas a la justicia.• USAID/JPV facilitó la alianza entre la [REDACTED] para proporcionar becas a policías, ofrecer terapias de manejo de estrés y otras capacitaciones técnicas.
Tijuana, Baja California	<ul style="list-style-type: none">• USAID/JPV contribuyó a la alianza entre [REDACTED] para llevar a cabo un proyecto que busca reducir la violencia basada en género. La inversión está calculada en [REDACTED].

-
- USAID/JPV, junto con su actor ancla, [REDACTED], y [REDACTED] colaboraron con la [REDACTED] para implementar una iniciativa en prevención de violencia infantil en la colonia [REDACTED]

Resultado Intermedio 3. Contribuir a que los sistemas locales generen e implementen política de prevención de violencia y delito informada por evidencia.

En el periodo de reporte, USAID/JPV ofreció apoyo financiero y técnico a 21 proyectos realizados por organizaciones destacadas que trabajan en prevención de violencia y delito. Además del apoyo individual, USAID/JPV organizó cuatro grandes eventos sobre seguridad ciudadana [REDACTED], justicia cívica [REDACTED] y diseño urbano para la prevención de violencia [REDACTED]

Colaboración con otras donatarias y actividades de USAID

El conocimiento recabado y las lecciones aprendidas por USAID/JPV en iniciativas de prevención de violencia y delito han llamado la atención de otras misiones y socios de USAID.

Comprometidos con la difusión de intervenciones informadas en evidencia, así como en la gestión basada en resultados, USAID/JPV unió esfuerzos con la [REDACTED]

[REDACTED] El resultado ha sido una maximización del impacto a nivel local y una disminución en la duplicación de esfuerzos.

Resumen financiero y de operaciones

USAID/JPV experimentó diversos logros operacionales, particularmente en la administración de fondos de actividades especiales y donaciones, el compromiso de actores claves en los sistemas locales de prevención y modificaciones a la estructura organizativa.

Financieramente, al final del EF/18, el Programa gastó [REDACTED], lo que representa el 53.6% del tope del contrato de [REDACTED] y el 64.4% del monto comprometido de [REDACTED]

PROGRESS IN PROGRAM INDICATORS

The following tables present detailed progress in Program indicators. Regarding performance indicators, fourteen achieve or surpass the annual target, while two advanced over 75%. The remaining six indicators that did not present major progress, three were due to changes in USAID/JPV staff that delayed data collection and analysis; while the other three were due to unforeseen extended times in implementation. In all cases, USAID/JPV expects to achieve all Program targets in the remaining two years of implementation.

Table 1 Progress in Performance Indicators, FY/18 by quarter

Performance Indicators												
#	Indicator	Baseline (FY/17)	FY/18 Q1	FY/18 Q2	FY/18 Q3	FY/18 Q4	Annual total	Annual target	Progress towards annual target (%)	Program total	Program target	Progress towards Program target (%)
1	Number of recommendations supported by JPV/USAID in benefit of public prevention policies	3	0	3	0	0	3	2	150	6	8	75
2	Number of institutions/agencies trained in the field of prevention through continuous training schemes	108	79	0	0	0	79	15	527	187	150	125
3	Number of GOM public officials who have completed courses for the design and implementation of public prevention policies	292	183	0	3	74	260	200	130	552	900	61
4	Number of topics incorporated into GOM training schemes with JPV/USAID assistance	6	0	0	1	0	1	1	100	7	8	88
5	Number of tools adopted to facilitate the design and	0	0	0	0	1	1	1	100	1	4	25

Performance Indicators													
#	Indicator	Baseline (FY/17)	FY/18 Q1	FY/18 Q2	FY/18 Q3	FY/18 Q4	Annual total	Annual target	Progress towards annual target (%)	Program total	Program target	Progress towards Program target (%)	
	implementation of public policy for crime and violence prevention												
6	Number of tools developed to assist local actors in crime and violence prevention	6	0	0	0	0	0 ¹	1	0	6	8	75	
7	Index of performance of the local system of crime and violence prevention	N/A	N/A	N/A	N/A	N/A	N/A ²	N/A	N/A	N/A	TBD	N/A	
8	Change in the institutional performance for violence prevention among institutions supported by JPV/USAID	N/A						36.47 ³		729	36.47		243
	██████████	N/A	N/A	N/A	45.94	N/A	45.94	5	919	45.94	15	306	
	██████████	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A			
	██████████	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A			
	██████████	N/A	N/A	109.09	N/A	N/A	109.09		2182	109.09		727	
	██████████	N/A	N/A	41.66	N/A	N/A	41.66		833	41.66		278	
	██████████	N/A	N/A	12.28	N/A	N/A	12.28		246	12.28		82	
██████████	N/A	N/A											

¹ A monitoring and evaluation tool has been developed, but it is missing final approval by USAID/JPV in early FY/19.

² Due to USAID/JPV's internal changes, the development of the Index was postponed to the end of FY/18; the first measurement will take place on the first quarter of FY/19.

³ All municipalities have an initial GOPI-P measurement; however, only those that have had a second measurement can be counted towards this indicator. The 36.47 indicates the average of the six entities where the change has been measured.

Performance Indicators												
#	Indicator	Baseline (FY/17)	FY/18 Q1	FY/18 Q2	FY/18 Q3	FY/18 Q4	Annual total	Annual target	Progress towards annual target (%)	Program total	Program target	Progress towards Program target (%)
	██████	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A		N/A
	██████	N/A	N/A	N/A	13.20	N/A	13.20		264	13.20		88
	██████	N/A	N/A	N/A	-3.38	N/A	-3.38		-68	-3.38		-23
9	Number of civil society organizations that improve their institutional performance	0	0	0	0	0	0 ⁴	5	0	0	16	0
10	Number of applications of JPV/USAID's strengthening tools	32	9	6	8	3	26	28	93	58	112	52
	GOPI-P	7	1	4	4	0	9	11	82	16	36	44
	OPI-P	25	8	2	4	3	17	17	100	42	76	55
11	Number of actors trained in institutional strengthening, crime and violence prevention and evidence generation	502	240 57 ⁵	97	92	111	540 ⁶ 357	700	77 51	1042 859	2000	52 43
12	Number of violence and crime prevention technical assistance activities funded by local stakeholders	0	11	5	1	2	19	18	106	19	54	35

⁴ Up until now, the seven CSOs with which USAID/JPV has worked closely have improved their OPI scores, but have not yet reached a change in category. The achievement of the end of Program target; however, is not believed to be jeopardized.

⁵ Due to problems in its definition, in the first quarter of FY/18, public officials were not considered in this indicator. The real value is in black, while the gray number reflects what was originally reported and the progress towards targets that it would have represented.

⁶ A set of trainings in collaboration with the ██████████ that was planned for the last quarter of the year was postponed to the start of FY/19, affecting directly the progress towards the annual target. Conversely, the performance of the next year will be higher than the initial expectation.

Performance Indicators												
#	Indicator	Baseline (FY/17)	FY/18 Q1	FY/18 Q2	FY/18 Q3	FY/18 Q4	Annual total	Annual target	Progress towards annual target (%)	Program total	Program target	Progress towards Program target (%)
13	Percentage of compliance with the prevention agenda of local systems	N/A	0	0	0	0	0 ⁷	10	0	0	60	0
14	Value invested by public and private actors in crime and violence prevention initiatives supported by JPV/USAID	██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████	94
	██████████		██████████	██████████	██████████	██████████						
	██████████		██████████	██████████	██████████	██████████						
	██████████		██████████	██████████	██████████	██████████						
	██████████		██████████	██████████	██████████	██████████						
	██████████		██████████	██████████	██████████	██████████						
	██████████		██████████	██████████	██████████	██████████						
15	Number of public-private partnerships in prevention of violence and crime established and assisted by JPV/USAID	8	1	7 ⁴⁸	3 1	4	15 10	4	375 250	23 18	20	115 90

⁷ Due to extended times in the implementation, the progress in FY/18 is the definition of the local agendas.

⁸ Due to the amendment of the Project Management Plan, the definition of the indicator has been updated. The real value is in black, while the gray number reflects what was originally reported and the progress towards targets that it would have represented.

Performance Indicators												
#	Indicator	Baseline (FY/17)	FY/18 Q1	FY/18 Q2	FY/18 Q3	FY/18 Q4	Annual total	Annual target	Progress towards annual target (%)	Program total	Program target	Progress towards Program target (%)
16	Number of implementations of good practices in crime and violence prevention facilitated by JPV/USAID through local actors	5	0	2	5	8	15	6	250	20	15	133
17	Number of interventions that have improved their JPV Scale score	0	0	1	2	1	4	4	100	4	11	36
18	Number of research initiatives supported by JPV/USAID for documentation and systematization of evidence in crime and violence prevention	1	0	4	0	7	11	5	220	12	15	80
19	Number of actors in the system trained in evidence generation	0	0	12	23	0	35	5	700	35	15	233
20	Percentage of local actors that use evidence to improve their interventions	N/A	0	0	0	0	0 ⁹	15	0	0	20	0
21	Number of publications whose purpose is to disseminate the tools and/or research findings	3	0	0	0	3	3 ¹⁰	10	30	6	23	26

⁹ Due to internal changes in USAID/JPV, the measurement of this indicator has been set for the first quarter of FY/19.

¹⁰ A set of over 70 final documents is awaiting editing and design; these will be published in bulk throughout the rest of the life of the Program.

Performance Indicators												
#	Indicator	Baseline (FY/17)	FY/18 Q1	FY/18 Q2	FY/18 Q3	FY/18 Q4	Annual total	Annual target	Progress towards annual target (%)	Program total	Program target	Progress towards Program target (%)
	and the generation of evidence											
22	Number of linking activities and/or learning experiences in which local actors take part	3	1	5	2 ¹¹	5	13 12	5	260 240	16 15	18	89 83

Table 2 Progress in Relevant Indicators, FY/18 by quarter

Relevant Indicators												
Only values that are backed by means of verification sent by the CSOs are reported.												
#	Indicator	Baseline (FY/17)	FY/18 Q1	FY/18 Q2	FY/18 Q3	FY/18 Q4	Annual total	Annual target	Progress towards annual target (%)	Program total	Program target	Progress towards Program target (%)
1	Number of beneficiaries of violence and crime prevention initiatives	0	N/A	727	N/A	610	1337	700	191	1337	N/A	N/A
	Men	0	N/A	508	N/A	309	817			817		
	Women	0	N/A	219	N/A	301	520			520		
2	Number of at-risk youth engaged in USAID crime and violence prevention activities	0	N/A	253	N/A	22	275	590	47	275	N/A	N/A
	Men	0	N/A	197	N/A	5	202			202		
	Women	0	N/A	56	N/A	17	73			73		

¹¹ Due to the amendment of the Project Management Plan, the definition of the indicator has been updated. The real value is in black, while the gray number reflects what was originally reported and the progress towards targets that it would have represented.

Relevant Indicators

Only values that are backed by means of verification sent by the CSOs are reported.

#	Indicator	Baseline (FY/17)	FY/18 Q1	FY/18 Q2	FY/18 Q3	FY/18 Q4	Annual total	Annual target	Progress towards annual target (%)	Program total	Program target	Progress towards Program target (%)
3	Change in risk factors of youth participating in USAID/JPV programs six months after completion	0	N/A	N/A	N/A	N/A	N/A ¹²	N/A	N/A	N/A	-5	N/A
4	Number of at-risk youth (ages 10- 29) participating in JPV-supported activities that obtained a salaried job, are self-employed, or continued formal education after six months of completing the activity	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	60	N/A
5	Number of at-risk youth benefiting from replicated, locally-funded CVP activities (amplifier indicator - coverage)	0	N/A	N/A	N/A	N/A	N/A	120	N/A	N/A	N/A	N/A
6	Number of locally-funded CVP initiatives with positive results on at-risk youth outcomes 12 months after inception (amplifier indicator - effectiveness)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6	N/A

¹² This indicator could not be measured in the reporting period due to the challenges faced by organization to reach out to beneficiaries that have already finished their participation. Once CSOs are able to obtain data, the values of the indicator will be reported.

INTRODUCTION



PHOTO: USAID/JPV

In Fiscal Year 2018 (FY/18), the United States Agency for International Development (USAID)'s *Juntos para la Prevención de la Violencia* Activity (from now on USAID/JPV or the Program) continued with its five-year long contract that contributed to the reduction of violence and crime. With a programmatic structure centered on Local Systems, USAID/JPV has three main objectives:

1. Support the Government of Mexico (GOM) in improving national violence and crime prevention policy and with its collaboration with local actors.
2. Improve the performance of actors within local violence and crime prevention systems.
3. Contribute to local systems generating and implementing evidence-based violence and crime prevention policy.

The third year of implementation of the Program focused on streamlining the Local Systems Framework through the incorporation of results-based management. After foundational years of understanding the context of the different regions where USAID/JPV operates, as well as gathering local and national recognition as an expert and congregator in matters of violence and crime prevention, USAID/JPV has begun to witness the awakening of local systems of prevention.

Throughout FY/18, USAID/JPV continued its efforts to streamline the gender perspective, civic justice, private sector involvement and social and community communication. As a result, local systems are designing and implementing stronger and more elaborate initiatives that are better able to prevent violence and crime.

Paramount to the increased dynamism and sustainability of the local systems of prevention, is the work with local actors that will implement and promote joint efforts after the end of the Program. Therefore, in FY/18, USAID/JPV identified key actors in each local system and formalized alliances where USAID/JPV provides institutional-strengthening and technical assistance while these

“strategic” and “anchor” actors organize and leverage local efforts –responsibilities that inevitably make these entities key for the consolidation and sustainability of local systems.

This report presents the progress and main achievements of USAID/JPV in FY/18. The document starts with a review of the four transversal themes –gender, civic justice, private sector involvement and social and community communication– and then continues with an in-depth description of progress made in each of the intermediate results of the Program. Next, the report presents the progress made in its indicators as well as a list of public-private partnerships forged in the reporting period. Lastly, the document provides an overview of operational and administrative results and financial status of the Program.

TECHNICAL SECTION



PHOTO: USAID/JPV

I. Transversal themes

Gender

The analysis carried out by USAID/JPV in FY/17 to identify the different ways in which violence manifests and affects women and girls particularly, revealed that sexual and family violence are the most frequent among Mexican women. Additionally, Chihuahua and Baja California came up as hotspots for gender-based violence, leading USAID/JPV to focus its gender strategy on both family¹³ and sexual violence in these two states.

Family violence

¹³ In Mexico, family violence has emerged as a concept that emanated from that of “domestic violence” and is now widely used in public policy and social initiatives. Due to the particularity of this term in the Mexican context, this report will use the locally accepted term “family violence.”

USAID/JPV partnered with [REDACTED] to support the design and implementation of a [REDACTED] that will ultimately inform the public policy of the [REDACTED]. From October to December 2017, the [REDACTED] carried out a three-month-long pilot project that had two components: a) psychoeducation therapy for women to improve their parenting skills; and b) group therapy for children and adolescents to strengthen their socioemotional skills –such as resilience, self-esteem, non-violent conflict resolution and denormalization of violence. In total, 61 people participated (23 women, 20 children and 18 adolescents), of which 75% completed the entire intervention cycle. Among women, 47% improved their parenting skills, while 40% of the children and adolescents increased their empathy levels (a variable linked to resilience) and 53.7% positively changed their gender stereotypes.

From this pilot, a strengthened model was transferred to lawyers, therapists and ludologists of the [REDACTED] of both cities. The transfer included training on cognitive behavioral therapy (CBT), group therapy methods, standardized tools for monitoring service users and program evaluation methods.

Sexual violence

In FY/17, USAID/JPV identified sexual violence as being particularly recurrent in two of the Program's implementing regions: [REDACTED]. The results of a statistical analysis conducted by USAID/JPV show that [REDACTED] and [REDACTED] (both in the state of Jalisco) had sexual crime rates below the national average in 2017. In contrast, [REDACTED] had sexual crime rates that were double, or triple, in comparison to the national average for the same year. Furthermore, the data indicates that 72% of the sexual crimes committed in the state of Chihuahua were concentrated in the municipalities of [REDACTED]; rape and sexual abuse were the most frequent offenses and with the highest incidence among children, adolescents and young women. Based on this analysis, USAID/JPV deemed [REDACTED] as the municipalities where the work on sexual violence needed to be carried out.

Following the Local Systems Framework, USAID/JPV made a stakeholder analysis to identify the entity most fit to lead this strategy locally; [REDACTED] became the evident choice. Additionally, the Program conducted a resources analysis to identify governmental and social services, interventions and training programs available locally to address violence against women. Both [REDACTED] and [REDACTED] presented a limited offer of sexual violence prevention programs targeted at children, while public policy and justice procedures in the matter showed an absence of child-sensitive approaches.

[REDACTED] Sexual Violence Prevention Strategy was defined in a participative manner with representatives of government (state and local level), civil society, private sector and academia. The final product aims to contribute to the generation of safe communities for children and adolescents –particularly girls, adolescent and young women–, by engaging communities and education institutions as well as improving and institutionalizing care and judicial procedures with the adoption of child-sensitive practices.

¹⁴ In Spanish: [REDACTED]

Moreover, during FY/18 the grant signed with the civil society organization (CSO), [REDACTED] was leveraged to redesign [REDACTED] current victim service guidelines, improve inter-institutional linkage, prevent revictimization and integrate gender-, age- and culturally-sensible practices. USAID/JPV, along with actors in the public sector and civil society, is knitting a network that can respond effectively to sexual violence against children and adolescents, both in its prevention and care.

Civic Justice

Civic justice offers community members alternative mechanisms to resolve conflicts, privileging friendly solutions that take into consideration the perspectives of all parties involved. The objective such kinds of alternative measures is to facilitate peaceful coexistence and prevent the escalation of every-day conflicts into criminal behavior or acts of violence. Overall, civic justice is a key strategy in USAID/JPV's work due to the variety of services it offers justice system users.

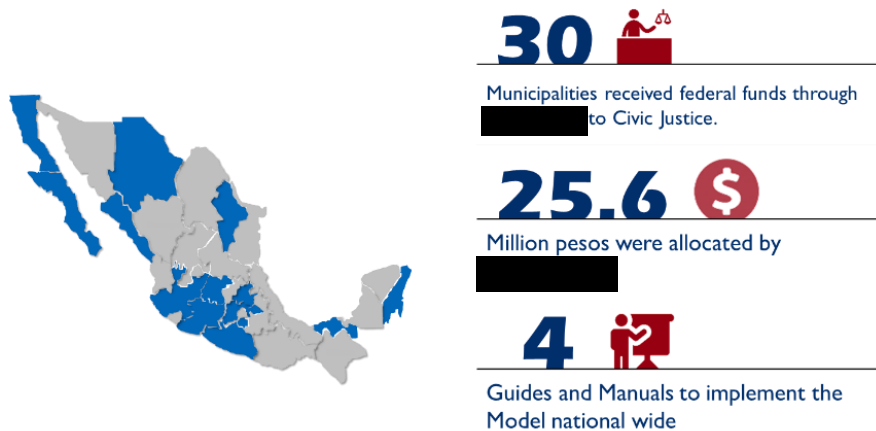
In FY/18, USAID/JPV's work with the GOM had major unexpected results that had nation-wide implications. For instance, a nation-wide civic justice homologated model was approved, and the proposal of a Civic Justice Law was discussed in Congress, which is pending approval by senators in 2018. From this initiative, the GOM determined that federal funds will be allocated to the [REDACTED] to implement the Civic Justice Homologated Model (CJHM).

Understanding the window of opportunity that has been open, in FY/18, USAID/JPV carried out four working sessions for public servants from the 30 municipalities that received [REDACTED] funding on how to implement the CJHM at the local level. Due to the increased demand of training on civic justice, USAID/JPV developed four CJHM implementation manuals for judges, mediators, public security officers and other local judicial workers.

In addition to the labor done at the national level, USAID/JPV worked with, and monitored the progress of, the municipal governments of [REDACTED] and [REDACTED], [REDACTED]. The political will of the heads of these municipalities enabled them to implement pilots of the CJHM. USAID/JPV's technical assistance to these governments culminated in the development of an institutionalized mechanism that brings together local actors into a self-sustaining network of collaboration (more information regarding the work in these two cities can be found in section 2. Progress Towards Program Objectives). Moreover, in FY/18 USAID/JPV began the expansion of the CJHM through working groups in [REDACTED] and [REDACTED], [REDACTED] and [REDACTED], [REDACTED]. In addition, six municipalities of Guadalajara's Metropolitan Area presented their action plan to implement the CJHM; in these regions, USAID/JPV will provide technical assistance.

¹⁵ In Spanish: [REDACTED].

Figure 1. USAID/JPVS's work on Civic Justice in Mexico



Private sector investment

The inclusion of the private sector is key to support local violence and crime prevention initiatives, as well as enabling a suitable environment for economic activity to thrive. An important achievement in FY/18 was the alliance formed between USAID, [redacted] and the [redacted] to promote the reintegration of youth in conflict with the law. The scale and reach of such partnership has been praised by other stakeholders at the national level, receiving a recognition from the [redacted] and presented in an article of a business magazine (The article can be read [redacted] in Spanish).

In the reporting period, USAID/JPV approached [redacted], the largest network of private, higher education institutions in Mexico. This educational conglomerate agreed to support violence and crime prevention initiatives through financial and in-kind donations. In the framework of such alliance, in September 2018, the [redacted] [redacted] and [redacted] donated electronics and other supplies to [redacted] [redacted]. The donation intends to support 20 youth in conflict with the law that want to continue with their studies online as a mean to ease their social reintegration after completing their sentences.

Furthermore, in FY/18, USAID/JPV signed a subcontract with [redacted] –a for-profit organization whose mission is to improve organizations' operational and financial capacities and maximize the social impact of their business ventures. Under this subcontract, [redacted] will implement a seven-month entrepreneurship acceleration program for 12 civil society organizations that employ or work with incarcerated populations to reduce crime reduction. The acceleration program includes the provision of technical assistance and advisory services, and the organization of networking events. The program aims to improve these organizations' financial sustainability, financial planning, and management processes, and seeks to link civil society organizations with private sector stakeholders.

In addition to this work at the national level, USAID/JPV advocated and worked for local multisectoral collaboration where small and medium businesses have a key role to play. The

results and successes seen in the regions where USAID/JPV's Program is being implemented are highlighted in section 2. Progress towards Program Objectives.

Social and community communication

Throughout FY/18, USAID/JPV worked closely with partners and allies in the development and dissemination of communication materials to spread information about organizations working on violence and crime prevention, their projects and results. USAID/JPV expects that the sharing of knowledge and lessons learned among local actors becomes ever more common.

Part of the achievements under this strategy are the eleven research initiatives supported by USAID/JPV in FY/18. The target for the reported period was five of such initiatives, USAID/JPV thus surpassed the goal by 220%. Parallely, USAID/JPV took the lead in the design and publication of four documents that inform of best-practices and lessons learned from local violence and crime prevention initiatives. In FY/18, these publications were:

1. **"Implementation guide of the CPTED¹⁶ strategy from a perspective of prevention of gender-based violence, at-risk youth and the model for building community assets"**. This document was developed jointly by YouthBuild International and USAID/JPV, and can be downloaded [here](#).
2. **"Civic Justice, Good Governance and Culture of Legality Homologated Model for the Municipalities of Mexico."** This publication was a result of USAID/JPV's collaboration with the Ministry of Interior and can be accessed [here](#).
3. **"Chronicle: The Safe Cities for Women Model."** In collaboration with the organization, Gente Diversa de Baja California A.C., USAID/JPV made the design of this publication. The document is available [here](#).
4. **"What works to prevent violence among youth? A white paper on youth violence, crime prevention and the Mexican context."** This document was the outcome of USAID/JPV's collaboration with Abdul Latif Jameel Poverty Action Lab (J-PAL) and can be downloaded [here](#).

USAID/JPV also organized technical events on violence and crime prevention. Events that resulted from the collaboration among local actors in the regions where the Program is being implemented are listed in section 2. Progress towards Program Objectives, under Component 3.2. The events that had national or international focus during FY/18 are:

[REDACTED]

In May 2018, USAID Mexico's Crime Prevention Team Leader and USAID/JPV had an important participation in an international conference on at-risk youth that was held in the United States. The delegation's participation was mainly focused on presenting the Program's experience using the Youth Targeting Tool (YTT) –an instrument developed by USAID/JPV in FY/17. This experience makes evident the knowledge that has been developed in the Program's implementation as well as its relevance internationally.

[REDACTED]

¹⁶ [REDACTED]

On November [redacted] and [redacted], 2017, USAID/JPV and [redacted] organized a seminar on the importance of using evidence in violence and crime prevention initiatives targeted at youth. Over 100 people attended this event, including national and international experts from the academia, civil society and international cooperation. As a result of this seminar, USAID/JPV, in coordination with [redacted] provided technical assistance to [redacted] and [redacted] which use cognitive behavioral therapy (CBT) techniques in their projects to ensure that they have all the elements necessary to conduct an impact evaluation of their efforts.

[redacted]

During the reporting period, USAID/JPV participated in two activities that were part of [redacted]. The first was organized in collaboration with [redacted] and the [redacted] to bring together 20 CSOs that participated in the selection process of the 2017 Systematization and Strengthening of Social Prevention of Violence and Delinquency Best Practices. The organizations took part in a comprehensive workshop on evidence generation and its relation to public policy. The second activity was a three-session workshop on monitoring, evaluation, data management and analysis. The fact that USAID/JPV was invited to participate in this massive event demonstrates the fame it has gathered as a champion of violence and crime prevention initiatives based on evidence.

[redacted]

On May [redacted] 2018, USAID/JPV and representatives from [redacted] participated in the [redacted], organized by the [redacted]. The delegation presented the experience of the Civic Justice system in the municipality and had the opportunity to hear about initiatives on restorative justice, law enforcement, homelessness and behavioral health issues. This international event promoted the exchange of ideas and practices surrounding community justice.

[redacted]

From August [redacted] 2018, USAID/JPV and representatives of [redacted] travelled to New York City for a visit coordinated by the [redacted]. The group witnessed firsthand different community justice projects being implemented in the city and analyzed the ways in which these could be adopted to the municipal context in Mexico. In the future, both parties expect to exchange information regarding possible management, performance and impact indicators for civic justice programs.

[redacted]

On September [redacted] 2018, USAID/JPV, in collaboration with [redacted], organized an event to present the publication [redacted]. During the event, the primary researchers presented the White Paper's main findings and discussed the potential application of different crime and violence prevention strategies in the Mexican context. Moreover, Mexican and international experts discussed and assessed the most updated evidence in the crime and violence prevention field. The event was inaugurated by USAID's Mission Director

in Mexico and was attended by 180 participants, including experts, government officials, academics, and representatives from the private sector.

2. Progress towards Program objectives



PHOTO: USAID/JPV

This section provides an overview of the main achievements and progress that has been attained in each of USAID/JPV's three intermediate results.

Intermediate Result 1. Support the GOM in improving national violence and crime prevention policy and with its collaboration with local actors.

USAID/JPV has been collaborating with the GOM to support institutions that work for the prevention of crime and violence. USAID/JPV has been doing this by improving governmental capacity at the federal, state and municipal level. In FY/18, USAID/JPV advocated for three recommendations to be adopted by government agencies, 1) the replica of the [REDACTED] model by the government of [REDACTED], 2) the adoption of the civic court operation manual by the government of [REDACTED] and 3) the replica of the [REDACTED] by the government of [REDACTED]. These recommendations represent 150% of the annual target -set to two recommendations. All these recommendations were executed and are described under Intermediate Result 2.

Component 1.1. The Government of Mexico adopts and applies continuous training and knowledge management frameworks to public officials on matters of prevention.

During the reporting period, the training strategy of USAID/JPV for public officers has been outstanding. In collaboration with allies and partners, USAID/JPV reached a total of 79

governmental agencies, which represents 527% of the annual target of the Program indicator. The alliance that is behind much of this success is detailed next.

Collaboration with the [REDACTED]

Continuing the work with the [REDACTED] and the [REDACTED] [REDACTED] USAID/JPV carried out eight courses on project design for violence prevention and citizen security. A total of 193 participants took part in this in-person training (see first eight trainings in Table 1). On August 14th, 2018, participants of the first and second generations of these courses received their diplomas in a ceremony with representatives of USAID, [REDACTED], [REDACTED] and the GOM.

An additional initiative within this partnership was the implementation of a Clinic for the Formulation of Projects for Community Violence Prevention. Through this Clinic, USAID/JPV sought to develop the technical and methodological skills of participants for them to carry out replicas of the trainings. A total of 12 new attendees were part of this clinic. Due to the success of this Clinic, USAID/JPV expects to have a second round in FY/19.

The workshops that were conducted by USAID/JPV and [REDACTED] in FY/18 are outlined in Table 1.

Table 3 Trainings offered in collaboration [REDACTED], FY/18

Training	Region	Attendance
Project Design and citizen security	[REDACTED]	28 9 men and 19 women
Project Design and citizen security	[REDACTED] Chihuahua	29 16 men and 13 women
Project Design and citizen security	[REDACTED] Puebla	20 11 men and 9 women
Project Design and citizen security (2nd date)	[REDACTED] Puebla	15 8 men and 7 women
Project Design and citizen security	[REDACTED] Jalisco	17 9 men and 8 women
Project Design and citizen security	[REDACTED] Jalisco	32 15 men and 17 women
Project Design and citizen security	[REDACTED] Jalisco	30 15 men and 15 women
Project Design and citizen security	[REDACTED] Baja California	22 11 men and 11 women
Clinic: Community violence prevention and project design	[REDACTED]	12 5 men and 7 women
Total		205 99 men and 106 women
Note: people are only counted once, in the first training that they attend.		

Component 1.2. The Government of Mexico adopts and applies tools that facilitate the design and the implementation of the national violence and crime prevention policy.

In FY/18, USAID/JPV was successful at incentivizing the GOM to adopt two of the tools it created in FY/17:

Funding Sources Mapping

The access to financial resources is paramount for the implementation and sustainability of violence and crime prevention initiatives. Seeking to bridge the gap between available federal resources and actors working on the ground, USAID/JPV developed and promoted the Funding Sources Mapping for Violence and Crime Prevention at the municipal level. In FY/18, USAID/JPV saw nine cities adopting this tool.

Good Practice Scale

In a joint effort, the Ministry of Interior and USAID. The selection committee based its decision the scores that were obtained through the Good Practice Scale (EBP, per its initials in Spanish) – a tool developed by USAID/JPV to assess the level of use and generation of evidence of any given project dealing with violence and crime prevention. The strongest and most promising projects were offered support to improve the design of its implementation and have their project documented and disseminated. Interestingly, among the 15 best implementations, there were seven projects that have had direct support from USAID/JPV. This outcome sheds light on the effectivity of the strengthening work that Program has provided to local organizations.

After the contest, the [REDACTED] used the information provided by the EBP to design a technical assistance intervention according to the strengths and weaknesses of each project. The joint work with the [REDACTED] demonstrates the utility of the EBP both for individual organizations and governments to evaluate the strength of violence and crime prevention projects.

Additionally, the EBP was transferred to the [REDACTED] Municipal Institute of Women. The workshop was attended by different stakeholders, including the personnel of the Institute, [REDACTED] (the anchor actor of Guadalajara), CSOs, and representatives of the academia. Since the transfer, the [REDACTED] adopted the Good Practice Scale to evaluate all their internal programs in terms of their capacity to generate evidence. This has shown the way in which the EBP can be used by a government agency to assess its own activities and be congruent with the promotion of evidence-based initiatives.

Intermediate Result 2. Improve the performance of actors within local violence and crime prevention systems.

USAID/JPV's systematic approach requires local actors to improve their institutional and technical capacities to carry out effective violence and crime prevention interventions that can be escalated and replicated in different locations. Taking into account that Program is limited in time and resources, USAID/JPV has devised a strategy that, on the one hand, offers assistance in institutional strengthening according to the specific needs of governments and CSOs, and, on the other hand, provides in depth-support to key stakeholders that can take the role of congregators or advocates in matter of violence and crime prevention –these are the “anchor” and “strategic” actors. The progress of such strategy during FY/18 is detailed in this section.

Component 2.1. The local actors have improved their performance in matter of institutional enforcement and crime prevention

Throughout the reporting period, USAID/JPV continued to provide targeted assistance to governments and CSOs. To this end, USAID/JPV assessed the capacities of its partners, designed strengthening plans, and provided close companionship throughout the process.

Local governments

The institutional capacity and performance of local governments in matters of violence and crime prevention is measured with the Governmental Organizations Performance Index – Prevention (GOPI-P), which was developed by USAID/JPV in FY/17. The GOPI-P categorizes governmental capacity in four categories: Willing to Participate (0-49), Basic (50-74), Acceptable (75-89) and Superior (90-100). In FY/18, USAID/JPV measured for the first time the GOPI-P of [REDACTED] (October 2017) and [REDACTED] (May 2018), completing the list of municipalities where USAID/JPV operates. Their results are presented in Table 2.

Table 4 GOPI-P pre-measurement for [REDACTED]

Category	Chihuahua	California
1. Government-society relationship	35.0	82.5
2. Technical tools	48.6	38.6
3. Specialized services	33.3	60.0
4. Regulatory framework	45.0	55.0
5. Information and communication	38.5	26.9
Final score	41.4	51.6

Furthermore, USAID/JPV measured the change in GOPI-P scores of seven of the municipalities with which it works and was able to attest the positive impact of its technical assistance. During this fiscal year, USAID/JPV made a second measurement of the GOPI-P in the municipalities of [REDACTED]. As shown in Table 3, all municipalities increased their overall score, except for [REDACTED] which decreased its overall institutional capacity by 2 percentage points. The municipality that showed the highest improvement was [REDACTED] (going from 33.3 to 68.8), followed by [REDACTED]. Importantly, the annual target for the average change in GOPI-P scores of collaborating municipalities was set to +5%. With a result of 36.47%, the annual target was exceeded by 729%.

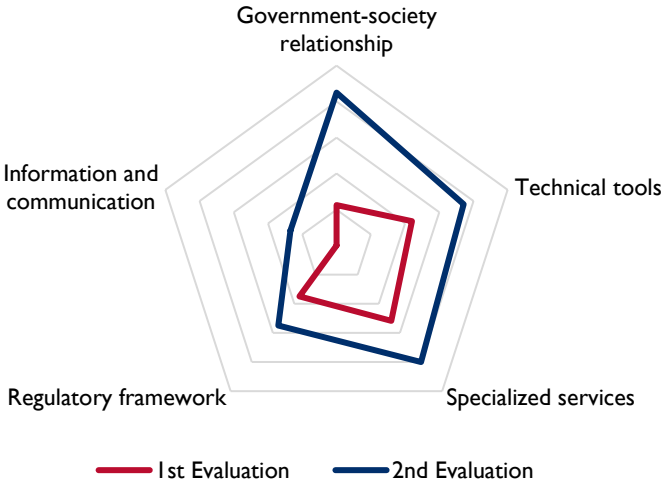
Detailed scores by municipality are presented next.

Table 5 GOPI-P pre and post measurements by Municipality

Capacity	Municipality 1		Municipality 2		Municipality 3		Municipality 4		Municipality 5		Municipality 6		Municipality 7	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1. Government-society relationship	22.5	85.0	12.5	82.5	57.5	55.0	40.0	40.0	37.5	80.0	67.5	65.0	52.5	45.0
2. Technical tools	44.1	74.3	50.0	74.3	75.0	80.0	32.9	63.2	42.6	44.3	52.9	48.6	48.5	74.3
3. Specialized services	51.7	80.0	96.6	80.0	58.6	80.0	62.1	82.8	31.0	80.0	79.3	90.0	75.9	60.0
4. Regulatory framework	35.0	55.0	50.0	50.0	30.0	35.0	25.0	100.0	35.0	35.0	50.0	45.0	55.0	70.0
5. Information and communication	0.0	26.9	42.3	30.8	26.9	38.5	34.6	38.5	34.6	26.9	46.2	38.5	38.5	34.6
Final score	33.3	68.8	48.1	68.3	56.8	64.0	38.3	59.0	37.7	54.3	59.0	57.0	53.0	59.7

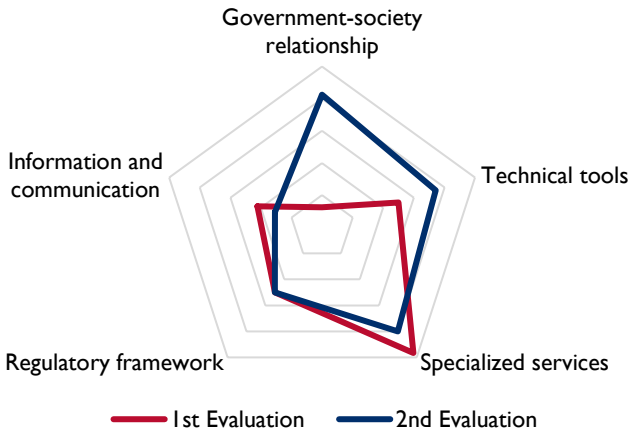
The government of [redacted] improved its GOPI-P score by 106.6%, going from 33.3 to 68.8. This improvement can be attributed to the establishment of the [redacted] and the development of the Regulation for the Prevention of Violence and Crime with Citizen Participation.

Figure 2 [redacted] GOPI-P pre and post comparison



Following the first GOPI-P measurement, the government of [redacted] created the [redacted] and implemented the Municipal Plan for the Prevention of Violence. This increased the overall score of the municipality from 48.1 to 68.3 – representing an increase of 42%.

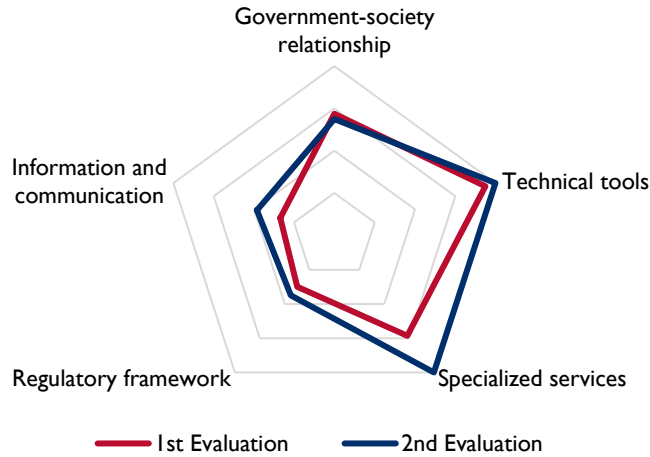
Figure 3 [redacted] GOPI-P pre and post comparison



██████████

██████████ municipal government increased its GOPI-P score by 7.2 percentage points, going from 56.8 to 64 (an increase of 12.7%). The change is mainly attributed to the training provided to public servants on strategic planning and violence prevention program design.

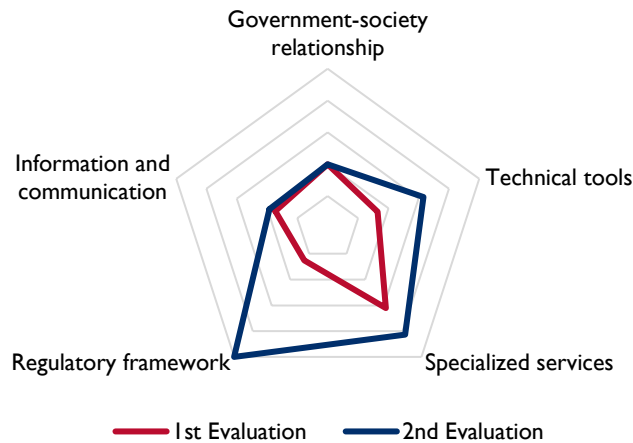
Figure 4 ██████████ GOPI-P pre and post comparison



██████████

In the case of ██████████, the municipal government passed from a score of 38.3 to 59 (an increase of 54%). However, these results need to be contextualized to the fact that, as of March 2017, the municipal government has focused its violence prevention policy towards the implementation of the CJHM. This meant that the post measurement of the GOPI dealt primarily with Civic Justice matters and practices, while the initial evaluation did not have this focus. In other words, the second measurement of the GOPI-P in ██████████ can be understood as an initial assessment of Civic Justice work in ██████████

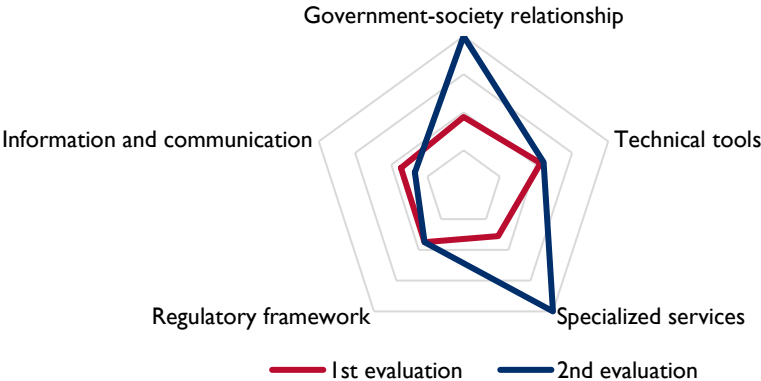
Figure 5 ██████████ GOPI-P pre and post comparison



██████████

The government of ██████████ increased its overall GOPI-P score from 37.7 to 54.3 –representing a 44% increase. This improvement is directly related to the establishment of the ██████████ ██████████ as well as the training of its public servants on violence prevention.

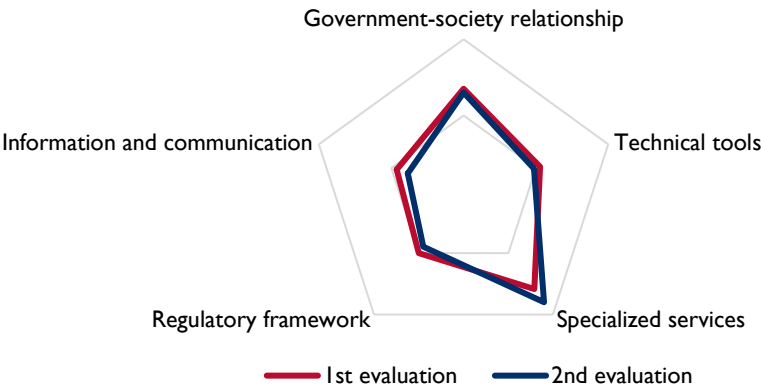
Figure 6 ██████████ GOPI-P pre and post comparison



██████████

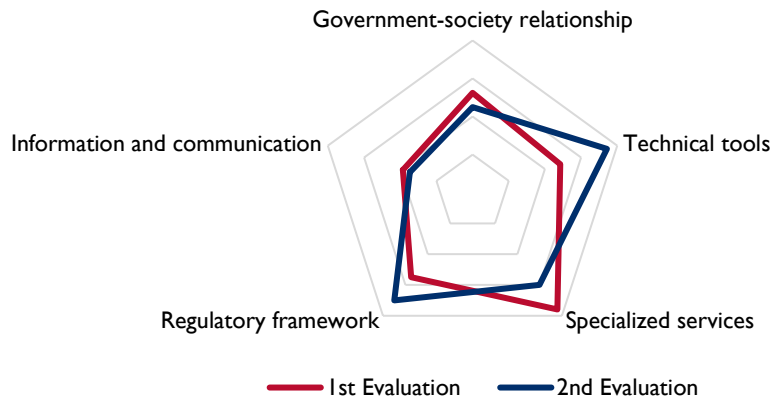
The municipal government of ██████████ was the only one that reduced its overall score. The scores of the municipality went down two percentage points –from 59 to 57 (equivalent to -3.3%). This change is related to the lag in the consolidation of the ██████████ ██████████ and the inconclusion of the Municipal Violence Prevention Plan and Social Communication Strategy.

Figure 7 ██████████ GOPI-P pre and post comparison



The GOPI-P measurements of [REDACTED] municipal government indicate an improvement of 12.6% – going from 53 to 59.7. This change can be directly attributed to the creation of the Municipal Violence Prevention Plan and the improvement of the normative framework; however, the government did not develop a social communication strategy, which was a recommendation issued from the first GOPI-P.

Figure 8 [REDACTED] GOPI-P pre and post comparison



Even though the municipal governments have shown significant progress in their institutional and technical capacities regarding violence and crime prevention, there are still important elements that can be incorporated and advanced, which will be the focus of USAID/JPV in the following years.

Local civil society organizations

The institutional and programmatic capacities and performance of CSOs is measured with the Organization Performance Index – Prevention (OPI-P) – developed by USAID/JPV in FY/17. The tool focuses on results-based management and classifies organizations into four categories depending on their degree of assimilation of this framework. The categories are: low, basic, moderate and high. With the use of this tool, USAID/JPV seeks to promote a change in paradigm in CSOs to move from the traditional understanding of institutional strengthening commonly associated to managerial and operative procedures, to a focus on improved service provision to achieve social changes. Just as the GOPI-P, this assessment provides an overview of the aspects that the CSO can improve, both at the institutional and technical level. In the framework of the Program, an initial OPI-P enables USAID/JPV to select the organizations that will benefit the most from its technical capacity, build a strengthening plan, and evaluate any progress that resulted from this work.

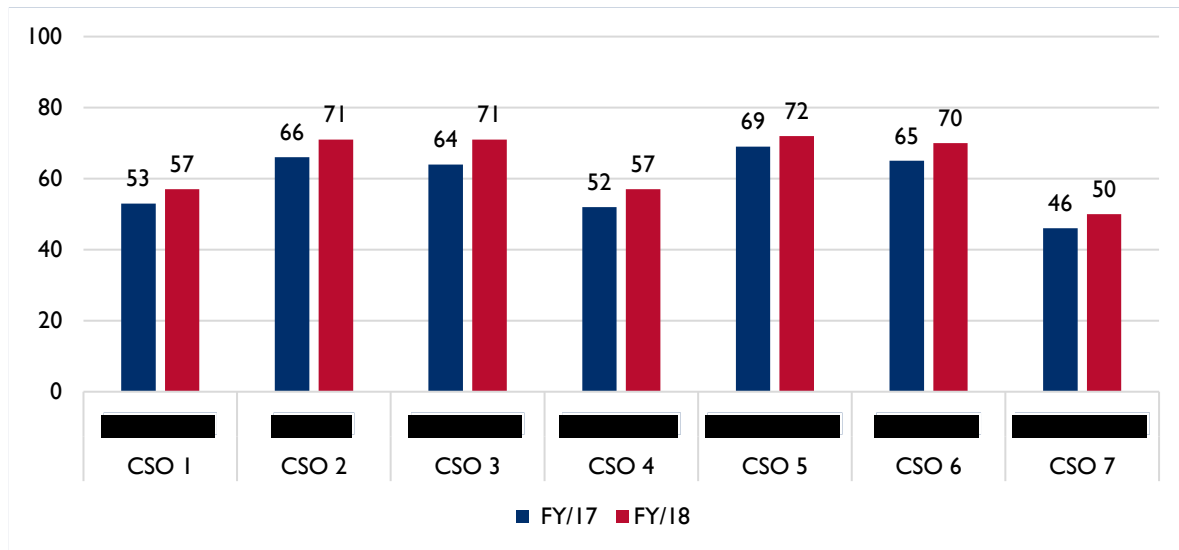
The analysis of the initial OPI-P shows that CSOs tended to undermine the use of evidence in their organizational and strategic decision-making. Based on this finding, during FY/18, USAID/JPV decided to center its technical assistance in four main areas:

- I. Transferring and institutionalizing project-design methods, such as the Theory of Change methodology.

2. Developing and strengthening skills for the development of indicators, particularly for the measurement of changes at the levels of outcomes and impact.
3. Transferring tools that help to differentiate target populations according to the types and levels of risk they face.
4. Spreading information about the types and benefits of carrying out project evaluations.

In the reporting period, the seven CSOs with which USAID/JPV worked closely for almost a year, improved their OPI-P scores between three and seven percentage points. The results are shown in Figure 9.

Figure 9 GOPI-P pre and post measurements per CSO evaluated



Moreover, it is important to highlight that participating CSOs reached to USAID/JPV to express their gratitude for the unintended sensitization they have received throughout the strengthening process. For instance, CSOs' executives have expressed that building institutional capacities catalyzed relevant transformations in the organizations' vision regarding its role in the prevention of violence and crime. With this information, USAID/JPV is confirming that, done right, structural changes can lead to shifts in institutional culture.

"Based on the experience working with the USAID program, we are in the process of restructuring all interventions, integrating a theory of change, indicators and evaluation mechanisms. The work we did with the Program generated a revolution in the organization."

—Staff member CSO based in Guadalajara, September 2018.

Youth at-risk targeting

During this reporting period, 10 CSOs that take part in the Program through donations and technical assistance, used the YTT to assess the initial conditions of their participants. This tool, developed by USAID/JPV in FY/17, intends to identify youth at higher risk of incurring criminal or violent acts. The understanding of the situation of a given young person enables an adequate

service provision and permits the CSO to focus its resources on youth that needs it the most. The CSOs that have used the YTT are listed in Table 4. More information regarding the projects can be found under Component 3.1.

Table 6 Grantee organizations and their use of the YTT

	Organization	Project	Region	YTT (Pre)	YTT (Post)
1	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED], Nuevo León	X	X
2	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] Morelos	X	X
3	[REDACTED]	[REDACTED] [REDACTED] [REDACTED]	[REDACTED]	X	X
4	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED] Chihuahua	X	X
5	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	X	
6	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] Chihuahua	X	
7	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED] Nuevo León	X	
8	[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] Chihuahua	X	
9	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] Chihuahua	X	
10	[REDACTED]	[REDACTED]	[REDACTED] Baja California	X	

Three organizations that work with young people closed their donations with positive results:

- [REDACTED] worked with 21 young people in conflict with the law, of which 40% were at a medium or high-risk level according to the YTT. At the end of the intervention, 85% of those in medium risk reduced it to low.
- [REDACTED] focused on 40 young people in assisted freedom. 60% of them raked at medium or high risk. After the program, 75% of those who were at high risk passed to medium.
- [REDACTED] reached 40 young people in assisted freedom, of which 70% reported being at high risk. At the end of intervention, 50% of those who were at high risk passed to medium risk and 29% of those who started at moderate risk shifted to low risk.

In addition to grantees, USAID/JPV responded to the requests of other organizations that were interested in the use of the tool. During FY/18, USAID/JPV trained 18 external organizations, including [REDACTED] and [REDACTED]. This demand points to the usefulness of the tool for different organizations to evaluate the feasibility of service particular youth, as well as monitor their progress. USAID/JPV will continue transferring the tool to interested organizations and, in FY/19, will provide an electronic platform to facilitate the assessment and report of user institutions.

Furthermore, during the reporting period, USAID/JPV submitted the YTT to a validation processes by a specialist of the [REDACTED]. The review led to the adjustment of some items and an improved alignment with the crime and violence prevention literature. The enhanced instrument was applied to a random sample to perform a statistical analysis to determine the methodological strength of the tool. With the methodological and theoretical changes, the YTT has better capacities to analyze the risk level of youth.

Trainings in intuitional strengthening, crime and violence prevention and evidence generation

In addition to the training offered by USAID/JPV and the [REDACTED], during this fiscal year the following workshops were offered to members of the local systems of prevention:

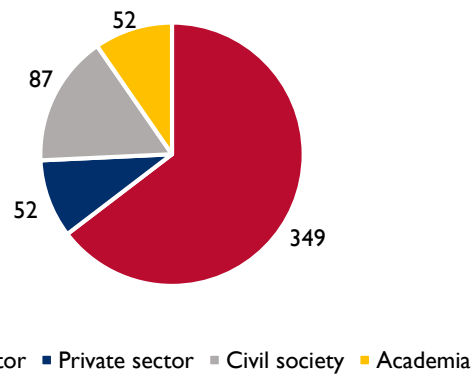
Table 7 Trainings on institutional strengthening, crime and violence prevention and evidence generation, FY/18

Training	Region	Attendees by gender
Monitoring and Evaluation	[REDACTED] Chihuahua	18 11 men and 7 women
	[REDACTED] Chihuahua	8 3 men and 5 women
	[REDACTED], Baja California	12 4 men and 8 women
	[REDACTED]	9 1 man and 8 women
Cognitive Behavioral Therapy	[REDACTED] Michoacán	22 3 men and 19 women
Strategic Planning	[REDACTED] Chihuahua	21 11 men and 10 women
Spatial Analysis	[REDACTED], Chihuahua	5 1 man and 4 women
Diagnostic, Administration and Analysis of Data and Systematization	[REDACTED] Chihuahua	7 4 men and 3 women

Training	Region	Attendees by gender
Theory of Change and Indicator	████████ Chihuahua	16 3 men and 13 women
Effective Communication and Negotiation	████████ Chihuahua	7 5 men and 2 women
Participatory methods, Effective Communication and Negotiation	████████ Baja California	5 2 men and 3 women
Strategies of situational prevention and collective efficacy	████████ Chihuahua	2 2 men
Evidence Generation	████████ Jalisco	15 5 men and 10 women
	████████ Baja California	13 3 men and 10 women
	████████, Chihuahua	12 5 men and 7 women
	████████ Nuevo León	8 1 man and 7 women
	████████, Michoacán	3 3 men
Local System of Prevention - Agenda Development	████████ Chihuahua	5 1 man and 4 women
	████████ Baja California	5 1 man and 4 women
Civic Justice	████████ Michoacán	14 6 men and 8 women
Model to Care for Children and Adolescents Victims of Sexual Violence	████████ Hidalgo	1 1 woman
	████████ Chihuahua	2 2 women
Indicators, Monitoring and Administration and Analysis of Data	████████ Chihuahua	31 11 men and 20 women
Civic Justice Seminar	████████ Michoacán	13 7 men and 6 women
CJHM	████████	70 53 men and 17 women
Tools to prevent violence	████████ Baja California	11 7 men and 4 women
Total		335 153 men and 182 women
Note: people are only counted once, in the first training that they attend.		

Adding the 205 people trained under Component 1.1, USAID/JPV reached a total of 540 people during FY/18. As shown in Figure 10, the majority (64.6%) belonged to the public sector, followed by civil society (16.1%), academia (9.6%) and the private sector (9.6%).

Figure 10 Distribution of people trained in FY/18 by sector



Component 2.2. Strategic actors within the local system collaborate in more efficient ways in CVP initiatives

USAID/JPV is a pioneer in implementing a Local Systems Framework in development work dealing with violence and crime prevention. Two Program indicators that keep track of the local dynamism facilitated by USAID/JPV are 1) Value invested by public and private actors in crime and violence prevention initiatives supported by USAID/JPV and 2) Number of public-private partnerships in prevention of violence and crime established and assisted by USAID/JPV. The first indicator surpassed the annual target by 270% (g [REDACTED]), while the latter achieved 375% of its target (with 15 partnerships). These results encapsulate a myriad of work, agreements, achievements that are outlined in the rest of the section under each region of intervention.

The challenges, successes and lessons learned in each of the implementing areas of the Program are a source of great operational and technical knowledge for future activities. Considering this, in FY/18, USAID/JPV decided to periodically record the developments in each of the regions to document all the processes and milestones that can only be evident when a theory is put into practice. Some of these results are highlighted below under each geographic location.

Throughout the reporting period, USAID/JPV worked closely with the [REDACTED] to strengthen multisectoral groups in the cities where the Program is being implemented. The joint work has centered on effective communication and collaborative decision making. While the work and documentation varied across the regions where USAID/JPV provided support, a conglomeration of the findings has been recorded in the report "The State of the art in multisectoral collaboration spaces for violence prevention in Mexico."

Lastly, in FY/18, USAID/JPV formalized partnerships with local actors to serve as "anchor" and "strategic actors." The main objectives of these anchor and strategic actors are to congregate local stakeholders and push for a joint integral strategy that leverages capacities and avoids the duplication of efforts. To do this effectively, USAID/JPV provided direct technical assistance, as well as coaching and training, through the [REDACTED]

The results per region are presented next.

Chihuahua and Ciudad Juárez, Chihuahua

In Chihuahua, the multisectoral body that is being formed has been named by its members as the [REDACTED]. Through a participative process, the [REDACTED] defined its operative and governance structures that will enable it to become sustainable. Additionally, between April and May of 2018, USAID/JPV and the anchor actor, [REDACTED] held meetings with more than 20 local actors part of the [REDACTED] to come up with a joint working agenda. The group collectively identified the following strategies:

1. Provide training sessions and workshops – particularly to members of the [REDACTED].
2. Document, evaluate and publicize local violence and crime prevention programs.
3. Design public policies on crime and violence prevention.
4. Develop a communication strategy for the [REDACTED].
5. Work towards a shared understanding, within the [REDACTED], of the concept of violence and its prevention in the context of Chihuahua.
6. Create an integral citizen participation program to promote an active participation of the target population in the definition and solutions to their crime and violence problems.

The working capacity of this group was notable: the [REDACTED] decided in FY/18 to replicate the program [REDACTED] with a local investment of MXN [REDACTED] ([REDACTED]) to implement activities in the neighborhoods of [REDACTED]. In addition, the [REDACTED] –a municipal department that received CBT training by USAID/JPV in 2017–, developed a pilot program to care for youth with administrative faults that are under the supervision of the local police. These sessions will be part of a larger model under the responsibility of the [REDACTED]. The pilot project that the GTM promoted was first implemented in FY/17 and early FY/18 in the neighborhood [REDACTED] with [REDACTED] being provided by the [REDACTED]. Overall, the way in which this project has come to be and escalated exemplifies a well-functioning local system of prevention: a diagnostic was made, a pilot project was implemented and evaluated, the results and lessons learned were shared with other stakeholders and the escalation is set to be supported by a multisectoral group.

Regarding Ciudad Juárez, in March 2018, [REDACTED] accepted USAID/JPV's support to implement the CJHM in partnership with the [REDACTED]. In the framework of this work, a delegation from the government of [REDACTED] traveled to Morelia to see firsthand the progress of their model in such city and take part in the Civic Justice and Security Forum.

Another interesting exchange of experiences was the visit of [REDACTED] to Guadalajara. Chihuahua's anchor actor went to learn about the violence prevention initiatives that have been undertaken by [REDACTED]. Additionally, representatives of [REDACTED] had the opportunity to meet local partners such as [REDACTED].

Moreover, local collaboration with the private sector of Chihuahua was fruitful. On July 23rd, 2018, representatives of [REDACTED] branch of

¹⁷ In Spanish: Gabinete de Trabajo Multisectorial.

██████████ (specialized in micro financing), went on a visit to Ciudad Juárez to learn about the work of P██████████. After this visit, ██████████ agreed to finance two of these organizations in their efforts to eradicate sexual violence among children. Consequently, ██████████ committed to invest additional 50% of the funding provided by the bank. This alliance aims at pulling resources from different sources and reduce risk for both implementers and investors.

Guadalajara Metropolitan Area, Jalisco

In this region, ██████████ was selected as the anchor actor in charge of consolidating and promoting efforts for violence and crime prevention under a local systems framework. The formalization of a multisectoral group is still in the making, but local collaboration has been increasing along with its interconnectedness and internal strength.

In addition, the project of ██████████, implemented in collaboration with the ██████████ ██████████ in FY/17, was adjusted according to the result of the pilot program. This pilot program was implemented with an approved budget of ██████████ from the municipal government and, according to the ██████████, 362 youth benefitted. In FY/18, the municipal government published the operation rules of the program in the municipal gazette, indicating the institutionalization of the program which now has an assigned budget for its implementation.

In FY/18, USAID/JPV supported various municipal governments that form part of Guadalajara's Metropolitan Area to improve their institutional capacities, as directed by their results in the initial GOPI-P measurement. For instance, USAID/JPV provided technical assistance for the development of rulebooks for the ██████████, and the ██████████ branch of ██████████. In the latter case, USAID/JPV contributed to the inclusion of violence prevention as a guiding principle to the social development strategies of the municipality.

By the end of the reporting period, USAID/JPV consolidated its work at the metropolitan level as a result of its strategic collaboration with the ██████████ –who advocated for the design of evidence-based violence and crime prevention public policy. Together, both entities have called for the implementation of the CJHM as a metropolitan strategy.

At the state level, during the reporting period, ██████████ replicated in 80 municipalities the training on evidence generation they received from USAID/JPV in FY/17. This led to the creation of specialized working groups and municipal programs that are based on a solid theory of change and include indicators for their monitoring and evaluation.

Additionally, ██████████ mandated a state-wide institutionalization of the ██████████ model (developed by ██████████, a former grantee of USAID/JPV) in FY/18. For this initiative, the state government will provide an investment of over a ██████████ while ██████████ will oversee the implementation of the ██████████ model in 24 high schools. ██████████ in turn, has begun adapting the curricula and other materials to fit the school context.

Furthermore, USAID/JPV promoted the formalization of the alliance between [REDACTED] and [REDACTED] Attorney General to encourage the implementations and programs that support youth undergoing processes with [REDACTED] [REDACTED]. The program, that includes CBT methods, has been shown to reduce the propensity of young, male, serious offenders, to commit violent acts. The results of this evaluation will be available in FY/19.

Another success story that escalated in breadth and scope initiated with the public-private partnership between the [REDACTED] [REDACTED] and [REDACTED] [REDACTED] to implement the workshop [REDACTED] which develops construction skills among vulnerable populations of the Miramar neighborhood for the urban design of safer communities. [REDACTED] [REDACTED] joined this effort and supplied ecological building materials so that the workshop could have a focus on eco-friendly houses. Due to the success of the project, [REDACTED] has agreed to provide more in-kind resources for the workshops as well as financing a second implementation, valued at [REDACTED].

Monterrey Metropolitan Area, Nuevo León

Due to the interconnectedness of issues regarding violence and crime prevention in large urban agglomerations, the multisectoral collaboration in Monterrey has taken a metropolitan approach. USAID/JPV accompanied a group of 25 stakeholders from various municipalities –including those of [REDACTED] – in its efforts to form a Violence and Crime Prevention Network for the metropolitan area.

In Monterrey, particularly, [REDACTED] has taken USAID/JPV’s recommendation to institutionalize a [REDACTED]. Following the results of the initial GOPI-P measurement, [REDACTED] organized a group of 23 actors that is responsible for the design, implementation and evaluation of public policy on the matter. Furthermore, the municipality partnered with [REDACTED] –an organization that has received technical assistance from USAID/JPV– to provide psychosocial support to youth detained for crimes committed in, or by people living in, [REDACTED].

The work in the [REDACTED] Metropolitan Area has taken a clear focus on civic justice. For instance, the piloting phase of the CJHM was implemented in the municipality of [REDACTED] with USAID/JPV’s technical assistance and supervision. This municipality was chosen due to its geographic location (an area of interest to USAID/JPV), the political will of the current mayor and the historic openness to innovation among public agencies (that have already experienced non-traditional public security actions such as police of proximity and alternative measures). The results of the pilot have provided information about its efficacy and replicability potential, which has been the basis for its adoption as a national public policy. According to the statistics of the municipal government, during the reporting period, civic justice in [REDACTED] was used in 4,726 public hearings, channeling 631 offenders to alternative measures.

This year’s work has also seen positive results with the private sector in [REDACTED]. After months of sensitization, USAID/JPV convinced eight businessmen –covering 400 local businesses–, to create a mechanism to fund local crime and violence prevention initiatives. Furthermore,

¹⁸ In Spanish: [REDACTED]

USAID/JPV was able channel resources from the firm [REDACTED] (an enterprise focused on retail) for a project based on strategies of situational prevention and collective efficacy, called [REDACTED]. The enterprise donated outdoor exercise machines and paint to restore three parks in the neighborhoods. All in all, over the reporting period, USAID/JPV continued building trust among the private sector of the Metropolitan Area and shorten the gap between funding and evidence-based interventions.

Morelia, Michoacán

In contrast to other regions, USAID/JPV's work in Morelia has focused on developing and expanding the CJHM. As a result, USAID/JPV deemed the municipal government as the natural "anchor actor," since no other entity possesses the necessary characteristics to fulfill this role. Therefore, the figure of an anchor actor does not exist in this region and the multisectoral group will take the form of a web of alliances that encompass and compliment the civic justice system.

The consolidation of Morelia's Civic Justice System is the direct result of the coordination of local institutions that were convinced of the benefits of such procedures. Since 2016, this idea has gone from just having a Civic Court, to the current network of resources, services and programs that offer alternative solutions to conflict. The experience of Morelia is thus very much centered on civic justice.

In November of 2017, as a result of the 2017 study tour with the private sector, a formal collaboration was established between the [REDACTED] and the Civic Justice System of Morelia. The first outcomes of this alliance include the commitment of the private sector to create a mechanism to finance social reintegration strategies that will be available through civic justice procedures, link civic justice initiatives with social responsibility programs of the insurance company [REDACTED] convey their support of the CJHM to the new local authorities, and present locally the findings of the research on the costs of violence to the private sector (expected to be published in FY/19).

Additionally, USAID/JPV facilitated the partnership between the [REDACTED] and [REDACTED]. This alliance aims to promote civic justice and provide alternative measures for conflict resolution. In the framework of such alliance, the [REDACTED] offered to finance 60% of police officers' and their family's tuition fees for undergrad and graduate programs. Additionally, [REDACTED] offered stress-management workshops for police officers and civic judges and participated in the provision of an 18-hour long seminar (reported under Component 2.1) for [REDACTED].

In FY/18, USAID/JPV also signed a letter of intent with the Michoacán representation of the [REDACTED]. The main activities that have been committed include: a) create spaces for the promotion of the CJHM among local actors, b) develop a work placement scheme for people with administrative faults and c) work on a funding mechanism for alternative measures for conflict resolutions being implemented by CSOs.

19 [REDACTED]

20 [REDACTED]

The experience in Morelia has been very attractive to other local systems of prevention. An example of this is that, during the reporting period, representatives from [REDACTED] signed a letter of intent with [REDACTED]. The parties agreed to promote the generation of knowledge regarding public safety and civic justice, establish strategic alliances and carry out capacity building initiatives in both states.

Regarding the local social and community communication strategy, in FY/18 USAID/JPV and [REDACTED] have joined with the [REDACTED] to generate messages that are being aired through campus' radio stations to sensitize listeners on the importance and functioning of Civic Justice. Additionally, USAID/JPV organized the Municipal Civic Security and Justice Forum in Morelia (more details on this event can be read under Component 3.2). As mentioned previously, the activities necessary to carry out this strategy must be adapted to the local context.

Tijuana, Baja California

In Tijuana, the multisectoral work has manifested in the strengthening of the [REDACTED]. Accordingly, USAID/JPV appointed [REDACTED] to take the lead as the anchor actor that will promote collaboration in matters of violence and crime prevention. In FY/18, [REDACTED] and the [REDACTED] drafted and implemented an action plan to define the [REDACTED] operational and governance structure as well as improve the leadership skills of its members. Moreover, through June to August, they led the process of defining and approving a joint local agenda in matters of violence and crime prevention that includes the following items:

1. Internal and external communication strategies.
2. A Research Program for the local system.
3. Capacity development for members.
4. Administration of public and private resources for the local system.
5. Networking.
6. Thematic agenda.

Regardless of the ongoing development of its operational structure, the [REDACTED] continued its work, particularly in matters of extending the network of collaboration inside the local system of prevention. For example, in the reporting period, an alliance was forged between [REDACTED] and [REDACTED]. The joint work will enable youth taking part in [REDACTED] programs to use [REDACTED] addiction prevention services or be redirected to specialized services through its institutional channels.

Conversely, [REDACTED] has assumed its responsibility as the local anchor organization and, a few months in its position, it was invited to co-host the 1st International Summit on Citizen Security in the city. Additionally, this organization, with the close support of USAID/JPV, has consolidated several public-private partnerships. For instance, [REDACTED], [REDACTED] and [REDACTED] came together to carry out the [REDACTED], a project that seeks to reduce gender-based violence through economic empowerment of at-risk women. The initial investment for this project is calculated at [REDACTED]

Furthermore, [REDACTED] collaborated with the [REDACTED]

²¹ [REDACTED].

²² In Spanish: [REDACTED]

██████████ to implement a child violence prevention initiative in the ██████████ neighborhood. This initiative resulted from the analysis of the ██████████ that identified ██████████ ██████████ as a hotspot of child and envisions a local investment of ██████████ ██████████

Intermediate Result 3. Contribute to local systems generating and implementing evidence-based violence and crime prevention policy.

Once local actors are sensitized on the advantages of gathering and using evidence to implement and improve their violence and crime prevention strategies, USAID/JPV expects them to naturally demand such practices. To monitor this dynamic, USAID/JPV tracks the number of implementations carried out by local actors of initiatives labeled as good practices by the EBP. During the reporting period, 15 such interventions were identified, representing a 250% progress for the annual target of eight. The success in this indicator, as well as the qualitative achievements described next, point to the advancements that USAID/JPV is making in terms of spreading and incentivizing evidence-based violence and crime prevention.

Component 3.1. Actors within local prevention systems have improved their capacities to produce evidence

In FY/17, USAID/JPV created a tool to evaluate whether a violence and crime prevention project is informed in evidence and has all the necessary elements to be escalated or replicated elsewhere. This EBP bases its assessment on five elements: diagnostic, theoretical background, planning, implementation and performance. This tool has proven to be useful for any entity that wishes to evaluate its implementation –or that of others– on violence and crime prevention; therefore, USAID/JPV has responded to the demand of several CSOs to receive training and permission to use the EBP.

For instance, in August 2018, USAID/JPV transferred the EBP to the ██████████, a think tank dedicated to the analysis of child welfare public policies. The workshop was also attended by ██████████, an organization that funds sustainable social projects in Mexico. Both organizations sought to use the EBP to identify promising child abuse prevention interventions to eventually replicate and scale them at the national level.

Furthermore, linked to the increase in capacities to produce evidence is the access to tools that are tailored to the work in violence and crime prevention. With this in mind, in FY/18, USAID/JPV transferred the GOPI-P, OPI-P and EBP to the anchor and strategic anchors of the regions where the Program is being implemented, as well any partner organization that has requested such transfer.

Initiatives supported by USAID/JPV

An integral aspect of the Program is the financial and technical support provided to outstanding organizations, particularly in the design, implementation, documentation and evaluation of their crime and violence projects. With the in-depth assistance to, and collaboration with, local actors, USAID/JPV is promoting the rise and expansion of effective interventions that can be escalated or replicated in different parts of Mexico. Table 6 summarizes the CSOs with which USAID/JPV worked in FY/18, as well as the progress made at the time of reporting.

Table 8. Initiatives supported by USAID/JPV in FY/18

Theme	Organization	Project Description	Progress in FY/18
Therapeutic components	<p>██████████ (in Jalisco)</p>	<p>Development of an intervention model that reduces young men’s exposure to violence in urban contexts, through tools that change cognitive and behavioral processes, along with mechanisms that generate more functional, pro-social and healthy lifestyles.</p>	<p>The piloting phase of this model and a full report of its results was completed during FY/18. The model was adapted and replicated in 15 schools and a juvenile center in the State of Jalisco, as well as in ██████████ community center. The replication of this model was financed by ██████████. The data and results of the replicas are being evaluated and a report will be released in the first quarter of FY/19. Furthermore, there are plans to adapt and replicate this model in Morelia in FY/19 and link it to the CJHM initiative.</p>
	<p>██████████ (Baja California)</p>	<p>Development of an intervention model with CBT components that aims to improve socioemotional skills in order to prevent violence patterns among children and youth that go to schools in an urban context.</p>	<p>The piloting phase of this model concluded in the final quarter of FY/18, and the results of its evaluation will be ready in early FY/19. In total, 239 youth have benefited from this model.</p>
	<p>██████████ (Nuevo León)</p>	<p>Development of an intervention model with CBT and adaptation of the ██████████. The intervention provides youth with decision-making tools and promote positive behaviors in order to reduce their propensity to commit criminal or violent acts.</p>	<p>The CSO developed the final report of the pilot phase carried out in ██████████ Nuevo León, where 49 at-risk youth were benefited. Additionally, an implementation manual was produced to replicate this model with a larger population in the same municipality. In FY/18 Q4, JPV assisted the CSO in developing partnerships with the private sector to finance the implementation and evaluation of the initiative.</p>
	<p>Strategies of situational prevention and collective efficacy piloted by USAID (Jalisco)</p>	<p>Development of an intervention model focused on reducing young felons’ (who have committed serious offenses) propensity to committing crimes through a program that has CBT components. These interventions will be conducted at comprehensive youth care centers.</p>	<p>CEDAT’s grant ended in the second quarter of FY/18. The CSO included an evidence-based approach to its ██████████ model and achieved to reduce violent behavior in its participants. As a result, the model is being adjusted to become a public program. In September 2018, a new grant was approved for this organization to set in motion a follow-up intervention to</p>

Theme	Organization	Project Description	Progress in FY/18
		cognitive behavioral therapy for the care and containment of violence tendencies.	██████████ ██████████ ██████████ ██████████ ██████████. Furthermore, the ██████████ ██████████ have agreed to implement a second implementation of this model in FY/19.
	██████████ (Baja California)	Evaluation of a model that seeks to raise awareness regarding violence prevention and the eradication of violence against women in high-crime urban territories.	The model was evaluated in FY/18 and the results were published and presented in an event in Tijuana, Baja California during the last quarter of FY/18.
Environmental design	██████████ (██████████ Chih.)	Strengthening a model focused on the appropriation and recovery of public spaces in areas with high crime and violence rates in the State of Chihuahua.	The CSO concluded the grant's activities in FY/18. The intervention successfully integrated a focus on youth at-risk and strengthened its monitoring and evaluation system. The grant enabled the construction of indicators to measure crime rates, perception of insecurity and social cohesion in public spaces as well as the adoption of a methodology for targeting and serving at-risk youth. Furthermore, this project contributed to the consolidation of strategies of situational prevention and collective efficacy piloted by USAID in the neighborhood ██████████ in Chihuahua.
	Strategies of situational prevention and collective efficacy piloted by USAID (██████████ ██████████ ██████████)	Consolidation of urban design strategies aimed at reducing violence among youth and gender-based violence.	During FY/18, the interventions in ██████████ ██████████ were documented. After the intervention in ██████████ the municipality integrated this methodology into its public policy. The continuation and sustainability of the ██████████ ██████████ model became a priority of the ██████████ ██████████ ██████████, local CSOs, businesses and academic institutions. Conversely, in ██████████ ██████████, USAID/JPV provided technical assistance to the municipal government in collaboration with the ██████████
Social reintegration	██████████ (██████████)	Strengthening a model for the development of social and labor skills of at-risk youth that have	This grant was closed in FY/18. The CSO strengthened its indicators and the model's framework. The CSO was

Theme	Organization	Project Description	Progress in FY/18
		been involved in the criminal justice system or that present recurrent violent behavior.	able to measure pre and post YTT scores. The intervention is fully documented.
	██████████ (CDMX)	Strengthening a reinsertion program for youth that has been involved with the criminal justice system. The program involved individual and group working sessions for the development of social and productive skills.	This grant was closed in FY/18. The CSO strengthened its Theory of Change and its indicators system. Parallely, the CSO updated the model's theoretical framework, developed an operative manual and elaborated a monitoring and evaluation system. These actions have been detailed on a report and the CSO has pre and post measurements of the YTT.
	██████████ (Nuevo León)	Strengthening the ██████████ model and its monitoring and evaluation systems.	This grant was closed in FY/18. The CSO strengthened its Theory of Change and its indicators system. Parallely, the CSO updated the model's theoretical framework, developed an operative manual and elaborated a monitoring and evaluation system. 20 beneficiaries had pre and post measurements of the YTT. Additionally, the CSO established various agreements for the expansion of this model.
	████████████████████ (Ciudad Juárez)	Implementation and strengthening of the ██████████ ██████████ model, which is focused on increasing the social inclusion, employment and educational opportunities of youth involved in the criminal justice system.	This model received its grant in the second half of FY/18. The CSO has generated the context analysis and social diagnostic and has strengthened its Theory of Change and monitoring and evaluation system. The first generation of beneficiaries has already been measured with the YTT.
Generation of Opportunities	██████████ ██████████ (CDMX ██████████ ██████████)	Implementation of the ██████████ ██████████ model, which seeks to reduce youth's risk of committing violent acts through the development of socio-productive / entrepreneurship skills.	The CSO conducted a cartographical and sociodemographic diagnosis to identify the most violent areas in several neighborhoods located in Mexico City. It has also implemented urban culture workshops and prepared a final report. Currently, the CSO is planning the implementation of its beneficiaries' socio-productive projects.
	██████████ (██████████)	Implementation of a model that seeks to transform the behaviors of people at higher	The CSO has its Theory of Change and an indicator matrix. The implementation is based on a contextual and

Theme	Organization	Project Description	Progress in FY/18
		risks of committing violent acts and their environments.	social diagnostic and is currently implementing its working strategy.
	██████████ ██████████ ██████████ ██████████ (Nuevo León)	Implementation of an intervention model that focuses on the factors that foster gender-based violence or violence among youth in the neighborhood Paseo de Guadalupe and adjacent areas.	The CSO has defined its Theory of Change and monitoring and evaluation system. In FY/18, the implementation began with workshops on positive masculinities, photobiography, documentary film-making and rap. These sessions had a gender-based/youth violence prevention approach. The model has benefited 162 individuals so far.
	██████████ ██████████ ██████████ (██████████ Chihuahua)	Implementation and strengthening of the ██████████ ██████████, which focuses on reducing youth's risk of violence.	At the end of FY/18, the CSO is preparing the graduation of the first generation of participants (who themselves were assessed through the YTT. Furthermore, a second cohort has started the intervention and a third, and last, one is being called.
	██████████ (Jalisco)	Implementation and strengthening of the ██████████ ██████████, which focuses on reducing youth's risk of violence.	Currently, the CSO has its context diagnostic, theory of change and key indicators. It has also developed its training curricula and initial assessment of the situation of their beneficiaries. In FY/18 the CSO has started its implementation.
	████████████████████ ████████████████████ (████████████████████ ████████████████████ ████████████████████ ████████████████████)	Implementation of a model that seeks to promote the social reintegration of youth in conflict with the law and/or at-risk youth through a process of training and employment on a food truck.	The grant started in September 2018 and has already set its implementation work plan. Implementation staff in ██████████ and ██████████ are currently receiving specialized training for the start of project activities.

Component 3.2. Local actors have increased the demand and use of knowledge on matters of violence and crime prevention

The theory of change of the Program states that, once local actors have the tools and have the capacity to implement evidence-based projects, they will be more eager to share and demand information regarding their work and results, as well as those of others. A measure of success of such increased demand are the 13 learning and linking events that were carried out in FY/18 (a 260% progress of the annual target of five). In these events, a total of 697 people assisted. These events were the following:

International Summit on Citizen Security

In January 2018, USAID/JPV and local actors in Tijuana organized the International Summit on Citizen Security. This event gathered various stakeholders to exchange their knowledge and experiences regarding violence and crime prevention and analyze the efficacy of public policies implemented in Tijuana and around the world. In total, 168 people took part in this event.

Civic Justice Forum

In March 2018, USAID/JPV and Morelia's Government organized the First Civic Security and Civic Justice Forum where public authorities were able to present the results and challenges facing the implementation of the Civic Justice model in Morelia. 310 people attended this event.

Urban Design and Violence Prevention Forum: Experiences in Mexico

Representatives of civil society, government intuitions, academia and the private sector were invited to the "Urban Design and Violence Prevention Forum: Experiences in Mexico", which took place in Guadalajara, Jalisco on July 19-20, 2018. This event was organized by USAID/JPV, Jalisco's Metropolitan Security Agency and the University of Guadalajara to exchange experiences around integral and systemic strategies for urban design. In total, 121 took part in this event.

Forum: Civic Justice, Good Government and Culture of Legality

On September 25th, 2018, USAID/JPV organized the "Civic Justice, Good Government and Culture of Lawfulness Homologated Model of Guadalajara's Metropolitan Area" forum, which took place in Guadalajara, Jalisco. The goal of the event was to share the knowledge and experiences regarding the implementation of the CJHM. 98 people attended this forum.

3. Synergy and collaboration with other USAID grantees and activities

The knowledge gathered, and lessons learned by USAID/JPV throughout the past three years have caught the attention of other USAID missions and partners in Mexico and Central America. These implementors have approached USAID/JPV to learn about the tools and interventions that have been proven to be useful in violence and crime prevention. Committed to the spread of interventions informed in evidence as well as results-based management, during the reporting period, USAID/JPV participated in the following collaborations:

Collaboration for Youth Citizen Security

USAID/JPV collaborated in the [REDACTED] a project financed by USAID in collaboration with the [REDACTED] and implemented by the [REDACTED]

Puebla. During the reporting period, USAID/JPV trained the [REDACTED] staff on prevention focused on youth, theory of change, the local systems framework and the use of the YTT. Furthermore, USAID/JPV linked the [REDACTED] with its anchor actors in Tijuana and Chihuahua to ease the creation of local alliances.

Importantly, in Tijuana, USAID/JPV and its anchor actor, [REDACTED], took part in the process of creating a digital manufacturing workshop [REDACTED] which allows young entrepreneurs to use high-tech in their projects. Likewise, USAID/JPV promoted that the [REDACTED] be able to channel youth from local organization, including USAID/JPV's grantee [REDACTED], as well as integrating the FoodTruck project - financed by USAID in alliance with the [REDACTED] and [REDACTED]. This partnership has proven to be of interest and benefit of both USAID activities, and avoiding the duplication of efforts.

Institutional strengthening to CSOs

During the reporting period, USAID/JPV partnered with USAID's grantee in Monterrey, [REDACTED] to train CSO staff on managerial skills. Taking advantage of the knowledge gathered through these years on institutional strengthening for CSOs, USAID/JPV deemed beneficial to collaborate with another USAID ally working in one of its priority areas. Through this alliance, the organizations [REDACTED], [REDACTED] and [REDACTED] received a Diploma to certify their improved skills on administrative and operational capacities, including fundraising for CSOs.

Technical support on youth at-risk programming

USAID/JPV provided technical assistance to [REDACTED] to improve the targeting of at-risk youth of the "[REDACTED]" program. Particularly, USAID/JPV participated in the improvement of the program's theory of change as well as its youth assessment tool. [REDACTED] is a USAID grantee.

Training on the use of the Youth Targeting Tool (YTT)

The YTT has been of interest to two partners of USAID working with youth in Mexico: [REDACTED]. In the case of [REDACTED] in FY/18 USAID/JPV trained its field officers working in Tijuana, Estado de México, Monterrey and Mexico City. Additionally, USAID/JPV provided training on the use of the tool, as well as access to a platform being developed to store and analyze data. USAID/JPV expects to have a finished YTT electronic platform in FY/19 to be used by allies and partners.

USAID Guatemala's exploratory visit

In September 2018, representatives of Guatemala's federal and local governments as well as USAID mission in the country, travelled to Mexico City and Morelia to learn about successful and promising violence prevention initiatives that could be replicated in the Guatemalan context. The allies and partners that met with the delegation were [REDACTED] and the [REDACTED]. Furthermore, the group also got to meet with actors taking part in civic justice in Morelia. From this visit, the mission in Guatemala and USAID/JPV agreed to continue sharing resources, particularly regarding the YTT and programming under the local systems framework.

SUCCESS STORIES

Mexican Center for Philanthropy rewards partnership between USAID, SEGOB and Toks for its social reinsertion food truck project (October 2017)

CEMEFI recognized the Government of Mexico, private sector and USAID's efforts to reintegrate at-risk youth in the workforce.



PHOTO: USAID/JPV

USAID representatives receiving the CEMEFI award.

“Social Responsibility is defined as public commitment made by a company in four strategic areas of its daily actions: quality of life for its employees, care and preservation of the environment, links with the community, and ethical management.”

— Jorge Villalobos,
CEMEFI Executive President.

On October 25, 2017, the Mexican Center for Philanthropy (CEMEFI, per its Spanish initials) presented the award for best intersectoral alliance to USAID, Toks Restaurants, and the Ministry of the Interior (SEGOB, per its Spanish initials) for their food truck project. The project focuses on violence prevention through social reintegration of youth in conflict with the law, involving the engagement of these youth to work in Toks' mobile restaurants. CEMEFI recognized the partnership as one of the best practices of social responsibility in Latin America.

USAID, Toks, and the Ministry of the Interior presented the food truck project at the 11th International Seminar of Best Practices of Corporate Social Responsibility organized by the Mexican Philanthropy Center. As a result of the presentation, several companies including Scotiabank showed interest in collaborating in the initiative.

The food truck project will be implemented in Tijuana, Baja California, as well as Tuxtla Gutierrez and San Cristobal de las Casa, Chiapas. Various key actors within Tijuana and Chiapas' local systems of prevention are involved in the project.

To ensure sustainability of the project, USAID established a multisectoral group and held meetings with group representatives in Tijuana. Various actors within the multisectoral group agreed to collaborate in diverse roles: The Culinary Art School participated in defining the food truck menu; the Free School of Architecture designed the internal and external elements of the truck; and the College of the Northern Border (COLEF, per its Spanish initials) will potentially collaborate on the systematization and evaluation of the food truck model. During the meetings that USAID, SEGOB and Toks held in Tijuana, other key actors participated including the Ministry of Social Development of Baja California, the Ministry of Public Security of Baja California, the State Center for Crime Prevention, local organization Tijuana Innovadora, and congressman Carlos Torres.

USAID holds seminar on the use of evidence in preventing violence. (November 2017)

Participants gained skills on how to design, implement, and adapt an evidence-based CBT program in diverse contexts



PHOTO: USAID/JPV

From left to right: Annette Thibault, Deputy Director JPAL LAC; Ricardo Corral, Deputy Secretary of the Public Security System; Elizabeth Warfield, USAID/Mexico Mission Director; Manuel Gamberos, Deputy Director of Training and Innovation, Ministry of the Interior.

“During these two days, experts will share their experiences in interventions with cognitive behavioral therapies, specifically on the work that is being developed in Mexico and Central America, so we can build knowledge that pays for security.”

— Elizabeth Warfield,
USAID/Mexico Mission Director.

On November 7 and 8, 2017 in Mexico City, USAID held a seminar entitled “*The use of evidence in preventing youth violence: Challenges and opportunities in Latin America, with an emphasis on cognitive behavioral therapy (CBT).*” The seminar was developed in coordination with the Abdul Latif Jameel Poverty Action Lab (J-PAL). Approximately 15 organizations and more than 100 attendees participated.

On the first day of the seminar, organizations shared experiences and lessons learned from implementing CBT interventions in Mexico, El Salvador, Honduras, the United States, and Liberia. Speakers presented on how to design, implement, and adapt an evidence-based CBT program in diverse contexts. On the second day, participants refined their theories of change and developed monitoring and evaluation plans, including the development of research questions and evaluation design. By the end of the seminar, participants gained skills to improve their own interventions and evaluation plans, and developed a foundation for shared learning on violence prevention in the future.

In her opening speech, USAID/Mexico Mission Director Elizabeth Warfield commented that “the increase in the rates of violence in Mexico shows us the need to join efforts among the various sectors of our community to continue and scale the success of solid interventions with components of cognitive behavioral therapy, highlighting key elements that make them sustainable and replicable.”

CBT is a comprehensive intervention to reduce self-destructive beliefs and behaviors by encouraging individuals to reevaluate and modify the way they think and the decisions they make rather than simply teaching good behaviors or pushing participants towards certain choices.

USAID conducts project formulation workshops for public officials in Jalisco and Baja California (December 2017)

The attendants received training on the Theory of Change and how to design indicators for their interventions.



PHOTO: USAID/JPV

Public officials of Baja California's Center for Social Prevention participate in the project formulation workshop.

"The workshop was very productive and informative regarding the theory of change; the themes and dynamics will benefit my work and community."

— Workshop participant.

From December 1st -8th 2017, USAID, in cooperation with the Carlos Slim Foundation, the Undersecretariat of Prevention and Citizen Participation, the National Public Security System and the Social Prevention Centers of Jalisco and Baja California, organized a series of project formulation workshops in Guadalajara (Autlán and Jalisco) and Baja California (Mexicali). These trainings seek to strengthen public officials' knowledge on this topic, specifically on decision-making in social prevention of violence, which itself stems from the following two theoretical bases: Theory of Change and Logical Framework.

This series of workshops were attended by 84 public officials from the Social Prevention Centers of Jalisco and Baja California, as well as representatives of different municipalities. At the end of these sessions, the participants increased their knowledge on these topics by 39.1%.

Consequently, Jalisco's Social Prevention Center promoted the inclusion of Theory of Change in 80 municipal prevention programs as a result of the knowledge that was acquired in this series of workshops.

The Theory of Change is commonly defined as a road map where objectives and goals are defined in order to establish a targeted change. It is an instrument that evaluates and monitors a change that wants to be induced through a process, which works through collaborative learning to comprehend complex realities.

USAID holds the First International Citizen Security Summit in Tijuana (January 2018)

Representatives from civil society, academia, the private sector, government decision-makers, along with international actors, gathered together with local actors to prevent violence and crime



PHOTO: USAID/JPV

From left to right: Mirella Barbosa, Holder of the Institutional Development and Integration Unit in Tijuana; Marco A. Sotomayor, Secretary of Municipal Public Safety; Jorge Ramos, President of Public Safety Commission of the Deputies Chamber; Elizabeth Warfield, Director of USAID/Mexico; William Ostick, General Consul of USA in Tijuana; Juan M. Gastélum, Mayor of Tijuana and José Galicot, President of Tijuana Innovadora.

“During these two days of the summit, academy, civil society, private sector, government and decision makers together with local actors will share successful security initiatives based on evidence so they can be replicated.”

— William Ostick, General Consul of USA in Tijuana.

On January 31st and February 1st, 2018 in the city of Tijuana, USAID held the “*First International Citizen Security Summit*” developed in coordination with *Tijuana Innovadora*, the Ministry of the Interior, the Municipality of Tijuana, and the *Colegio de la Frontera Norte*. Approximately 10 organizations and more than 400 attendees participated. A number of renowned figures from the private sector, civil society, academy, government and local actors participated in the event.

On the first day of the summit, different workshops were held for representatives from key organizations and public servants, on the following topics: “*Communication for civil society organizations*,” “*Gender Mainstreaming in Journalism*,” “*Civic justice and at-risk youth*,” as well as “*Cognitive Behavioral Therapy (CBT) in Crime and Violence Prevention*.”

On the second day of the summit, Rachel Locke, Director of International Interventions for the National Network of Secure Communities gave a keynote address on “*Focused Deterrence*.” In addition, a variety of panels took place with the participation of national and international expert speakers on innovative methodologies related to citizen security, violence and crime prevention. The panels centered on: “*Focused Deterrence*,” “*The role of the private sector in citizen security strengthening*,” “*Situational Prevention (CPTED): Citizens, Neighborhoods, and Cities*,” “*At-risk Youth and Opportunity Generation*” and “*Civic Justice*.”

This Summit was developed for implementation agencies, academia, civil society, the private sector, government agencies and decision makers, in an effort to promote sharing lessons, experiences and knowledge. One of the goals was to encourage local actors to increase the demand for and use of knowledge through learning activities in matters of violence and crime prevention; as well as fostering the creation of relationships and/or alliances with external actors.

Chihuahua's municipal government replicates the CPTED model in four neighborhoods with USAID's support (February 2018)

As a result of CPTED's success in the *Riberas del Sacramento* neighborhood, Chihuahua's municipal government decided to replicate it in four other neighborhoods.



PHOTO: USAID/JPV.

Residents of *Punta Oriente* support the new road signs with street nomenclature.

"I am very happy; the streets are cleaner and the parks have more trees. It has become a quiet and safe place for our children. We could not be happier."

— Karen, resident from *Riberas del Sacramento*.

As a result of the 2017 implementation of the Crime Prevention through Environmental Design (CPTED) model in the *Riberas del Sacramento* neighborhood in Chihuahua, Chihuahua, crime incidence in the area declined by 20%, while administrative offenses decreased by 41%. Local authorities were encouraged by these results to replicate this intervention model in 4 high-crime districts in Chihuahua during the first quarter of 2018. These neighborhoods include: *Quintas Carolinas*, *Chihuahua 2000*, *Punta Oriente* and *Villa Juárez*. This wave of violence and crime interventions were part of the "My Neighborhood is My House" program.

In order to replicate the CPTED model, Chihuahua's "community managers" (public officials selected by the municipal government) participated in a series of practical and theoretical trainings on the CPTED model.

The My Neighborhood is My House's strategy is comprised of 7 main elements: urban nomenclature, cleaning and appropriation of public spaces, safe transit through the streets, consolidation of neighborhood self-management groups, support for young people and education for peace in public spaces. Additionally, each component includes a cross-cutting gender perspective and social mobilization and training activities.

The replication of this intervention model has resulted in each neighborhood applying a participatory diagnostic, establishing a baseline, developing an annual work plan with indicators and goals, and implementing actions to enhance trust with the local stakeholders.

CPTED is a set of strategies and practical applications that help prevent crimes of opportunity, while improving the perception of security in urban communities. Through this model, the conditions of physical spaces and social dynamics are studied to be able to anticipate violence tendencies through deterrence measures.

USAID organizes Morelia's Civic Security and Justice Forum (March 2018)

Attendees learned about Morelia's civic justice model.



PHOTO: USAID/JPV

Margaret Spears, USAID/Mexico's Deputy Director gives a speech at the Civic Security and Justice forum.

"Morelia is a leader in promoting alternative strategies to face the challenges related to violence and security. Their efforts have been developed from a citizen and institutional strengthening perspective."

— Margaret Spears, Deputy Director, USAID/Mexico.

Between March 22nd and 23rd, USAID organized Morelia's Civic Security and Justice Forum in coordination with Morelia's municipal government, COPARMEX Michoacán, CANACINTRA Morelia and the Universidad Vasco de Quiroga. This summit was attended by more than 300 people, including representatives from civil society organizations, academia, the private sector and prominent government bureaus.

During the first day of the forum, Indira Villegas, USAID/Mexico's Crime and Violence Prevention Portfolio Team Lead, and Enrique Rivas, Chief of Party to USAID's *Juntos para la Prevención de Violencia* Program, led a presentation on the "The local system of civic justice as a violence prevention strategy." Additionally, Alfonso Martínez, Mayor of Morelia, gave the keynote address on the topic of the institutional efforts that have sought to guarantee Morelian citizens' security, while Bernardo María León, Morelia's Security Commissioner, gave a presentation on the civic justice system and the challenges of its replication.

The event also hosted the following discussion panels: "Institutionalization of Municipal Civic Justice in Mexico: Immovability of judges and procedure standardization," "Proximity Police: Providing support to victims and mediation" and "Community support and the treatment of offenders". Additionally, a researcher associated with ITESM, gave a presentation titled "Youth and violence prevention in Morelia".

On the second day of the forum, several working groups were organized in which representatives from civil society organizations, academia, the private sector and prominent government bureaus discussed various topics, including funding for activities that are planned to be carried out within Morelia's civic framework.

The civic justice model is as a series of mechanisms resolve conflicts through alternative methods are brought together to improve coexistence within a community, while also mitigating the escalation of criminal behaviors or violent acts.

USAID leaves its mark on the inhabitants of Morelia, Michoacan with Civic Justice Homologated Model (April 2018)

Morelia's Civic Justice Homologated Model has changed the way administrative felonies committed by young adults are addressed.



PHOTO: USAID/JPV

A young man appears before the judge in the civic court.

“The parents appreciated the concern and support given, noting that, for the first time, they saw that the government was concerned for the good of society.”

— **María G. Teresita de Jesús Orendain Armenta, Morelia's civic judge.**

Since August 2016 to date, USAID has been supporting along with Morelia's police department, the Center Victims' Attention, Municipal Attention Center, Social Work Division, Administrative Sanctions Execution Direction, the Municipal Direction of Internal Affairs, Municipal Safety Commission and civil organizations, the Civic Justice Homologated Model, and from this, different success stories have developed.

Civic judge María Orendain presided over the hearing of eight minors charged for assault on police authorities and damage to private property. The resolution, based on civic justice, was that the teenagers received psychological support and payed a fine for the damages caused. While serving their sentence, the teenagers took charge of painting the damaged walls and attended their psychotherapy sessions together with their parents, during which they discovered the addictions of their children and decided to extend the therapy sessions.

A young man arrested for begging, was brought to the hearing, he stated that he was doing it with the purpose of raising money to go to work in the United States in search of a better life. When the judge heard the touching story, decided to invite him to take a course to join the police department. The young man agreed to take the course, approved and he is currently serving within the police force. He is very grateful for the opportunity he was given.

Finally, a young man arrested for assault was subjected to a hearing with Judge María Orendain, then she decided to send him to anger management sessions. Months later, the judge met again with the young man as manager of a restaurant, he had finished his sessions and his family relations had improved considerably.

The Civic Justice Homologated Model uses mechanisms to solve conflicts with the participation of all the counterparts involved, with the purpose of finding a solution to the problem and avoiding escalation to violent behaviors or outcomes.

USAID presents youth at risk intervention tool in the 7th Annual Gang Prevention and Intervention Conference (May 2018)

Participants understood the importance of focusing their interventions with at-risk youth and generate evidence from their impacts.



PHOTO: USAID/JPV

Indira Villegas, Crime Prevention Team Leader for USAID Mexico and Francisco Almanza, at-risk youth specialist from USAID's JPV Activity deliver a presentation on at-risk youth intervention tool implemented by USAID.

"Is a relevant international forum, where experts in violence prevention with gangs participate. Through this presentation, the USAID project on the prevention of violence and crime could be positioned as one of the best practices to prevent youth violence."

— **Francisco Almanza, Youth at risk specialist from USAID's *Juntos para la Prevención de la Violencia* Activity.**

On May 7 and 8, 2018, USAID gave a presentation on violence prevention tools at the 7th Annual Gang Prevention and Intervention Conference in Los Angeles, California organized by The Violence Prevention Coalition of Greater Los Angeles. There were around 600 attendees from different national and international public and private organizations.

The purpose of this conference was to create a conducive environment for the exchange of experiences with evidence-based interventions to mitigate violence and strengthen community cooperation within urban areas with risk factors.

Indira Villegas, Crime Prevention Team Leader for USAID Mexico, gave a presentation on local prevention systems and the importance of developing local technical capacities to design and implement evidence-based violence prevention programs.

On the other hand, the situational action theory approach to work with at-risk youth developed by JPV was presented, to identify the main behaviors that can generate violent behavior in young people.

Likewise, the YTT (Youth Targeting Tool) was presented, a tool that focuses on risk levels within a specific territory to make an analysis of the degree of exposure and their propensity to violence in which they find themselves.

The YTT allows to generate results evaluation processes in an intervention, where changes in behaviors are evidenced through a baseline. This tool is implemented by USAID's *Juntos para la Prevención de la Violencia* (JPV) Activity in different states of Mexico.

USAID provides technical assistance to 30 cities in the implementation of the Civic Justice Homologated Model (June 2018)

The Civic Justice Homologated Model seeks to provide proper and transparent solutions to communal conflicts, while promoting the culture of legality.



PHOTO: USAID/JPV

Members of several municipal departments participating in the civic justice system workshop.

“As a result of the invitation to this workshop, we will have more solid elements to implement the civic justice system in our cities and we will have enhanced tools at our disposal to complement the resources that we have allocated through FORTASEG.”

— Juan Manuel Orozco Moreno,
Coordinator of *Democracia de Calidad*.
Comalcalco, Tabasco.

From June 21st to the 22nd, the Civic Justice Working Group, which is composed of USAID’s JPV Activity, the National Security Commission (CNS per its Spanish initials) and the Executive Secretariat of the National Public Security System (SESNSP per its Spanish initials) conducted a workshop regarding the implementation expansion of the Civic Justice, Good Government and Culture of Lawfulness Homologated Model for Mexican Municipalities. Representatives of the federal government and 30 local governments, that received funds from the Strengthening of Security Fund (FORTASEG as per its Spanish initials) participated in this workshop.

The objective of this activity was to guide the representatives of these cities through the implementation process of the Civic Justice, Good Government and Culture of Lawfulness Homologated Model, the path to formally establish it and the subsequent allocation of tasks and responsibilities.

Various representatives from different municipal government areas, including Social prevention of crime, Public Security, Preventive and Transit Police, Civic Justice and diverse legal departments, participated in this workshop. In addition to this, numerous FORTASEG officials partook in this activity.

The purpose of each of these workshops is that the cities improve their regulatory processes, implement public hearings efficiently, articulate an effective institutional collaboration within the local system and develop and strengthen their monitoring and evaluation plans.

In addition to this, USAID will begin to provide technical assistance, starting in July 2018, in four main regions: Ciudad Juárez and Chihuahua, Los Cabos and Guadalajara’s Metropolitan Area.

USAID holds Urban Design and Violence Prevention Forum with local actors in Guadalajara (July 2018)

Participants appreciated the importance of urban design for violence prevention.



PHOTO: USAID/JPV

Donald Chisholm, Director of USAID/Mexico's Justice and Citizen Security Office, gives a speech during the Forum's opening ceremony.

“Forums like this one encourage the knowledge enrichment regarding Crime Prevention Through Environmental Design Methodology or CPTED; its adaptation in Mexico and other countries, its implementation challenges and evaluation. The main objective of this forum is to nurture a comprehensive and systemic strategy so that it can be replicated in a coordinated and sustained manner.”

— Donald Chisholm, Director, USAID/Mexico Justice and Citizen Security Office.

On July 19-20, 2018, USAID in coordination with Guadalajara's Metropolitan Security Agency and the University of Guadalajara, held the "Urban Design and Violence Prevention: Experiences in Mexico" Forum. More than 100 representatives from civil society organizations, academia, government and the private sector, as well as national and international experts, participated in this event.

Counting on the participation of international and national experts, this forum was comprised of sessions regarding the Crime Prevention Through Environmental Design (CPTED) intervention (supported by USAID) and other citizen security models that have been implemented in other regions.

The forum involved several workshops and panels focused on the adaptation of the CPTED methodology to the local context, implementation experiences, evaluation and challenges for the implementation of these models of urban design and violence prevention.

Among the activities, participants visited the Colmena Miramar Community Center located in Zapopan, Jalisco. The construction of this community center was the direct result of an intervention model based on CPTED principles and was implemented by Zapopan's Public Space Authority and several local civil society organizations.

The CPTED methodology is based on the premise that the incidence of criminal acts and insecurity can be reduced through natural surveillance, checkpoints, maintenance of public spaces, recreational activities in safe spaces and the community's proactive participation.

The organization Gente Diversa presents book on the Model Safe Cities for Women (August 2018)

Several community leaders expressed their satisfaction with the Safe Cities for Women Model.



PHOTO: USAID/JPV

Rebeca Maltos Garza, Director of Gente Diversa, with community leaders from Tecate during the book presentation.

"[The model] has helped change me. When one changes, your environment is transformed. You make more friends and there are more people that believe in you. This gives me great pleasure because I can help people that are like me and that have lived through violence as I did in the past".

— Mari Talavera, resident of the Camino Verde neighborhood and participant of the program Safe Cities for Women.

On August 16th, 2018, USAID and local organization Gente Diversa de Baja California A.C., presented the book "Crónica: El Modelo Ciudades Seguras para las Mujeres" at Tijuana's Cultural Center. The model presented in the book is part of a strategy for the prevention and eradication of violence from a gender perspective, promoting the organized participation of both citizens and local actors. With the implementation of this model, 10,187 individuals have benefited in five municipalities within the state of Baja California between the years 2011 and 2016.

This event was attended by Sue Saarnio, United States Consul General in Tijuana, and Rebeca Maltos, Director of local organization Gente Diversa.

Additionally, several beneficiaries and coordinators of the model attended the presentation, including Las Guerreras de Tecate, a group of proactive women that have contributed to their communities for more than 17 years. Isabel Cervantes Reyes, a member of this group and a widow with four children, not only supports her family financially but is also a community leader that participates in this intervention model.

Gente Diversa has implemented this model as a comprehensive project that provides the necessary tools to highlight gender violence, while undertaking specific prevention actions.

"Women's empowerment has to be accomplished through information," said Nancy García, coordinator of the model. Additionally, she pointed out that there are certain scenarios that women don't perceive as violent. Therefore, they are more exposed to high risk scenarios, while repeating similar violence patterns in their environments.

Through this model, many women, such as Mari Talavera, a resident of the Camino Verde neighborhood, have stopped the cycle of repeating violent behaviors and are motivated to continue supporting women who live in environments that are prone to violence.

USAID presents ground-breaking research on violence prevention and its effectiveness (September 2018)

The importance of evidence within interventions was highlighted during the event.



PHOTO: USAID/JPV

Thomas Abt, senior research fellow at the Harvard Kennedy Center for International Development, presenting the white paper's findings.

"Evidence and informed policy is as valuable in Mexico as in anywhere else... it lays out the justification for a public policy so that people see that it's reasonable and fair."

— **Thomas Abt, senior research fellow at the Harvard Kennedy Center for International Development.**

On September 13, 2018, prominent researchers, businessmen and public officials gathered in Mexico City for the presentation of the white paper "What works to prevent violence among youth?", which was commissioned by USAID from the Abdul Latif Jameel Poverty Action Lab (J-PAL) Latin-American and Caribbean regional office.

Under the academic leadership of Thomas Abt (Harvard University) and Beatriz Magaloni (Stanford University), this research reviewed over 260 studies regarding violence prevention intervention models that have been implemented over the last 20 years.

This event was attended by USAID/Mexico Mission Director Elizabeth Warfield; Strategic Planning Director of the Undersecretary of Prevention and Citizen Participation Manuel Gameros; and the Director of the Strengthening Program for Security, Xareny Vega.

According to Thomas Abt, this white paper had two specific objectives: 1) Summarize the most rigorous evidence when it comes to reducing youth violence, and 2) Reflect on what this evidence means for the Mexican context. Mr. Abt pointed out that there are different patterns of violence in Mexico and the United States, mainly because of the presence of organized crime in the Mexico. He also acknowledged that most community violence involves young men in both countries.

During the event, speakers Max Kapustin and Mónica Bhatt, both researchers from the University of Chicago, highlighted that there are many challenges to implementing effective violence prevention models in Mexico as a result of resource constraints for these initiatives. Both added that this factor affects the viability and efficiency of these intervention models.

Throughout the event, other panels discussed the challenges in violence prevention in the Mexican context and the advancement of evaluating violence prevention initiatives.

The working of local systems of prevention – public policy for at-risk youth in Zapopan, Jalisco (extra)

Local systems of prevention encompass a group of multisectoral actors that work towards the reduction of violence and crime in a geographic area. The efficacy of their results depends on their capacity to generate knowledge, implement solutions and improve its strategies.



PHOTO: Youth Institute of Zapopan

The process of generating a public policy to care for at-risk youth in the municipality of Zapopan began with a diagnostic of the Youth Institute of Zapopan, which revealed that there were no actions, programs or strategies that focused on young people with potential of incurring violent or criminal acts.

With the support of the USAID/JPV and the Guadalajara University, the institute developed an intervention to care for at-risk youth with elements of a) human development based on cognitive behavioral therapy (CBT) and mentoring, b) social innovation for the development of entrepreneurship skills, and c) ludology through rap and graffiti workshops. Moreover, a variation of the youth targeting tool developed by USAID/JPV (YTT) was included to identify participants that would benefit the most from the services available.

The pilot program was implemented in 2017 in two neighborhoods of Zapopan, with an approved budget of MXN 1,800,000 (close to 95,000 USD) from the municipal government. According to statistics provided by the Youth Institute of Zapopan, during the pilot stage, 362 youth were benefitted.

After this first experience, the Zapopan government adjusted the program according to lessons learned and published the operation rules of the program in the municipal gazette of January 18th, 2018. This gesture points to the institutionalization of the program, which, from then on, has a labeled budget for its implementation.