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AMUPREV

Municipal Partnerships
for Violence Prevention
in Central America and
the Dominican Republic

ICMA

Leaders at the Core of Better Communities

MUNICIPAL PARTNERSHIPS FOR VIOLENCE PREVENTION IN CENTRAL AMERICA AND THE DOMINICAN REPUBLIC (AMUPREV)

10 - YEAR FINAL REPORT



SEPTEMBER 2009 - SEPTEMBER 2019

Prepared for the U.S. Agency for International Development,
Bureau for Latin America and the Caribbean.
By the International City/County Management Association (ICMA)

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AMUPREV facilitated a tremendous amount of change in 10 years, and much of it was due to amazing AMUPREV staff and consultants, led by the indefatigable Chief of Party, Carlos Loria-Chaves. We know that the people who worked with them will always welcome them as members of their municipal families. We cannot thank them enough.

Lastly, we want to thank Cecilia Ciepiela-Kaelin for the massive effort she undertook to interview over 140 people and to then document the many stories of hope and change that resulted from AMUPREV, all of which are included in this report.

I am eternally proud to have been part of this effort.

Isabelle Bully-Omictin
Director, Global Programs,
ICMA

ACRONYMS AND ABBREVIATIONS

ADESCO	Community Development Associations – El Salvador
AGAAI	Guatemalan Association of Indigenous Authorities and Mayors
ANAM	Guatemalan Municipal Association
ANEP	National Association of Private Enterprises – El Salvador
ANSP	National Academy of Public Security – El Salvador
AMHON	Municipal Association of Honduras
AMUPA	Association of Municipalities of Panama
AMUPREV	Municipal Partnerships for Violence Prevention in Central America and the Dominican Republic
ARENA	Alianza Republicana Nacionalista (Nationalist Republican Alliance)
ASOMUREO	Association of Municipalities of the Ozama Region – Dominican Republic
CAMCAYCA	Confederation of Associations of Central America and the Caribbean
CARSI	Central American Regional Security Initiative
CAM	Municipal Police Corps – El Salvador
CDCS	Country Development Cooperation Strategy – USAID
CMPC	Municipal Committee for Peace and Co-existence
CNSCC	National Council for Citizen Security and Co-existence – El Salvador
COCOPRES	Community Prevention Committee – Guatemala
CODEFEM	Collective for the Defense of Women’s Rights – Guatemala
CODODES	Community Development Councils – Guatemala
COMDE	Community Council for Education Development – Honduras
COMUDE	Municipal Development Councils – Guatemala
COMUPRE	Municipal Prevention Committees – Guatemala
COMUPREV	Commission for the Prevention of Violence
COMURES	Corporation of El Salvador Municipalities
COPREV	Council on Prevention of Violence against Infants and Youth – Honduras
CPSVFLM	Committee for the Prevention of Social Violence and Municipal Leadership Strengthening
CPTED	Crime Prevention through Environmental Design – El Salvador
CRS	Catholic Relief Services
CVPP	Crime and Violence Prevention Project – USAID El Salvador
DN	National District – Dominican Republic
DR	Dominican Republic
ENPSV	National Strategy for the Prevention of Violence in Support of Municipalities – El Salvador
ENPV	National Strategy for Violence Prevention – El Salvador
ENPVD	National Strategy for the Prevention of Violence and Crime – Guatemala
EPSC	Country Strategy for Citizen Security – Panama
EU	European Union
FEDOMU	Federation of Municipalities of the Dominican Republic
FMLN	Frente Farabundo Marti para la Liberación Nacional (Farabundo Martí National Liberation Front)

FUNADEH	Foundation for the Development of Honduras
GIZ	German Cooperation Agency
GREAT	Gang Resistance Education and Training Program – El Salvador, Panama
GRIP	Gang Reduction and Intervention Program – El Salvador
GRYD	City of Los Angeles Gang Reduction and Youth Development
ICMA	International City/County Management Association
IDB	Inter-American Development Bank
IDELCA	Institute for Local Development in Central America
INL	Bureau of International Narcotics and Law Enforcement Affairs
JICA	Japanese International Cooperation Agency
JSSP	Justice Sector Strengthening Project – USAID El Salvador
LAPOP	Latin America Public Opinion Project – Panama
MIP	Ministry of Internal Affairs and Police – Dominican Republic
MM	Ministry of Women – Dominican Republic
MINED	Ministry of Education – Dominican Republic
MOU	Memorandum of Understanding
MOPSIC	Community Security Police Model – Guatemala
MP	Municipal Police – Guatemala
MPP	Model Police Precinct Program – El Salvador
MTP	Municipal Transit Police – Guatemala
MVPC	Municipal Violence Prevention Committee
NAS	Law Enforcement and Narcotics Section – US Embassy
NRSCG	National Roundtable for Security, Citizenship, and Gender – Dominican Republic
PAL	Police Athletic League
PBS	Place Based Strategy – USAID
PESS	Secure El Salvador Plan
PETTP	Special Solicitor for Trafficking in Persons – Dominican Republic
PLD	Partido de la Liberación Dominicana (Dominican Liberation Party)
PLH	Partido Liberal de Honduras (Liberal Party of Honduras)
PMIAJ – COMVIDA	Municipal Infant, Adolescent and Youth Programs – Communications and Life
PNC	National Civil Police – Guatemala, Honduras, El Salvador
PND	The National Dominican Police
PNH	Partido Nacional de Honduras (National Party of Honduras)
PNP	National Police of Panama
POA	Annual Operating Plan
PRD	Partido Revolucionario Dominicano (Dominican Revolutionary Party)
PRE-PAZ	Salvadoran Ministry of Governance General Directorate for Social Prevention of Violence and a Culture of Peace
PREVJUVE	Comprehensive Security and Prevention of Violence Affecting Children, Adolescents and Youth in SICA countries
PROSI	Integrated Security Program – IDB Panama
SARA	Scanning, Analysis, Response, Assessment model – NAS
SDE	Santo Domingo Este – Dominican Republic
SDO	Santo Domingo Oeste – Dominican Republic
SETCAM	Technical Secretary of Municipal Administrative Careers – Honduras
SEPREM	Presidential Secretary for Women – Guatemala
SESEG	State Security Secretariat – Brazil

SICA	Central American Integration System
SIPREVI	Integrated Information System for Violence Prevention – Guatemala
SVPC	Social Violence Prevention Committee
TIP	Trafficking in Persons
TOT	Training of Trainers Model
UNAH	National Autonomous University of Honduras
UNDP	United Nations Development Programme
UNGL	National Union of Local Governments of Costa Rica
UNIMUJER	Unit for Specialized Assistance to Women Victims of Violence – El Salvador
UPC	Community Prevention Unit – Panama
UPCV	Unit for Community Violence Prevention – Guatemala
UPP	Police Pacification Unit – Brazil
USAID	U.S. Agency for International Development
VNG	Dutch Cooperation Agency
VPP	Violence Prevention Project – Guatemala
YSC	I Am Curundu Foundation – Panama
ZMVS	Metropolitan Zone of the Sula Valley – Honduras



1.0

BACKGROUND & OBJECTIVES

FINAL REPORT • 2009-2019



1.1 Background

1.1.1 Origins of AMUPREV

AMUPREV was launched in 2009 in response to demand from a group of Central American mayors for assistance in addressing crime and violence in their municipalities. At the time, the Merida Initiative had been underway for two years, initiated in 2007 to respond to rising drug trafficking and crime in Mexico and Central America. Funding heavily focused on law enforcement and deterrence but in time it became clear that the approach was not producing results and that greater emphasis was needed on “building strong and resilient communities” to address the root causes of violence and demand for drugs.

Starting in FY2010, the Central American Regional Security Initiative (CARSI, still under the Merida funding mechanism but focused on Central America) incorporated social investment but directed assistance primarily to the central government level for reform of the justice system and policing, and to the community level to promote peace and co-existence. Mayors were struggling to access funds from their central governments to address rising local crime and violence in their municipalities.

A key feature of CARSI assistance is its geographic targeting to concentrate assistance in the most at-risk areas, in recognition of the spatial variation and clustering of crime and violence. Despite that, the role of municipalities in crime and violence prevention was often overlooked or was secondary to national and community level assistance, perhaps due to the lack of progress in decentralization across the region and assumptions about limited capacity and resources, not to mention corruption, at the local level.

AMUPREV, however, responded to political will demonstrated by board members of the Institute for Local Development in Central America (*Instituto para el Desarrollo Local en Centroamérica*, IDELCA), led by the Mayor of Santa Tecla, El Salvador, who were actively seeking assistance in crime and violence prevention for municipalities. In 2008, a group of mayors who had participated in a regional Central American Conference for Decentralization and Local Development (*Conferencia Centroamericana por la Descentralización del Estado y Desarrollo Local*, CONFEDLCA) organized by the Spanish Cooperation Agency, traveled to Washington DC to meet with USAID and other US agencies and international donors to promote assistance to municipalities. USAID reached out to ICMA due to its experience training police in community engagement under a U.S. Department of Justice program in several U.S. counties and cities, with the understanding that the challenge required expertise in municipal development as much as prevention.

The Central American municipalities shared common challenges in addressing crime and violence in their communities, despite significantly different contexts:

- Local officials overwhelmed by an extremely complex problem with no apparent resolution that lay within the authorities and capacities of local government;
- A widespread assumption that crime and violence is the unique responsibility of the national police;
- “Mano dura” strategies at the national level;
- Fragmented and scattered efforts by isolated actors with limited resources and few lasting results;

- Endemic fear and distrust among political leaders, parties, career local government officials, communities and the national police;
- A weary acceptance of violence as “normal” and a sense of helplessness among citizens and communities; and
- A context of limited local government functional authorities, resources and capacity, along with high levels of poverty and lack of economic opportunity.

Nos sentimos como si estuviéramos en el Titanic

(We felt as if we were on the Titanic)

Gerson Cardón
MVPC Communications Sub-committee
San Francisco Yojoa, Honduras

ICMA partnered with IDELCA to launch AMUPREV, a regional knowledge sharing platform and municipal strengthening project to build local government capacity to formulate and implement crime and violence prevention, under its strategic pillar “Democratic Security.” AMUPREV had the following objectives:

O1: Support the development of regional peer knowledge networks to ensure that crime prevention activities become part of the municipal agenda.

IR1.1 Orientation and information provided to local government, law enforcement, and civil society representatives on municipal-based violence prevention

IR1.2 Regional peer network(s) established and municipal coordination mechanisms strengthened

O2: Support comprehensive municipal-based violence and crime prevention strategies and programs in select municipalities.

IR 2.1 Training and technical assistance provided to pilot local governments and community groups, in coordination with national police efforts and other municipal-based programs

1.1.3 Approach to AMUPREV

ICMA’s approach to AMUPREV was informed by its experience in the Latin American/Caribbean (LAC) region working with municipalities, municipal associations and regional organizations, and its unique and successful CityLinks™ program for peer-to-peer partnerships between US and host country cities. AMUPREV worked simultaneously at the regional, national, and municipal levels:

- At the regional level, AMUPREV facilitated and supported a regional network of national municipal associations to exchange experience and knowledge on municipal crime and violence prevention;
- At the national level, AMUPREV worked with municipal associations to enhance their knowledge and communications about crime and violence prevention to support municipal leadership in crime and violence prevention; and
- At the municipal level, AMUPREV worked intensively with selected municipalities and with national or local police to strengthen municipal processes and governance through Municipal Violence Prevention Committees (MVPC) and exposure to prevention programs and practices through peer-to-peer exchanges and technical assistance and training.

With an initial budget of \$1.5 million over three years, AMUPREV began implementation in FY2010 in five municipalities in two countries (Panama and El Salvador), and worked regionally through IDELCA. By the end of AMUPREV in FY2019, the project scope encompassed five countries, 29 municipalities, with the addition of Guatemala, the Dominican Republic (DR), and Honduras; and nine municipal associations, including Costa Rica, Belize and Puerto Rico. (See Figure 1 below).

Chief of Party, Carlos Loria-Chaves

Mr. Loria-Chaves started as Regional Advisor in 2009 and became Chief of Party (COP) in October 2012, serving until AMUPREV closed out in September 2019. This continuity was critical to the effectiveness of AMUPREV because relationships and trust were given time to grow; and, because the learning stayed within the project and counterparts, facilitating knowledge sharing and incremental and adaptive change.

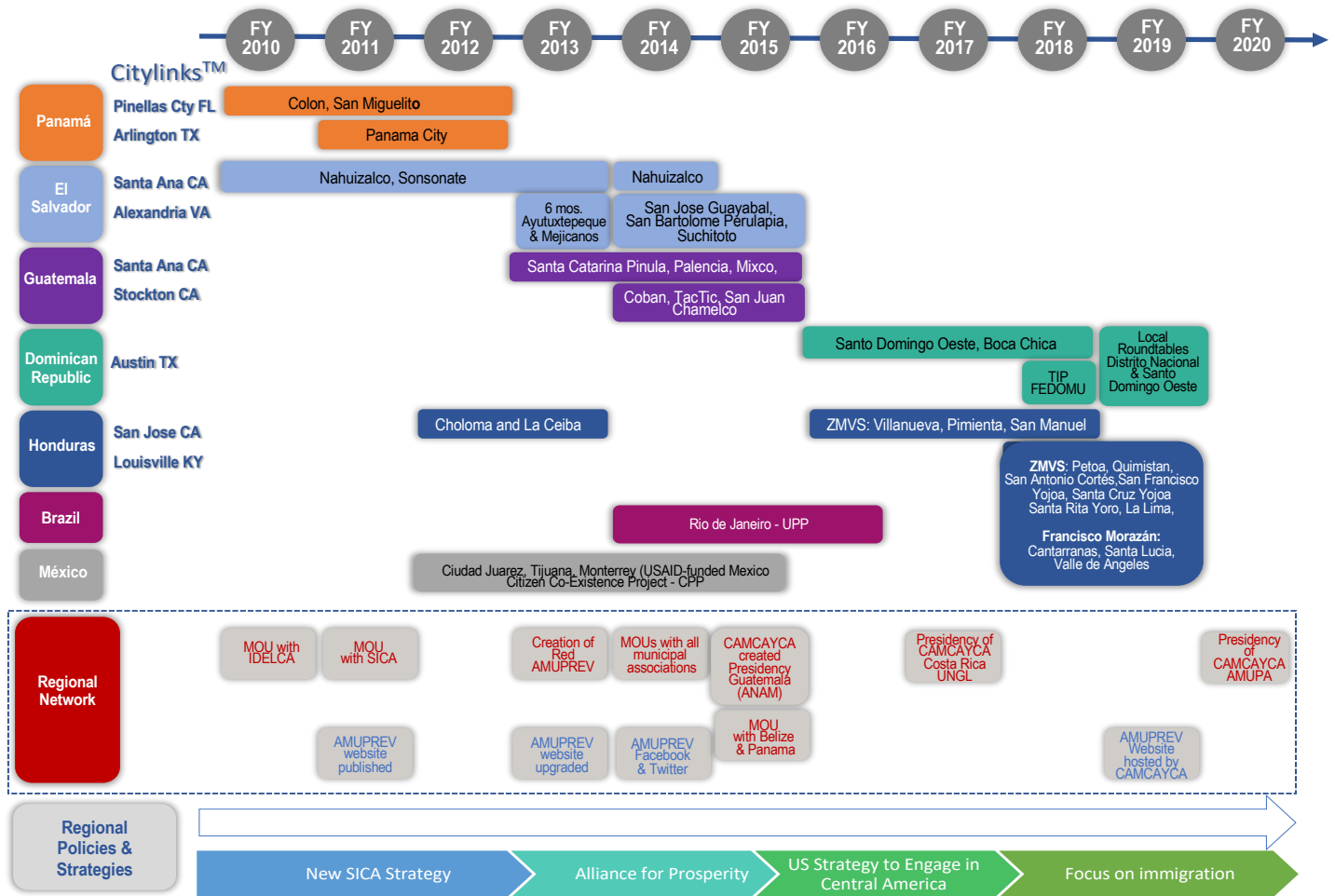
Given resource limitations, ICMA decided not to establish a physical office, but instead hired a highly experienced expert in local governance and decentralization, **Carlos Loria-Chaves**, who was based in Costa Rica and traveled regularly to the host countries, spending one week a month in each country mentoring the Country Technical Advisors, meeting with municipal officials and staff, and guiding the MVPCs in the development and review of work plans. (No more than two countries were under implementation at any one time). In each country, ICMA local advisors were trained and coached by Mr. Loria-Chaves and worked directly with the municipalities on a daily basis. This operational approach created significant flexibility for ICMA while maintaining continuity across countries and the region. It also ensured that staff were from the local contexts in which they worked, and that implementation and decision-making were driven by local leaders.

In sum, AMUPREV combined peer-to-peer learning about crime and violence prevention with development and strengthening of municipal, police and community leadership through crime and violence prevention committees in each partner municipalities, supported by national associations and a regional network aimed at communicating and sharing knowledge and experience across municipalities and countries.

Figure 1: AMUPREV Municipal Association Partners



Figure 2: AMUPREV Implementation Timeline



1.2 Objectives and Methodology for the Final Report

1.2.1 Objectives of the Report

This report is intended to fulfill the AMUPREV cooperative agreement requirement for a final project report. It is designed to provide an understanding not only of the activities and results of AMUPREV over ten years, but also insights into the context and factors that affected change and results over time and across countries.

In preparation for drafting the final report, ICMA took the rare opportunity to take a look back over ten years of implementation and to return to AMUPREV’s partner municipalities after project activities had ended—ranging in time from only a few months to seven years ago—to assess results and lessons learned. Using a narrative approach, ICMA asked partners and participants the following questions:

- What elements of AMUPREV had the greatest impact?
- What were the outcomes of AMUPREV?
- What legacy is evident today?

From the responses, we identified context and success factors and analyzed how change happened, how the project adapted over time, and what was learned. We hope that the results will inform future programming and provide useful input to USAID/LAC's Research and Learning Agenda.

REPORT PLAN. The report is designed to provide an understanding of the activities and results of AMUPREV over ten years. Section 2.0, Program Results, provides an overview and synopsis of the key activities, products, and deliverables resulting from AMUPREV implementation. Section 3.0 presents country and municipal narratives that describe the context for each country at startup, highlights of implementation and outcomes, and evidence of AMUPREV's legacy today (as reported by key informants and/or validated through observation and/or project documentation). The country narratives are presented chronologically, though there was some overlap between countries. AMUPREV did not work in more than two countries at any one time but was continually working with the national associations of all five countries on the regional effort. Section 4.0 presents a synthesis of the key outcomes and legacies that were identified and how they might inform a results framework. Section 5.0 presents an overview of management, personnel, cooperative agreement administration, and grants management. Section 6.0 details lessons learned followed by Conclusions in Section 7.0.

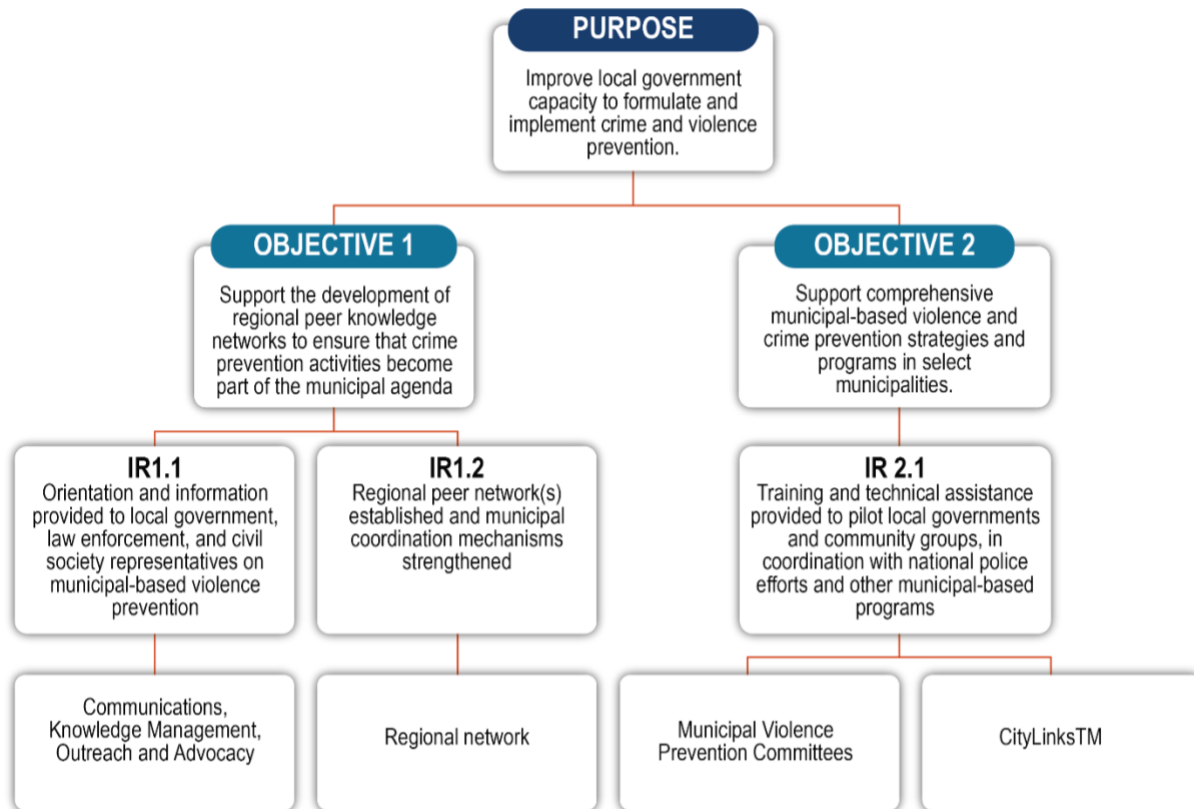
Note on terminology: During the course of the project, Spanish language terminology varied somewhat across countries, most critically in the nomenclature for the core collaborative structures promoted under AMUPREV. The **Comités Municipales para la Prevención de la Violencia** (Municipal Violence Prevention Committees), were sometimes referred to in different countries as a *comisión*, *subcomisión* or *mesa* (commission, sub commission or roundtable), the project therefore used the term *instancias* (instances) as a catchall word for these collaborative structures in Spanish. The actual naming of the instances was done by the local communities and therefore also varied; for example, many did not want the word "violence" to be part of the group's name. For the purposes of this report, we will use the English acronym for Municipal Violence Prevention Committee, MVPC, except where the discussion is about a specific named local structure.

1.2.2 AMUPREV Results Framework

The Results Framework (RF) for AMUPREV is presented below in **Figure 1**. At the time AMUPREV began in late 2009, USAID's Program Cycle and associated requirements had not yet been introduced and incorporated into the ADS and an explicit theory of change was not articulated. And, as a demand-driven regional activity funded by USAID/Washington, it was not included in Mission PMPs. Regardless, the underlying assumptions of the Results Framework remain relevant and clear and we may craft a theory of change *ex-post facto*:

- *If municipalities are organized regionally to coordinate and share knowledge and experience in crime and violence prevention, and are exposed to successful crime and violence prevention programs and practices, and,*
- *If municipal governance is strengthened to lead, formulate, communicate and implement participatory planning processes in cooperation with police, community, educational and religious organizations, national institutions, the private sector and other key stakeholders,*
- *Then crime and violence prevention will become an integral part of municipal agendas.*

Figure 3: AMUPREV Results Framework



1.2.3 Monitoring and Evaluation

ICMA submitted to USAID/LAC a Monitoring & Evaluation (M&E) Plan that defined output indicators based on the Results Framework above. Since prior work with municipal governments in crime and violence prevention in Latin America was limited at the time AMUPREV began implementation, all the quantitative baselines were set at zero starting in 2009. The incremental nature of funding and programming of AMUPREV activities made it difficult to establish baselines and targets over the long term, so the indicators and targets served more as planning factors than for results tracking. The cumulative numbers as of September 2019 that are presented in the table below (See Table 1: AMUPREV Indicators and Results), indicate that ICMA achieved or exceeded the targets for all output indicators, demonstrating that ICMA achieved the project Objectives as defined in the Results Framework, contributing directly to improving municipal capacity to formulate and implement crime and violence prevention. A Performance Indicators Summary is included in Annex 1.

The reliance on output indicators and the absence of outcome indicators, targets or baselines for AMUPREV is a function of the incremental and demand-driven approach to the administration, funding and implementation of the AMUPREV cooperative agreement. AMUPREV started as a three-year regional project working with a regional organization, IDELCA, (Objective 1) and five municipalities in Panama and El Salvador (Objective 2). Since then, the cooperative agreement was extended six times over ten years (ranging from a one-month, no-cost extension to a three-year funded extension), adding three additional countries and 24 additional municipalities. While this approach allowed USAID to respond flexibly to demand

for assistance and created the opportunity for an adaptive management approach by ICMA, it created challenges for evaluating the project.

Table: 1 AMUPREV Indicators and Results

Activity Output Indicators	
Custom Output Indicators	End of Project Results
1. Best practices on violence prevention are shared with municipal actors in Central America and municipalities in the region use recommendations to inform violence prevention programs.	34
2. National and regional municipal associations expand or initiate violence prevention programming	8
3. Information gathering, inventory, and secondary research produces key source materials, and a toolbox (print and on the web) to be used by municipal actors; municipalities agree to replicate and/or disseminate the toolbox methodologies in their countries	34
4. Project support to one (1) regional or up to five (5) national peer networks that integrate municipal actors including local government authorities, civil society, private sector representatives, and law enforcement personnel.	8
5. CityLinks™ partnerships formed with Central American municipalities that engage in information sharing, exchanges, and joint programming.	9
6. Incentive (in-kind) fund established to provide support to participating CMVPs municipalities to obtain materials/supplies and/or engage in activities in support of violence prevention programming.	29
7. Number of municipalities with Municipal Crime Prevention Committees	34
8. Establishment of a sustainable network of municipal associations to carry on the AMUPREV Web site and regional network	1

M&E CHALLENGES. The factors that hinder the possibility of establishing any cause and effect relationships or correlative associations include: differences in the implementation period in each municipality and the amount of time that has passed since the project activities ended; national contexts and policies across countries and at different points in time; lack of a consistent selection process or criteria; different initial conditions in terms of donor support; changes in US policy and funding priorities over ten years; and, the pure complexity of the problem of crime and violence prevention.

Period of Implementation. The period of implementation varied for each country and municipality; AMUPREV worked with Nahuizalco in El Salvador for five years, but only 18 months in nine of the Honduran municipalities. The average period of implementation in a municipality was about two years. There is also a difference in the number of years that have passed since implementation ended in each country and municipality. Seven years have passed since the project ended in Panama, and five each in El Salvador and Guatemala; for the Dominican Republic it has been one year and for Honduras, less than six months. Consequently, the discussions for Panama, El Salvador and Guatemala offer more evidence of outcomes and legacies than do Dominican Republic and Honduras. On the other hand, implementation in the latter two countries benefitted from the lessons learned from the first three and the short-term results are significant.

Table 2: Length of Implementation Period in Municipalities

One Year	Two Years	Three Years	Four/Five Years
<ul style="list-style-type: none"> • HN La Lima • HN Petoa • HN Quimistán • HN San Antonio de Cortés • HN San Francisco de Yojoa • HN Santa Cruz de Yojoa • HN Cantarranas (San Juan de Flores) • HN Santa Lucía • HN Valle de Ángeles 	<ul style="list-style-type: none"> • ES San Bartolomé Perulapia • ES San José Guayabal • ES Suchitoto • GT Coban • GT San Juan Chamelco • GT TacTic • HN Santa Rita Yoro 	<ul style="list-style-type: none"> • PN Colon • PN Panama City • PN San Miguelito • GT Mixco • GT Palencia • GT Santa Catarina Pinula • DR Boca Chica • DR Santo Domingo Este • HN Pimienta • HN San Manuel • HN Villanueva 	<ul style="list-style-type: none"> • ES Sonsonate (4) • ES Nahuizalco (5)

National context. The particular political and national contexts in each country at time of startup were distinct. For example, project activities were initiated in some countries at the beginning of the terms of newly elected or re-elected mayors (Panama, Dominican Republic) while others started mid-term and ended before newly elected or re-elected authorities began new terms (Guatemala and El Salvador). In the case of Honduras, an election and transition occurred midway through implementation of AMUPREV activities. In addition, the relative emphasis by national governments on repression versus prevention at any given time had an influence at the local level, especially in terms of commitment to community policing.

Table 3: Length of Time Since the End of Implementation and Timing of Elections

Country	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	No. Years since closeout
Panama											7
El Salvador, Sonsonate											6
El Salvador, Cuscatlan											4
Guatemala, Guatemala											4
Guatemala, Alta Verapaz											4
Dominican Republic											1
Honduras (4 pilot)											1
Honduras (9)											0.5

Local Elections only
 General Elections

Selection criteria. In general, the key criteria for selecting municipalities included political will of municipal authorities to work on violence prevention, the level of citizen participation and involvement, and the security situation. How these criteria would be evaluated and against what scale was not established, and municipalities were selected for a variety of reasons based on USAID mission priorities. Consequently, the 29 selected municipalities range in population size (today) from about 9,000 in San Jose Guayabal in El Salvador to over one million in Panama City. Of the 29 selected municipalities, 11 have populations of below 25,000 (average of 18,000); 10 have populations between 25,000 and 100,000 (average 67,000); six have populations between 150,000 and 500,000 (average 275,000); and two have populations of above one million (Panama City and Santo Domingo). In terms of administrative level, AMUPREV worked in one national capital

(Panama City) and three departmental/provincial capitals (Colón, Cobán, and Sonsonate); three of the selected municipalities in Guatemala were predominantly indigenous.

Selection process. AMUPREV typically met with the USAID Missions to discuss selection of municipalities. In Panama, El Salvador, and Guatemala, the USAID missions had already identified partner municipalities by the time AMUPREV arrived. In El Salvador and Guatemala, the USAID missions assigned AMUPREV to work in municipalities where programs were being strategically concentrated under the Place-Based Strategy (PBS), and added adjacent or nearby municipalities that had no USAID programs. After implementation in the initial municipalities showed results, additional municipalities were added, usually a cluster of three municipalities in the same department. In Honduras, USAID selected municipalities that were in the metropolitan regions of San Pedro Sula and Tegucigalpa, near municipalities with on-going USAID programs. In the Dominican Republic, the Mission was not engaged in the selection, and AMUPREV worked closely with the municipal association, the Federation of Dominican Municipalities (FEDOMU), to select municipalities. While AMUPREV coordinated well with other projects, there were a few cases where implementation was negatively affected due to delayed implementation of other projects (e.g., Suchitoto, El Salvador). AMUPREV coordinated most closely with *Alcance Positivo* in Panama; the Violence Prevention Project (VPP) and *Alcance Joven* in Guatemala; and the Violence Prevention Program and Citizen Security Program in El Salvador, all USAID-funded projects.

USG policy changes. USAID policy changed over the course of the decade in response to both domestic and regional events. CARSI represented an attempt to balance the law enforcement approach with a social approach. The biggest change occurred after the surge of unaccompanied minors across the US border in 2014 when Guatemala, Honduras, and El Salvador jointly developed the Alliance for Prosperity strategy with assistance from the Inter-American Development Bank (IADB). In response, the US developed a new strategy and priorities under the “US Strategy to Engage in Central America” that “takes a broader and more comprehensive approach than previous U.S. initiatives in the region and is based on the premise that efforts to promote prosperity, improve security, and strengthen

Table 4: Population

Municipality	Population
PANAMA (FY2010-FY2013)	2019
Colon	253,366
Panama City	1,183,333
San Miguelito	375,409
EL SALVADOR (FY2010-FY2015)	2017
Sonsonate	72,951
Nahuizalco	56,986
San Bartolomé Perulapia	9,921
San José Guayabal	9,218
Suchitoto (2007)	23,812
GUATEMALA (FY2013-FY2015)	2018
Mixco	465,773
Palencia	70,973
Santa Catarina Pinula	80,582
Coban	212,047
San Juan Chamelco	57,456
TacTic	38,052
DOMINICAN REPUBLIC (FY2016-Y2018)	2019
Boca Chica	170,814
Santo Domingo Este	1,141,371
HONDURAS (FY2016-2019)	2019
Pimienta	21,432
San Manuel	65,912
Villanueva	173,640
Santa Rita Yoro	20,968
La Lima	80,404
Petoa	12,832
Quimistán	58,221
San Antonio de Cortés	22,748
San Francisco de Yojoa	24,320
Santa Cruz de Yojoa	91,134
Cantarranas (San Juan de Flores)	17,692
Santa Lucía	15,374
Valle de Ángeles	19,922

Sources: Instituto Nacional de Estadísticas y Censo de Panamá; El Salvador Dirección General de Estadísticas y Censos; Instituto Nacional de Estadísticas de Guatemala; Oficina Nacional de Estadísticas, Ministerio de Economía, Planificación y Desarrollo de la República Dominicana; Instituto Nacional de Estadísticas de Honduras.

governance are mutually reinforcing and of equal importance.¹ The surge in assistance funding in FY2016 and FY2017 allowed AMUPREV to work in more municipalities. The current administration has changed priorities to focus on immigration and has reduced aid to the region.

USG funding priorities. As a result of shifting policies, the project experienced funding uncertainties over the last ten years that affected priorities and planning. For example, in the case of Panama, the USAID mission closed in 2013 before the project was completed; in El Salvador, a delayed no-cost extension caused suspension of activities. More recently, delays in accessing FY18 funds and restrictions on funding to the Northern Triangle countries shut down activities prematurely in Honduras and the Dominican Republic. Funding was ultimately received in July 2019 for Project close-out activities, including finalizing support to the regional network, conducting a final event and drafting the final report.

Complexity. AMUPREV was, in effect, a ten-year process of non-linear, complex adaptive change. Reviewing a ten-year project time span presents unique challenges for monitoring and evaluation. When the project started in late 2009, there was little reliable data on crime and violence and virtually no data at the municipal level. And although this has changed overtime, so have indicators and methodologies, and access to consistent, reliable, comparable and valid local data within and across countries remains a constraint.² Consequently, ICMA did not develop its own baselines of crime and violence, but helped municipal partners to conduct their own diagnostics based on community knowledge, and using data where possible. Having said that, the analysis uses national level data to provide context, and we include local data points that were reported by key informants as relevant to them (though the Project did not have the bandwidth to verify each one).³

1.2.3 Approach to the Final Report and Assessment of Project Results

Given the limitations described above, and considering available resources, time and capacity, ICMA determined that the best way to capture the outcomes and legacies of AMUPREV for the Final Report was to ask the participants themselves. ICMA was able to travel to all of the countries where AMUPREV had intervened at the municipal level and used a “narrative” methodology based on open-ended questions, which “lends itself to participatory change processes because it relies on people themselves to make sense of their own experiences and environments” as it relates to the project.⁴ The goal is “not so much to portray factual material as it is to convey the psychological experience of being in the program”⁵ In other words, the report presents what participants said about the project and their experiences, and, combined with the knowledge and experiences of ICMA project staff, synthesizes and analyzes the emerging themes and lessons learned.

¹ Peter J. Meyer. “U.S. Strategy for Engagement in Central America: Policy Issues for Congress,” Congressional Research Service, June 8, 2017, p. i.

² The LAPOP remains one of the few resources for assessing change over time, but are of limited value to this effort because the majority of the target municipalities under AMUPREV are not included in the sample, and, in any case, it is not possible to obtain municipal level results from the dataset (as confirmed with LAPOP). In addition, LAPOP looked at population level outcomes (regardless of participation in a program) which are difficult to connect to specific programmatic interventions and results for direct participants in the project activities.

³ For example, after conducting the diagnostic with AMUPREV, a number of the municipalities did not perceive homicides as their biggest problem, but rather domestic violence and violence against women, for which data is even more unreliable. In fact, an increase in indicators of violence against women is more likely a result of more women reporting violence to police, not necessarily that more violence is occurring. In fact, an increase is considered an indicator of success in developing a culture of denunciations, because it results in more investigations and arrests, and therefore a reduction in impunity.

⁴ Charles McClintock, “Using narrative methods to link program evaluation and organization development” published in The Evaluation Exchange Volume 9, Number 4, Winter 2003/ 2004 by the Harvard Family Research Project.

⁵ Ibid., Page 15.

The process entailed review of project documents, reports and website content and analytics, followed by field visits to interview key informants in each municipality. The ICMA team interviewed over 140 key informants for this report, as listed in the table below. About one third of those interviewed participated in at least one trip to the US for a CityLinks™ exchange, including nine community leaders, eight coordinators, eight mayors, four municipal council members, three municipal officials, three central government officials, and two members of congress. The list includes both current and former mayors, coordinators, etc. A list of all the key informants is provided in Annex 2.

Table 5: Summary of Key Informants

Role	No.
Mayors	23
MVPC Coordinators and Vice-Presidents	17
Community Leaders (Civil Society)	14
Municipal Association Directors or Staff	13
Police (national & municipal)	10
Country Technical Advisors	9
Municipal Council Members	7
Vice-Mayors	7
Central Government Officials (health, education, interior)	6
Municipal Secretaries (City Administrators)	6
Municipal Directors & Staff	6
MVPC Secretaries	4
Education Sector	4
Communicators	3
Sub-committee Coordinators	3
Office of Women	3
Members of Congress/National Assemblies	2
Attorney General	1
Director of Mancomunidad	1
Observatory	1
President of Patronatos	1
Private Sector	1
Psychologist	1
TOTAL	143

Field work was started in Guatemala in February 2019. Further work was planned for May but was postponed due to delays in the project funding obligation and a freeze on aid to the Northern Triangle countries. The work resumed with visits to El Salvador and Honduras in July (funded with ICMA's own resources), and to Panama and the Dominican Republic in August/September when the final obligation was received to close out AMUPREV. A preliminary synthesis of results was presented and validated at the AMUPREV closeout event held in Santo Domingo on September 26-27, 2019, with participants from Panama and the Dominican Republic. One mayor from Nahuizalco, El Salvador, participated with support from the Corporation of Municipalities of the Republic of El Salvador ([Corporación de Municipalidades de la República de El Salvador, COMURES](#)) because AMUPREV could not support travel costs for any participants from El Salvador, Guatemala and Honduras.

RISKS. The main risk with using a narrative approach is that participants might give a more positive response due to the presence of project implementers (confirmation bias). The interviews, therefore, were conducted by an independent consultant who did not work on the project and had no prior relationship with the counterparts, but who has knowledge and experience in municipal governance and crime and violence

prevention in LAC. Another risk is that the passage of time may affect the accuracy of the feedback provided by key informants, including when and in what order certain events occurred. This makes it difficult to provide an objective and validated narrative, but we rely on project documents and staff to provide as accurate a storyline as is possible.

Another risk of the approach is that key informants might (and did) assume that ICMA was there to prepare for an upcoming project and additional funding. The team was very clear in each interview, however, that there was no new funding and that the exercise was an internal ICMA assessment to capture experiences and lessons learned because the project was closing out after ten years. Lastly, the interviewer's bias may influence the presentation of results, which are based on documentation of the meetings, double checking with other participants in the meetings and limited follow up research and verification.

RESULTS MEASUREMENT. By using a narrative approach, we were able to derive a range of outcomes and legacies of AMUPREV, as defined by the host country and municipal stakeholders. The themes that emerged were surprisingly consistent.

Outcomes, defined as “The conditions of people, systems, or institutions that indicate progress or lack of progress toward achievement of project/program goals” (ADS 201). For the most part, the outcomes articulated are qualitative, intended,⁶ positive and direct. The outcomes address conditions as of the end of project activities in each country, although they are identified in retrospect (in some cases after many years) by the key informants.

1. Changed mental models (*Cambio de “chip”*): Transformation in thinking and acting
2. Agency (*Protagonismo*): Empowered local authorities and community leaders
3. Involvement in community (*Acercamiento*): Effective municipal involvement in communities
4. Alignment (*Articulación*): Multisectoral and inter-institutional alignment around shared goals
5. Trust (*Confianza*): Transparency and accountability

Legacies are long-term outcomes, both intended and unintended, identified by the key informants as that which exists today (2019) as a result of AMUPREV or as influenced directly or indirectly by its interventions.


1. Functioning MVPCs
2. Institutionalization of crime and violence prevention principles and approaches in municipal policies and structures
3. Persistence of the “philosophy” of prevention in individuals
4. New resources generated and dedicated to municipal crime and violence prevention
5. Capacity of national municipal associations to provide policy and technical support to municipalities
6. Integration of crime and violence prevention into CAMCAYCA
7. Self-Reliance

The following section describes the interventions, outputs and deliverables completed under AMUPREV.



Note that this symbol signifies that a Citylinks™ activities or result is discussed in the paragraph.

⁶ “Intended” is used to mean that the result is an anticipated effect, based on past experience with the inputs and interventions, though as discussed it was not defined per se in advance of implementation.



2.0

PROGRAM INTERVENTIONS

FINAL REPORT • 2009 - 2019

AMUPREV was fundamentally a municipal strengthening project. As such, the foundational element of the approach was building capacity to lead and apply basic municipal participatory planning and management principles and best practices to crime and violence prevention. As a complex adaptive change process, the transformational element of AMUPREV was the CityLinks™ peer-to-peer exchange program, reinforced by day-to-day coaching and on-the-job training, and informed by a continuous feedback loop that helped participants adapt to a dynamic, collaborative process of continuous improvement. As a demand driven project, all decisions and implementation of crime and violence prevention activities were done by the local stakeholders. Strengthening of national municipal associations to support municipal crime and violence prevention through a regional knowledge sharing and communications network provided a platform for continued learning, improvement and self-reliance.

The section presents an overview and synopsis of the key activities, outputs, and deliverables resulting from AMUPREV implementation.

2.1 Objective 1: Support the development of regional peer knowledge networks to ensure that crime prevention activities become part of the municipal agenda

To support the development of a strong regional learning network and promote the concepts of crime and violence prevention, AMUPREV implemented two sets of activities: under IR1.1., the project focused on content development and delivery to a wide audience of stakeholders through a communications, social media and peer-to-peer learning strategy; under IR1.2, ICMA brought to bear its association and network building experience and resources to facilitate a regional network of national municipal associations and municipalities to promote knowledge exchange and learning.

2.1.1 IR1.1 Orientation and information provided to local government, law enforcement, and civil society representatives on municipal-based violence prevention

To achieve IR1.1, AMUPREV focused on content development and delivery to a wide audience of stakeholders through a communications, social media, and peer-to-peer learning strategy as well as the development of guides, tools, training materials and special studies.

COMMUNICATIONS. AMUPREV hired a **Communications Coordinator, Francisco Astacio**, to oversee implementation of the content development and communications strategy. He was based in San Salvador but worked with staff of all the national municipal associations and selected municipalities to implement the strategy through a regional network of communicators. He oversaw the development and launch of the project website, managed social media, drafted and distributed the quarterly bulletins and weekly news summaries, and trained communicators. Mr. Astacio served on the project for almost the entire performance period, which was a significant advantage for the continuity and quality of knowledge management of the project. Below we review all aspects of the communications strategy: logo, communicators network, and website and analytics.

Project logo. A project logo was created according to USAID guidelines to use on all project communications and documents.

The Logo in English:



The Logotype in Spanish (as it appears on the website):



Communicators Network. During the first several years of the project, Mr. Astacio did much of the content development, searching for news items and posting them to the project website, along with project news. The news that was posted was carefully curated to ensure consistency with the key message of the municipal role in social prevention. Beginning in 2014 when the AMUPREV Network (Red AMUPREV) was created, the municipal associations began to take on the responsibility of developing and posting content to the website, with support from the AMUPREV Communications Coordinator. A communications point of contact was designated by each member association, who was charged with developing and posting content. AMUPREV conducted training programs on basic concepts of prevention and the role of municipalities with the municipal associations of Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras and Panama, and invited communications coordinators from municipalities as well as local and national media. The Communications Coordinator also mentored and coached the communicators, holding frequent phone calls and virtual meetings to clarify concepts and to encourage them to tag AMUPREV when publishing articles on their websites. AMUPREV published a [guide for communicators](#) in 2016. The table below presents the trainings held and number of participants.

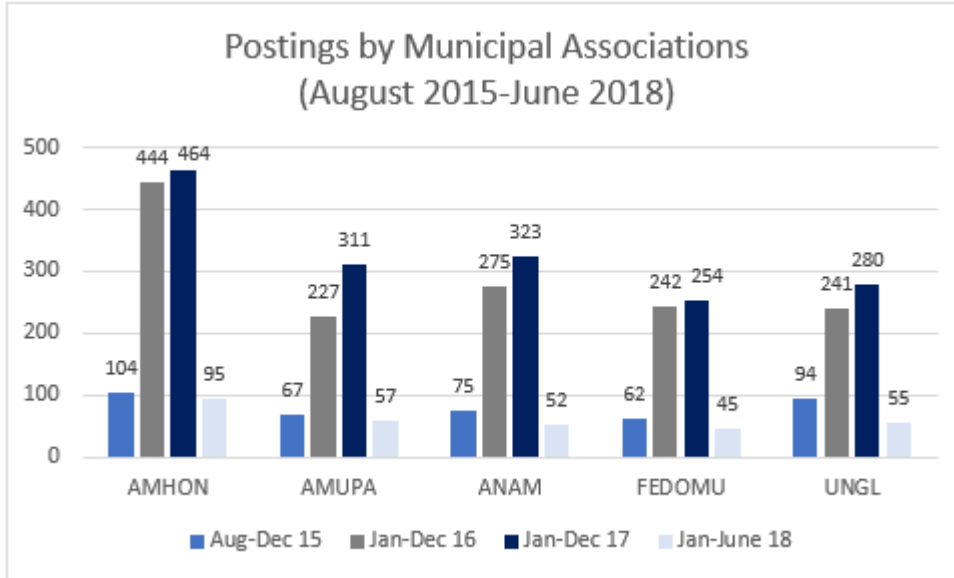
Table 6: Communications and Messaging Trainings

Country	Associations	Dates	Q / FY	No. of Attendees
Dominican Republic	FEDOMU	May 6-7, 2014	III FY2014	52
Honduras	AMHON	May 27-29, 2014	III FY2014	38
Costa Rica	UNGL	Sept. 23-24, 2014	IV FY2014	80
Guatemala	ANAM & AGGAI	Jan 29-30, 2015	II FY2015	57
Panamá	AMUPA	June 14-15, 2016	III FY2016	36
Panamá	AMUPA	July 12-13, 2017	IV FY2017	43
TOTAL				306

The performance of the member municipal associations varied overtime. The figure below shows the total number of posts per year by association from August 2015 to June 2018. Note that the first year (2015) is only four months and the final year (2018) is only for 6 months. AMHON and ANAM contributed the most

content to the website overall⁷. At the highest level in the first two quarters of FY2018 municipal associations were publishing nearly 65% of all articles on the AMUPREV website. The project stopped tracking contribution mid-2018 when the site began to migrate to CAMCAYA.

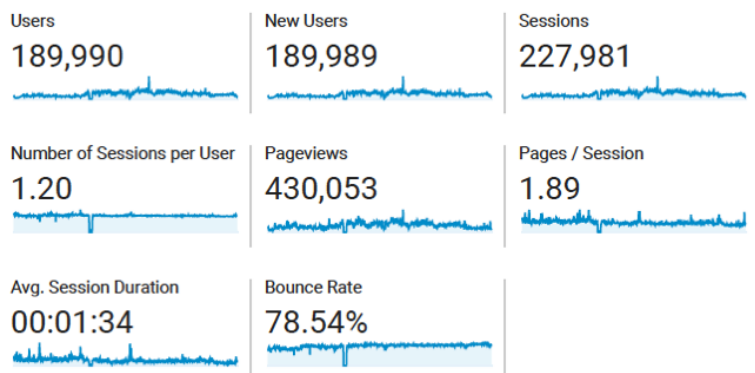
Figure 4: Posting by Municipal Associations



In-Kind Grants. To support the communications efforts of the associations, AMUPREV donated cameras, laptops, video recorders, and other equipment as in-kind grants to six municipal associations:

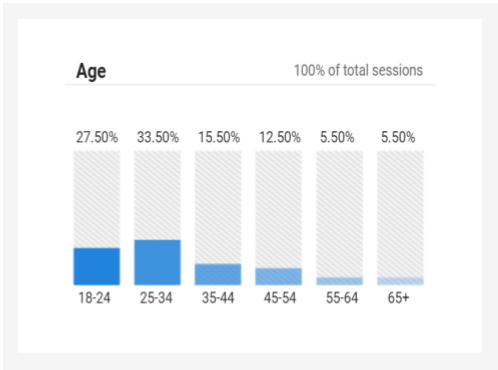
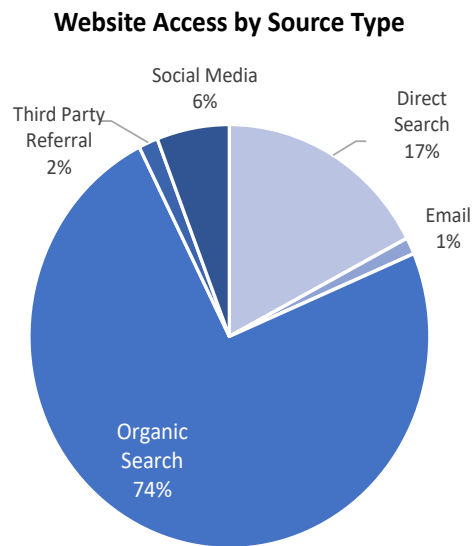
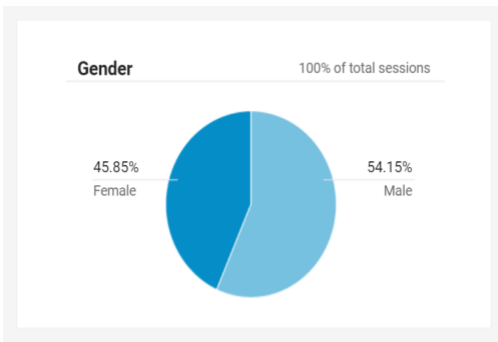
- Municipal Association of Indigenous Authorities and Mayors (AGAAI)
- National Association of Municipalities of the Republic of Guatemala (ANAM)
- Corporation of Municipalities of the Republic of El Salvador (COMURES)
- National Union of Local Governments of Costa Rica (UNGL)
- Municipal Association of Honduras (AMHON)
- Federation of Municipalities of the Dominican Republic (FEDOMU)

Project Website. The AMUPREV website was launched on November 16, 2011 and redesigned in 2013. It was transferred to CAMCAYCA in January 2019. AMUPREV used Google Analytics to track user behavior for reporting and to promote content development. Basic statistics on user behavior are provided in the figure to the right and the infographic on the following page.

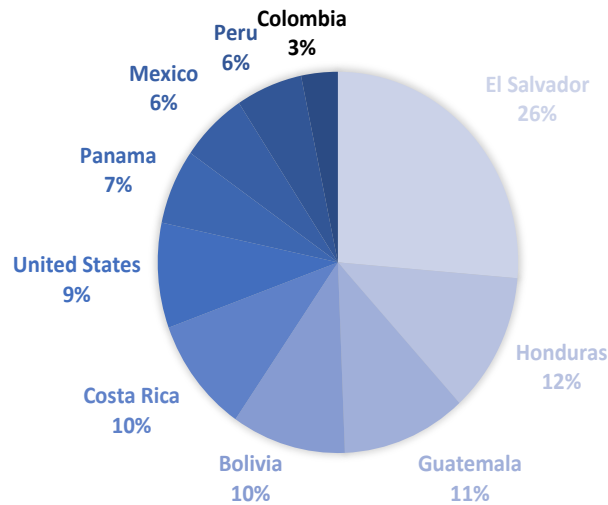


⁷ Although, in terms of the average of publications according to the number of affiliated municipalities, the highest levels are for AMUPA (8.4 posts per municipality) and UNGL (5.6)

Figure 5: Users Over Time by Calendar Year



Top 10 Users By Country 2011-2019



Website analytics from November 16, 2011 to today indicate the following over ten years of implementation:

- Users in El Salvador were by far the most frequent visitors representing 23% or almost one quarter of all users.
- Together, El Salvador, Honduras and Guatemala accounted for 49% of all users, indicating that the website reached a broad audience outside of the host countries.
- There were about as many users from Bolivia as from Guatemala and less than Panama, although there was no outreach done in South America.
- Mexico ranks in the top 10, possibly because ICMA was also working in Ciudad Juarez, Tijuana and Guadalupe on crime and violence prevention based on the AMUPREV methodology.
- New and unique users were 54.15% male and 45.85% female.
- Over 61% new and unique users were between the ages 18-34, most likely due to Millennial's' higher propensity to engage online.
- The site's most visited page was by far the News Page (*Noticias*) with over 58,000 views over the life of the project or 71% of the pages visited per visit.
- The second most visited page was the virtual library (*Biblioteca*), which provided users with implementation guides, manuals, sample municipal plans, policies, regulations and procedures, reports and tools to help with the implementation of municipal violence prevention activities.
- Users accessed the website primarily through organic searches, either by typing in the URL directly or searching for "AMUPREV" on a web browser (91%).
- Referrals from social media came primarily from Facebook 95%.

Push Content. AMUPREV used MailChimp to send [Quarterly Bulletins](#) and weekly content summaries called *Noti AMUPREV* to a distribution list of over 5,300 users. A total of 215 weekly bulletins were published. In addition, 30 Quarterly Bulletins were published, starting in 2011 and ending in the last Quarter of 2018. They provide a chronology of all the activities implemented by AMUPREV and the partner MVPCs over the ten years of the project. (See Annex 3 for a list of and link to the Bulletins).

Social Media. In addition to the website, AMUPREV launched a Facebook page and a Twitter account in FY 2014. *Noti AMUPREV* bulletins were also posted on Facebook. By December 2018, the Facebook page had 4,961 members.

Transition to CAMCAYCA: Once the Confederation of Municipal Associations of Central America and the Caribbean (CAMCAYCA) which was created in June 2015 (See Section 1.2 below for more details) became sufficiently independent, it agreed to serve as the repository of the information generated by AMUPREV and ICMA facilitated the transfer of the contents of the website to their newly-created website. As of January 2019, the Confederation took over administration of the content, hosted as a sub-site on the CAMCAYCA website, and updated through January 31, 2019 (<http://amuprev.camcayca.org/home/>). The AMUPREV Facebook and Twitter accounts ceased to be active in June 2019.

CONTENT DEVELOPMENT (Videos, Reports and Studies). Throughout the course of AMUPREV, ICMA developed videos, reports, and guides and, with USAID concurrence, conducted special studies to support the objectives of the project. These include the methodological guides for the creation and strengthening of MVPCs, incorporating the original *Toolkit* completed in 2010 (revised in 2014) and two guides adapted to the DR and Honduras.

Below is a description of some of these products. A list of all the tools and products (including the MVPC Plans posted on the AMUPREV website) can be found in Annex 4, along with a link to their location on the site.

Videos: As part of its overall strategy to disseminate municipal-led violence prevention initiatives, AMUPREV produced [twelve videos](#) highlighting the activities of San Miguelito, Panama; Puerto Cortés, Choloma, and Valle de Sula/AMHON Honduras; Santa Tecla and Sonsonate, El Salvador; San José and Cartago, Costa Rica; Santa Catarina Pinula, Palencia and Cobán, Guatemala; and the Ozama Region/FEDOMU in the Dominican Republic. In addition AMUPREV produced a video on a community police training program in Guatemala and two videos in collaboration with COMURES. The videos can be accessed on the website and a list is included in Annex 4.

Systematization Reports: AMUPREV developed a systematization of the methodology used to support the municipalities of Panama (Panama City, Colón and San Miguelito); El Salvador (Nahuizalco, Sonsonate, Suchitoto, San José Guayabal and San Bartolomé Perulapía); and, Guatemala (Santa Catarina Pinula, Palencia, Mixco, Cobán, Tac Tic and San Juan Chamelco). These reports describe the actions carried out by each of the municipal committees for the prevention of violence, their successes, as well as their the challenges and difficulties they faced in moving forward.

Success Stories: AMUPREV produced [success stories](#), which are found on the AMUPREV website (See Annex 5 for links to all of the success stories). The success stories are from the municipalities in which AMUPREV worked as well as the experiences of other municipalities. For AMUPREV municipalities, these articles provided details about the experiences, the role of the municipalities and MVPCs and key stakeholders. AMUPREV developed a “datasheet” to systematize the collection of content from other municipalities implementing municipal violence prevention initiatives about principal stakeholders, core activities, elements of sustainability and contact information to provide website users with information they could put into practice.

Indicators for Santa Catarina Pinula Municipal Violence Prevention Sub-Committee (MVPSC): During the second quarter of FY2015, AMUPREV contracted an expert in monitoring and evaluation systems and supported the design of [indicators](#) for the 2015 Santa Catarina Pinula, Guatemala MVPSC Work Plan. The expert provided training in the development of an indicators system for application to new crime prevention activities and future strategies.

Guide for Selecting Information on Violence Prevention to Share through the Red AMUPREV Network. In May 2014, AMUPREV published a short [Guide](#) to ensure that the members of the Red AMUPREV had a unified vision with respect to what is prevention and standards for the content to be posted on the website. The Guide was used in training communications staff from national municipal associations and municipalities.



Mentoring Guide for El Salvador: In Quarter III of FY2016, AMUPREV published the [Guide for the Implementation of a Mentoring Program for the Prevention of Violence and Improvement of Co-existence with Municipal Leadership](#). This guide was inspired by a Mentoring Program that was developed in Alexandria (VA) and which members of the MVPCs of San José Guayabal and San Bartolomé Perulapía learned about during the CityLinks™ exchange in FY2015. Upon their return to El Salvador, both municipalities successfully adapted the methodology and developed their own programs involving community leaders and youth at risk. In addition, they incorporated elements of the Strong Families ([Familias Fuertes](#)) Program, a Pan-American Health Organization model implemented by PREPAZ and Catholic Relief Services (CRS) in El Salvador.



Systematization of Gang Reduction and Intervention Program (GRIP). Participants from Sonsonate and Nahuizalco in a CityLinks™ Exchange trip to Santa Ana, CA learned about the Gang Reduction and Intervention Program (GRIP) which is a secondary prevention program that has been applied in Orange County, CA for many years to identify at-risk youth in schools and support them to increase their school attendance, improve their behavior in and out of the school, and discourage participation in gang activity. They decided to adapt the program to two schools in Sonsonate, Jorge Alfredo Mendoza and San Genaro, and one school in Nahuizalco, Los Lucas. From those schools, a total of 48 at-risk students were identified for participation in the program. They received psychological support, and counseling for their families. Transportation for the students was provided by the National Police so that they could participate in the KidWorks after-school program (adapted from Santa Ana). As an incentive to the students to keep up their behavior and school attendance, they and their parents were taken on excursions, with support provided in part from the private sector. Six students from each school who were the highest performing in accordance with the indicators established for the GRIP Program were awarded a tablet in a ceremony at each school. The School Director of Nahuizalco commented that because of the involvement of various institutions in the program, including the municipality and the police, the experience had built up the trust between police and students and their families. AMUPREV staff conducted an [evaluation](#) of the programs in all 3 schools and provided lessons-learned for future implementation.

Update of Municipal Fee Structure for Nahuizalco: When Mayor Patriz of Nahuizalco realized that USAID support would be coming to an end, he wanted to be able to continue to fund activities that had made an impact in reducing crime with municipal resources. One of the ways to generate additional revenues was to update local fees for municipal services, most of which had not been updated since 1994 (some had been updated in 2001). During FY2013, AMUPREV provided guidance to a special committee in Nahuizalco to update the fee structure. The structure was approved by the Municipal Council. The proposal included adjustments to current fees, new fees for disposal of solid waste, and differentiated rates for public lighting according to rural/urban areas. The new fees were rolled out in FY2014 with support from AMUPREV which funded a campaign named “Sharing makes you a hero.” The campaign also focused on how the new resources would be allocated. From 2013 to 2016, revenues increased by 140% (over \$300,000).

Service Fee Revenue Dedicated to Violence Prevention

From 2013 to 2016, Nahuizalco, El Salvador, increased revenues by 140% (over \$300,000), by optimizing local service fees. The new revenues were dedicated to violence prevention.

SPECIAL INITIATIVES. The following special initiatives were funded through AMUPREV.

Countering Trafficking in Persons (TIP), Dominican Republic. In September 2017, USAID issued a final two-year cost extension to AMUPREV, which included a new task to implement an awareness-raising program in selected schools in the Dominican Republic to prevent victimization related to trafficking in persons (TIP) in collaboration with the Special Solicitor for Trafficking in Persons (PETTP) within the Attorney General’s office. In collaboration with FEDOMU, the Attorney General’s Office of the Dominican Republic, the National School of the Ministry of the Interior, Ministry of Women (MM) and the Ministry of Education (MINED), AMUPREV held workshops to train prosecutors, counselors and municipal staff via a Training of Trainers (TOT) model to reach students ages 14 to 18 with information on strategies for the Prevention of Trafficking in Persons. Information on number of individuals trained can be found in Section 3.4.3. As part of this initiative, AMUPREV funded the publication developed in collaboration with Attorney General’s Office, [Didactic Guide for Sensitization and Detection of Boys and Girls and Adolescents in Situations of Trafficking and Commercial Sexual Exploitation](#). In addition, AMUPREV re-published the [Educational Comic for the](#)

[Prevention of Trafficking in Boys, Girls and Adolescents](#), developed by the United Nations Children’s Fund (UNICEF) and originally published by Plan International in 2016.

Brazil Toolkit, Training Program and Exchanges on the Pacification Police Unit Program (UPP) of Rio de Janeiro. In the first quarter of FY14, USAID asked AMUPREV to support some of the priorities of the USAID/Brazil Mission’s Trilateral Cooperation initiatives. As a result, AMUPREV implemented three activities, described below.

➤ **Toolkit on Pacification Police Unit (UPP) Program**

AMUPREV developed a [Toolkit on the Pacification Police Unit \(UPP\) Program of Rio de Janeiro](#). The Toolkit included the origins of the Program, its objectives, implementation and lessons learned. The Toolkit was developed by a Brazilian consultant with support from the State Secretariat of Security (SESEG), the Military Police of the State of Rio de Janeiro (PMERJ) and the Civil Police. Discussions were subsequently held to conduct an additional study on the social aspects of UPP implementation but conditions in Brazil did not allow for continuing to work as part of the Trilateral Cooperation Initiative.

➤ **Training Modules/Videos for UPP Instructors and Students.**

AMUPREV subsequently worked with an NGO in Brazil – The Institute of Religious Studies (*Instituto de Estudos da Religião – ISER*) to develop a training program for the UPP. The Program included training modules for instructors and students and four didactic videos which were produced in Spanish and Portuguese. The materials for the modules and the videos were provided to USAID but are not available online.

➤ **Brazil/Central America Exchanges**

In April 2015, a Brazilian delegation from the Secretariat of Security of the State of Rio (SESEG), the Military Police of Rio de Janeiro State (PMERJ), the UPP, Habitat Program “Rio mais Social,” the Pereira Passos Municipal Institute (*Instituto Municipal Pereira Passos*, IPP) and USAID/Brazil went to El Salvador to share lessons-learned regarding the UPP Model with Salvadoran stakeholders. (See details of the event at <http://amuprev.camcayca.org/noticias/?id=4090>)

During the last week of July 2015, a delegation from El Salvador in turn traveled to Rio de Janeiro to learn from their counterparts about the successes and failures of the UPP Model. AMUPREV sponsored the travel of 5 delegates, including the Salvadoran Minister of Justice and Public Security, a Deputy Commissioner from the Salvadoran National Police, the Deputy Secretary of Governance of the Presidency of El Salvador and two mayors from El Salvador (Cojutepeque and Ciudad Delgado). Also accompanying the group were high-level representatives from the USAID Mission and Embassy in El Salvador, Brazilian officials (US Consul in Rio, General Coordinator of the Brazilian Cooperation Agency), and representatives from USAID/LAC-RSD and USAID/Brazil. Details of the visit can be found here: <http://amuprev.camcayca.org/noticias/?id=4355>. The visit served to solidify the cooperation between Brazil and El Salvador on increasing security in high-risk communities.

ICMA had proposed to organize additional exchanges from Central America to Rio in the Extension Proposal for 2015-2017 but because of political issues within Brazil and timing of the Olympics, we were unable to conduct the exchanges.

PEER-TO-PEER LEARNING. Below are descriptions of some of the key events/workshops AMUPREV held to facilitate mutual learning among MVPC members from different municipalities and countries:

- In August 2012, taking advantage of the last exchange visit by Arlington, TX police to Panama, AMUPREV brought together 43 representatives of the MVPCs in Panama and a delegation from the MVPCs of El Salvador (Sonsonate and Nahuizalco) in August 2012 to exchange experiences and to learn from one another. The workshop was immediately followed by a final event where representatives from Colón, Panama City and San Miguelito shared their experiences in the development of their MVPCs as well as their Action Plans for 2012-2013 with 23 mayors from throughout Panama.

Link: <http://amuprev.camcayca.org/noticias/?id=1357>
and <http://amuprev.camcayca.org/noticias/?id=1365>

- In August 2013 in Guatemala City, AMUPREV held a workshop for MVPC members from Colón, Panamá; Nahuizalco, El Salvador; and Palencia, Mixco and Santa Catarina Pinula, Guatemala. The MVPC members shared their achievements, challenges and future with respect to several areas, including 1) Strengthening and sustainability of MVPCs; 2) Education and Values; 3) Sports and Culture; 4) Family, Women and Youth; 5) Communication, Accountability and Indicators. The workshop enabled them to discuss recommendations to address challenges.

Link: <http://amuprev.camcayca.org/noticias/?id=2563>
and <http://amuprev.camcayca.org/biblioteca/publicacion.php?id=56>

- In May 2018, AMUPREV held an event to share the Municipal Violence Prevention Plans prepared by Villanueva, San Manuel, Pimienta and Santa Rita Yoro with governmental and non-governmental representatives of the 13 municipalities of the Mancomunidad of the Valle de Sula Metropolitan Zone (ZMVS) and 3 municipalities from the Francisco Morazán Department. Over 100 people participated in the event, including delegations from all 20 municipalities that make up the Metropolitan Zone of the Valle de Sula (*Zona Metropolitana del Valle de Sula – ZMVS*).

Link: <http://amuprev.camcayca.org/noticias/?id=6911>

2.1.2 IR1.2 Regional peer network(s) established and municipal coordination mechanisms strengthened

While IR1.1 above supported content development and delivery mechanisms to support regional communications and knowledge sharing on crime and violence prevention, IR1.2 provided the structure, processes and governance for a regional peer-to-peer network of municipal associations and municipalities. Over the ten-year period of implementation, the network went through three stages of development—startup, consolidation, and sustainability—each affected by external events that caused a disruption and required adaptation:

Figure 6: Regional Network Stages of Development



STARTUP: FY2010-2013

Partnership with IDELCA. ICMA's regional partner under AMUPREV in 2009 was the Institute for Local Development in Central America (*Instituto para el Desarrollo Local de Centro América*, IDELCA), the technical arm of the Conference for Local Development in Central America (*Conferencia para el Desarrollo Local en Centroamérica*, CONFEDELCA), promoting Municipal Autonomy, Local Development, Democratic Decentralization and Border Integration. With Spanish funding, CONFEDELCA organized a 2008 Forum of Local Authorities of Central America (*Foro de Autoridades Locales de Centroamérica*, FALCA), held in Panama, which convened over 400 mayors from the Central American countries.

At this meeting, the Network of Cities and Municipalities of Central America (*Red de Ciudades y Municipios de Centroamérica*) was created, with IDELCA playing a key role in network coordination. In the summer of 2009, IDELCA signed a Framework Agreement for Institutional Cooperation with the General Secretariat of the Central American Integration System (SG-SICA) to support management of programs in its core technical areas, including citizen security as an essential element of local development. Within citizen security, the agenda was to promote the role of municipalities in crime and violence prevention.

Thus, when IDELCA approached USAID, a regional institution tied to SICA with a regional network coordinating role was in place, which sought technical assistance in the area of municipal crime and violence prevention. At SICA's November 2009 Central American Conference on Democratic Security and Local Development (*Conferencia Centroamericana Sobre Seguridad Democrática y Desarrollo Local*) in San Salvador, ICMA and IDELCA signed a three-year Memorandum of Understanding (MOU) to work together under AMUPREV.

Under the agreement, AMUPREV supported IDELCA staff salaries (Crime and Violence Expert, Communications Expert) and related overhead costs and provided internal training and technical knowledge development. IDELCA committed to conducting an inventory of crime and violence prevention activities in the region and producing a best practices toolkit for municipal crime and violence prevention committees, strategies and action plans.

In April 2010, ICMA represented AMUPREV at the International Summit for Ideas, Leadership and Innovation in Prevention of Violence in Latin America and the Caribbean (*Cumbre Internacional Ideas, Liderazgo e Innovación para la Prevención de la Violencia en América Latina y el Caribe*), hosted by the IADB in Bogota. At the summit, national, regional and municipal representatives agreed to a 14-point framework that included

a commitment to “create an alliance of cities for the exchange of innovative experiences that contribute to the dissemination of methodologies and actions for the prevention and control of conflict, violence and crime and the gradual improvement of coexistence and citizen security.”⁸

ICMA worked with IDELCA to identify the existing crime and violence prevention initiatives in the region with the participation of municipal governments, identify promising international practices supporting municipal crime and violence prevention, and complete the development of a [toolkit](#). IDELCA began development of a website, and four videos were produced documenting the experiences of [Sonsonate](#) and [Santa Tecla](#) (El Salvador); [Puerto Cortés](#) (Honduras) and [San Miguelito](#) (Panamá). AMUPREV also supported two Regional Conferences on Democratic Security organized by IDELCA, in El Salvador and Panama.

Unfortunately, IDELCA was almost entirely dependent upon funding from the Spanish Cooperation Agency, which informed IDELCA at the beginning of 2011 that it could no longer fund its operations. ICMA canceled the MOU with IDELCA and directly hired the Communication Advisor, the Citizen Security Expert and the Local Technical Advisor as Short-Term Technical Assistance (STTA) to complete pending tasks.

Partnership with the General Secretariat of the Central America Integration System (SG-SICA). Once the relationship with IDELCA was terminated, AMUPREV sought a regional organization that would own and manage the network and initiated conversations with. In June 2011, AMUPREV signed an MOU directly with SG-SICA that included, among other objectives, a commitment to create and host a regional body for municipalities. In the meantime, AMUPREV met directly with the national municipal associations of Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama and the Dominican Republic, and began to participate in the National Assemblies of Mayors in each country as a venue to build understanding of the principles of prevention that informed the program approach, promote the website, and distribute the guide for establishing municipal committees for violence prevention.

In 2013, SG/SICA reached out through the national governments to invite the municipal associations of eight countries, including Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica and Panama, as well as Belize and the Dominican Republic, to a conference in August 2013 to formalize the regional body. Unfortunately, regional politics interfered and resulted in the conference being canceled. While the SG-SICA continued its strategic focus on promoting a regional citizen security policy and continued to cooperate with AMUPREV, it did not establish a body or prioritize promotion of the distinct role of municipal governments in the prevention of crime and violence.

RED-AMUPREV. Not wanting to lose momentum, AMUPREV proceeded to directly invite the national municipal associations to a conference to formalize a regional network. In August 2013 AMUPREV sponsored a two-day workshop in San Salvador with ANAM and AGAAI (Guatemala), AMHON (Honduras), COMURES (El Salvador) UNGL (Costa Rica) and FEDOMU (Dominican Republic). SG-SICA and representatives of the governments of El Salvador, Guatemala and Honduras were invited to share their policies on crime prevention.

AMPUREV delivered a comprehensive presentation of project implementation to date, including the Toolkit and website, and facilitated dialogue around regional cooperation. As a result of the workshop, the national associations agreed to create a virtual Network of Municipal Associations of Central America and the Dominican Republic for the Prevention of Violence (*Red AMUPREV*) as a space to promote a culture of

⁸ Manifiesto de Bogotá Alianza de Ciudades por la Seguridad Ciudadana, <http://amuprev.camcayca.org/biblioteca/publicacion.php?id=23>

peace and co-existence in municipalities that improves the quality of life of its inhabitants. During the following months, ICMA signed MOUs with six of the participating associations (Costa Rica, El Salvador, Guatemala (2), Honduras, and Dominican Republic) to document the commitments of the associations to meaningfully participate and share the experiences of their member municipalities. Each association appointed a staff person as a point of contact with the AMUPREV Communications Coordinator. ICMA pledged to provide in-kind grant support and to train communication teams in each of the national municipal associations through AMUPREV.

FY2014-2017: CONSOLIDATION. The *Red AMUPREV* was formally launched in June 2014. AMUPREV continued participating in the annual national assemblies of the municipal associations and meetings of mayors to promote the inclusion of the role of municipalities in national prevention policies. Subsequently, the Belize Municipal Association (BMA) and Association of Municipalities of Panama AMUPA signed MOUs and joined the network. *Red AMUPREV* continued to work with SG-SICA to promote a regional policy for municipal violence prevention.

Based on the experience with *Red AMUPREV*, the national municipal associations began to think about organizing regionally around a broader agenda that included but was not limited to crime and violence prevention, which resulted in the establishment of the Confederation of Municipal Associations of Central America and the Caribbean (*Confederación de Asociaciones de Municipalidades de Centroamérica y el Caribe*, [CAMCAYCA](#)). CAMCAYCA's strategic framework prioritized three main pillars: Citizen Security, Local Economic Development and Climate Change, with cross-cutting themes of Food Security and gender. CAMCAYCA is a legally constituted institution with headquarters and staff based in Costa Rica. (Puerto Rico is also a member.) The members of the *Red AMUPREV* considered CAMCAYCA the institutional "host" for the network, to sustain regional cooperation and knowledge sharing on municipal crime and violence prevention under its Citizen Security pillar. In 2016, Guatemala's municipal association ANAM, stepped up to take leadership of CAMCAYCA for its first two years.

FY2017-FY2019: SUSTAINABILITY. In FY2017, AMUPREV adapted its activities again in order to target technical assistance to strengthening CAMCAYCA and to facilitating the incorporation and administration of the *Red AMUPREV* virtual network, establishing crime and violence prevention as the Confederation's first strategic focus area. One of the benefits of incorporating the legacy of AMUPREV into CAMCAYCA is that its agenda explicitly addresses regional integration, decentralization and local economic development. The organization offers a promising platform for continuing advocacy for consistent national policies within and across countries to allow for an integrated approach to solving the challenges of security and development in the region. Over the last two years, the national associations and the municipal violence prevention approach and agenda have been fully integrated into CAMCAYCA.

Once CAMCAYCA became sufficiently independent it agreed to become the repository of the information generated by AMUPREV. AMUPREV hired a Communications Technical Advisor for CAMCAYCA to strengthen the Communications Department of UNGL (in its role as executive secretariat of CAMCAYCA) and facilitate the development of a communications and social media strategy building out the existing network of communicators.

As mentioned above, AMUPREV formally transferred control over the project-based website and knowledge database to CAMCAYCA in January 2019. Costa Rica took over leadership of CAMCAYCA in 2018, where CAMCAYCA's headquarters are located within the UNGL offices. and Panama will assume leadership in 2020 as it enters its fifth year as a formal regional organization.

Continued work with the National Municipal Associations. In the last two years, AMUPREV continued to work closely with the municipal associations to develop country-specific guides for municipal authorities for establishing violence prevention committees, strategies and plans, tailored to the social, political and legal realities of the countries. [FEDOMU](#) and [AMHON](#) both published and disseminated guides that are being actively used by their municipalities, and in the case of the Dominican Republic, the guide has been adopted by the Ministry of Internal Affairs and Police for its national violence prevention program.

CAMCAYCA and its member associations continue to promote the mentality shift toward understanding and addressing prevention as reducing the social, community and environmental risks that can generate violence. The relationship with national law enforcement is being carefully managed to avoid conflict and facilitate cooperation at the municipal level.

2.2 Objective 2: Support comprehensive municipal-based violence and crime prevention strategies and programs in select municipalities

2.2.1 IR 2.1 Training and technical assistance provided to pilot local governments and community groups, in coordination with national police efforts and other municipal-based programs

When AMUPREV began in 2009, one of the initial tasks under Objective 2 was to conduct an inventory of crime and violence prevention strategies and programs in the region and to prepare a [toolkit](#) that presented best practices and a step-by-step guide for implementing them, allowing for adaptation to the unique characteristics of each country and municipality. At the time, SG-SICA was recommending that municipalities establish Citizen Security Committees but offered few guidelines as to organization and function and did not differentiate between security and prevention strategies. In the meantime, a multitude of “proven” technical models were being imported from other countries, especially the United States. As the AMUPREV Team worked with its selected municipalities, the toolkit, was continuously adjusted and refined to incorporate learning and best practices, ultimately becoming a template for best practice implementation of prevention committees.

The [toolkit](#) presents a structured process for the design, implementation and governance of Municipal Violence Prevention Committees (MVPCs), as the core structure for supporting comprehensive municipal crime and violence prevention strategies. AMUPREV staff often referred to the toolkit as a “guide,” to emphasize its adaptive nature. The process entails building municipal capacity and facilitating collaborative structures, governance frameworks, participatory planning processes, accountability functions, and communications strategies, all of which vary depending on the specific municipal context.

The methodology involved initial training to provide a grounding in technical crime and violence prevention concepts (“what” is prevention) and was followed by deeper learning and technical knowledge acquisition on “how” to implement prevention, through CityLink™ peer-to-peer exchanges with US cities which created learning through direct observation of concrete models and “hands-on” mentoring and guidance provided by the AMUPREV Country Technical Advisors (CTAs) directly to the MVPCs. Over the life of the Project, AMUPREV implemented MVPCs in 29 municipalities in 5 countries. The methodology was applied with

funding under other USAID-funded programs in an additional 5 municipalities: La Ceiba and Choloma in Honduras⁹, and Tijuana, Juarez and Guadalupe in Mexico¹⁰.

The figure below presents the essential steps in the process that AMUPREV facilitated in each municipal context. In general, the process evolved in four phases: start-up and awareness raising (*sensibilización*); formalization of the MVPCs; development of MVPC Work Plans; and, implementation and self-evaluation.

START-UP AND AWARENESS RAISING. AMUPREV generally began in each country working with the national municipal associations to facilitate entry into the municipalities to introduce the project and its benefits and to gauge the commitment of the mayor. This sometimes took place after final decisions were made about selection, although gaining local commitment could require several follow-up meetings. This phase entailed gaining political buy in, hiring the Country Technical Advisor, convening stakeholders, raising awareness of key prevention concepts and conducting training, and facilitating the designation of an interim leadership team.

Selection of Country Technical Advisor. In each host country, AMUPREV hired part time Country Technical Advisors,¹¹ who served as direct liaisons with each of the municipalities. Each of the Advisors was assigned to work in 2-3 municipalities at a time, spending at least one day a week in each municipality (though this sometimes stretched into many days during development of the work plans). Most of the Advisors resided in or near the selected municipalities (which were usually clustered geographically). They reported directly to the COP who trained them on the methodology and coached them on how to work with the municipalities to achieve the objectives of the Program.

Gaining Political Buy-in. Once a municipality was selected, the COP met with the mayor to outline the key elements of the Program: i) active participation of municipal residents and key stakeholders; ii) a learning-by-doing approach; iii) a focus on prevention, not security; and, iv) leveraging local human, financial and logistical resources. At the outset, AMUPREV was upfront about the minimal availability of grants and that they would be limited to supporting the functionality of the MVPCs and to supplement select, locally funded activities identified in the MVPC work plans. Many of the mayors took a while to digest this fact, accustomed as they were to large programs with substantial budgets. Consequently, some mayors came along only after a series of meetings and/or participating in a CityLinks™ exchanges, and some only after seeing results from implementation. In fact, it was sometimes the case that the most skeptical mayors became the biggest champions.

⁹ ICMA helped to strengthen the MVPCs of La Ceiba and Choloma in Honduras under a USAID-funded CityLinks Program (Leader with Associates Cooperative Agreement Award: No.: OAA-L-11-00008). The Honduras Pilot Partnership Program aimed to strengthen the capacity of national, municipal and community stakeholders to develop violence prevention strategies through improved environmental design, using the Crime Prevention through Environmental Design (CPTED) methodology with a focus on identifying and disseminating actions that increased resilience of vulnerable communities to climate change contributors to violence. ICMA's support enabled the MVPCs to play a critical role in the CPTED Process and raised their awareness of how climate change adaptation actions could facilitate their mission of reducing violence in vulnerable communities. In addition, applying the AMUPREV methodology, ICMA helped to generate greater involvement on the part of local governments in the MVPCs and created executive committees in each municipality.

¹⁰ From 2012 to 2015, ICMA was a subcontractor on the USAID-funded Citizen Co-Existence Program (AID-523-TO-12-0001) Violence and Crime Prevention Program in Mexico. ICMA helped to create MVPCs in three municipalities (Juarez, Tijuana and Guadalupe), supported the development of Municipal Crime and Violence Prevention Plans and promoted community policing to improve relationships between municipal police and communities.

¹¹ Some countries had multiple STTAs and titles varied slightly, such that some STTAs were advisors and others were coordinators. All worked closely together with well-defined scopes of work and direct support from the COP. (See Management Section)

Figure 7: AMUPREV PROCESS



During the initial meeting, AMUPREV required that the mayor do two things: i) designate a person who had the confidence of and access to the mayor to lead the local process working directly with the AMUPREV Team; and ii) within +/- four weeks, convene local leaders and organizations to introduce the program, including representatives from government institutions, civil society and community organizations, the private sector and religious groups, police, and other important local actors.

Convening of Stakeholders. The COP's next visit would be to participate in the stakeholders meeting convened by the mayor to publicly present AMUPREV's methodology and expectations. In this meeting, the COP made clear that being a member of the MVPC required a significant time commitment and that there was no remuneration and only minimal in-kind grants for projects. Moreover, the initiatives prioritized in the MVPC work plans would have to be funded for the most part by the municipalities or central government agencies, the private sector, NGOs or other community organizations. The result was that those with no real commitment dropped out and those with commitment fully engaged in the MVPC.

Awareness Raising and Training. Capacity building began with developing the understanding of members and potential members of the MVPC in prevention concepts. Several core messages were emphasized:

- The importance of the leadership of municipalities in prevention of crime and violence, as a local issue that requires an integrated, multi-sectoral social, cultural, and economic approach consistent with municipal competencies.
- Distinguishing between citizen security, which is focused on deterrence and prosecution, and prevention, which is focused on reducing or removing risks of exposure to or engagement in crime or violence.
 - As a corollary, distinguishing between programs that have social benefits, such as community fiestas or sports leagues, and those that prevent engagement in crime or violence by specifically targeting associated risks, such as building citizenship or coexistence as part of an athletic program, or addressing absenteeism by working with parents.
- Differentiating types of violence prevention efforts (primary, secondary and tertiary prevention).
- The importance of cooperation with the police to reduce fear and generate trust.

This began a process of empowering the members of the committee by giving them a different perspective on the problem, one that emphasized their personal role and potential to make real change in their communities. These messages were integrated into all activities and reinforced by on the job training, exchanges with other municipalities and countries, and the CityLinks™ peer-to-peer exchanges.

Interim Leadership Team. Once the participants all “spoke the same language,” a temporary board was appointed to coordinate the process of formalizing the MVPC. Typically, the MVPC is chaired by the mayor or his/her deputy and the AMUPREV point of contact designated by the mayor becomes the MVPC Coordinator.

FORMALIZATION OF MVPC. With the interim leadership team in place, AMUPREV facilitated a participatory diagnostic of the community context, which informed the prioritization of three to five key strategic pillars (ejes) and the establishment of Sub-committees corresponding to the key strategic pillars. An executive committee was formally established.

Participatory Diagnostic. The MVPC process entailed engaging the community in a diagnostic of local social and situational crime and violence risks in the community, in cooperation with police, as well as a mapping of existing programs, resources, and assets. AMUPREV relied on existing diagnostics where available, and gathered information from municipal, police, justice system, health, education and other relevant sources. In some countries AMUPREV also used data from local and national violence prevention observatories. Once information was gathered, the individuals who had committed to being members of the MVPC participated in a workshop to analyze the data collected, prioritize the most important risks and then define three to five main pillars for the municipal violence prevention strategy.

Governance Structure the MVPC. The formal structure of the MVPC was then established and the designated members sworn in by the mayor or municipal council:

- **Executive Committee:** President (Mayor), Vice-President (Vice-Mayor), General Coordinator (Chosen by the Mayor), Secretary (democratically elected among MVPC members); coordinators of each Strategic Sub-committee.
- **Strategic Sub-committees:** Each Sub-committee is responsible for proposing, planning, budgeting and implementing activities of each pillar identified as a result of the diagnostic. The members choose which sub-committee they want to join but generally it should be in line with their expertise or line of work. Each member is asked to join at least one sub-committee, but many belong to several. A coordinator and deputy coordinator are democratically elected from within the sub-committee, but at least one of the two must be a municipal employee.
- **Communications and Training Sub-committee.** Each MVPC must have a sub-committee in charge of developing and implementing the communications and training strategy for the MVPC. The AMUPREV Communications Advisor provided training, technical assistance and virtual support to the communications sub-committees in the collaboration with the CTAs.
- **Monitoring & Self-Assessment Sub-committee.** The Monitoring and Self-Assessment Sub-committee comprises the coordinators of each strategic sub-committee and a coordinator elected by the executive committee. The sub-committee monitors and reports on progress, problems, and results monthly and annually. Results are continuously fed back into implementation and inform the following year's plan.

PLANNING PROCESS FOR THE DEVELOPMENT OF THE MUNICIPAL VIOLENCE PREVENTION WORK PLAN. With the formally instituted MVPC, AMUPREV facilitated a participatory planning process to develop a municipal violence prevention work plan.

Identification of Proposed Activities. Each of the sub-committees designs a set of proposed activities under their pillar for each activity and prepares proposals for presentation to the MVPC Executive Committee, that provides the following information: a) strategy, b) activity description, c) expected results, c) implementation timeline, e) proposed locations for the activities, f) key actors responsible for implementing the activity, and g) available resources to implement the activity.

Proposed Activity Review Meeting. With support from the AMUPREV Team, the Executive Committee holds an assembly meeting of all of sub-committee members to analyze and prioritize the activity proposals, based on their potential to reduce identified risks and the availability of internal or external resources. The exercise optimizes scarce resources and reduces duplication of efforts by aligning with current municipal development plans and annual operating plans. The COP maintained an open dialogue with municipal

officials and staff in charge of budgets to ensure that the municipality would comply with the municipal budget commitments made in the MVPC work plan.



By this stage in the process, many of the MVPC members had participated in at least one CityLinks™ exchange. As a result of these exchanges, MVPC members proposed activities based on what they learned from initiatives in American cities and adapted them to their own economic, social and cultural contexts. CityLinks™ was particularly effective in showcasing collaborative approaches among institutions and across sectors to address crime and violence in the community and demonstrating the value of community policing to national and municipal police officers and the importance of their role in prevention and participation in the MVPCs.

Annual MVPC Work Plan. Once the activities were agreed upon by the Executive Committee, the members drafted the annual work plan with support from the AMUPREV CTA. The AMUPREV Team was less concerned with a final product that was perfect or “glossy” than with ensuring that it was produced through a genuinely participatory process and that it reflected the needs and priorities of the municipalities. Although the team also warned the MVPCs against including too many activities in the first-year work plans, all too often their eagerness to show results led them to overestimate what could be done; the second-year plans inevitably demonstrated a more realistic and feasible set of activities. Once completed, the plans were presented to the municipal council for final approval.

MVPC Work Plans generally contained the following sections:

1. Introduction
2. Mayor’s message
3. Background
4. Theoretical framework
5. Municipal diagnostic
6. Committee structure and functions
7. Plan of Activities
8. Monitoring process

IMPLEMENTATION. The Country Technical Advisors, under the direct oversight of the COP, worked continuously with the MVPC Coordinator and the Executive Committee, to facilitate implementation of activities and ensure that they are executed in line with the objectives of risk reduction and in accordance with the approved plan.

In-kind Grants. AMUPREV provided small in-kind grants to strengthen the capacities of MVPCs and to support the implementation of work plan activities, including replicating models observed during CityLinks™ exchanges. In-kind grants served to build trust with local actors and motivate them to obtain complementary resources to develop strategic activities more effectively. In-kind grants executed under AMUPREV are described below in Section 4.3.

Monitoring & Self-Assessment. The sub-committee verified the performance and success of the activities and assessed the extent to which planned results were achieved. This sub-committee also identified lessons learned that were shared with the committee members. The approach was carefully designed to focus on learning what worked and what did not, rather than evaluating the performance of the sub-committees. As the plans were implemented, the CTA helped the sub-committees to document progress and lessons-learned and produce an annual report, whose findings were integrated into the Background Chapter of the work plan for the following year, to show along with information about changes in risks. Once the previous steps have been executed, the process becomes **cyclical, on an annual basis**. The MVPCs regularly updated their diagnostics as conditions for risk changed in the municipality and based on information provided throughout the year, including from Local Violence Observatories.

Communications Strategy. AMUPREV built MVPC capacity to promote its programs and events, share results, and gather feedback from the community. All of the members of the MVPC were charged with advancing community understanding of the role of the MVPC and the importance of prevention. Technical assistance and in-kind grants were provided to the MVPCs to support communications campaigns for specific events or trainings held in the community, and public education campaigns to raise awareness about violence against women, to stop alcohol and drug use among youth, and to reduce teen pregnancy, among others. AMUPREV's Communications Advisor trained and worked with designated communications specialists in each municipality and national associations to gather and post success stories and events on the AMUPREV knowledge portal to share and learn from local experiences.



CITYLINKS™. CityLinks™¹² was central to ICMA's approach to AMUPREV, because its experience demonstrates that municipal leaders learn best from their peers through tailored partnerships. In the last decade, ICMA has implemented over 90 partnerships between municipalities, academia, private-sector, and NGOs, with participation from over 500 dedicated local government professionals. The opportunity to see the same problems addressed in different contexts by professionals with similar jobs has a catalytic impact on participants from both sides of the partnerships, and on the efficacy of technical assistance provided in the host country. The approach allows participants to see what is possible and select and adapt what they think will work in their own contexts, with the ongoing support of the partner cities. The key to the success of CityLinks™ lies in the "tailored" nature of the partnerships; they are not "one off" study trips, but extended, programmed partnerships from one to two years in length, with repeated interactions and visits that deepen learning and reinforce relationships. In fact, many relationships continue long past the end of project support.

ICMA promoted nine CityLinks™ Partnerships under AMUPREV (See table below). ICMA selected cities in the US to partner with designated municipalities in the countries where AMUPREV was operating. In most cases, one US city was partnered with several Central American municipalities. ICMA drew from its membership of over 12,000 local government professionals (currently over 14,000) who work in cities throughout the world to identify those cities with innovative, collaborative and successful programs in crime and violence prevention.

On principle, ICMA did not immediately identify the US city/county partners, because it was important to wait until the MVPCs had been created, the diagnostic conducted, key strategic areas identified, and a first-year work plan developed. This was critical for two reasons. First, it provided enough information about the context of the municipalities to properly identify a city or county which could provide the type of models most relevant to the Central American counterpart municipalities. Second, it allowed project staff the time to assess the participation and commitment of key individuals in the activities promoted through AMUPREV. ICMA took great care to have several meetings (initially in person and subsequently virtual) to learn about the US city candidates – their programs, their commitment to this type of project, including hosting the participants for a week in their city, the availability of Spanish-speaking staff to travel to the municipalities and host the Central American participants.

¹² CityLinks™ is an ICMA methodology that partners city practitioners in the US with their counterparts in developing countries to exchange practices and knowledge to improve all aspects of municipal management. CityLinks™ was originally called Resource Cities and began in 1997 with an award from USAID. Based on its success, USAID awarded several additional exchange projects to ICMA and the name was changed to CityLinks. It is now a trademarked ICMA methodology which is applied in most of ICMA's funded programs.

Table 7: CityLinks™ Partnerships

Participating Municipalities from Central America and the Dominican Republic	US Municipalities	Partnership Dates	No. of Exchanges to/from CA and DR
Colón and San Miguelito (Panamá)	Pinellas County (Florida)	11/10 – 09/12	4
Panamá City (Panamá)	Arlington (Texas)	06/11 - 09/12	5
Sonsonate and Nahuizalco (El Salvador)	Santa Ana (California)	01/11 – 09/12	5
Santa Catarina Pinula, Palencia and Mixco (Guatemala)	Santa Ana (California)	03/13 - 09/14	5
Cobán, Tactic and San Juan Chamelco (Guatemala)	Stockton (California)	05/15 – 12/15	3
Suchitoto, San Bartolomé Perulapía and San José Guayabal (El Salvador)	Alexandria (Virginia)	07/14 -10/14	2
Pimienta, San Manuel and Villanueva (Honduras)	San José (California)	08/16– 7/17	3
La Lima, Petoa, Quimistán, San Antonio, San Francisco, Santa Cruz and Santa Rita (Honduras)*	Louisville (Kentucky)*	04/19*	2
Boca Chica and Santo Domingo Este (Dominican Republic)	Austin (Texas)	08/17 – 09/17	1

*Because all funding for activities in Honduras was suspended in April 2019, only the initial exploratory exchange from Louisville, Kentucky to Honduras was conducted.

Simultaneously, ICMA would begin the process of identifying the local participants for the CityLinks™ Exchanges. Although the ultimate decision on who to select rested in the mayors of the respective municipalities, ICMA insisted that delegations be diverse and include, wherever possible, representatives from government (national and municipal, elected and professional), police (national, municipal, transit), civil society and communities (NGO and community leaders), educational sector, national government and municipal associations. (See Table 8 below for participant make-up of CityLinks™ delegations) Given budgetary constraints which were dependent on the country and year of the exchange, anywhere from 3-5 people per municipality traveled to the United States.

Although these initial visits were generally successful, ICMA changed its mode of operation in 2013 (when AMUPREV started working in Guatemala) such that two representatives from the US city or county visited the Central American municipality first. This enabled them to better understand the context and the challenges facing the municipalities and they were better prepared to organize a more relevant and useful study-tour exchange to the States. These visits were typically 4-5 days and involved intensive meetings with municipal officials and staff, police, community organizations, schools, and in some cases courts and prisons. ICMA worked with each city to craft the most beneficial exchange and agendas were discussed with and approved by AMUPREV staff. Initially (for Panama and El Salvador), ICMA organized a one-week study-tour CityLinks™ Exchange to the States, followed by technical assistance visits back to the Central American municipalities by US city staff.

In addition to conducting vetting and preparing forms for compliance with US travel/visa requirements, extensive planning was conducted with the team traveling from Central America. Their mission was to observe and bring back to their communities what they had seen and learned, and this responsibility was conveyed to them. The last morning of the exchange visit was typically dedicated to reviewing the week's agenda and identifying those initiatives that the group felt would be most able to be adapted in their municipalities. This became the basis for a work plan which included an agenda and a focus for subsequent exchanges to Central America.

Table 8: Participant Make-up of CityLinks™ Delegations

Participants	Central America to US	US to Central America
Mayors	11	
Vice-Mayors	3	
Municipal Council Member	15	2
Municipal Staff	21	7
Municipal Police Chief	6	10
Municipal Police Officers		16
National Police Chief	3	
National Police Officers	6	
National Government Rep.	5	
Civil Society Organization Rep.	5	2
Community Leaders	7	
Teachers	4	
Municipal Association Rep.	9	
Other	95	2
TOTAL	95	39

Many of the initiatives that the Central American participants observed during the exchanges were adapted to their municipalities – from after-school programs to “coffee with a cop” to women’s shelters. These visits enabled participants to understand how to promote better police-citizen relations and trust of police by communities, in particular youth, and within the schools, including Resource Officer Programs; how to involve the private sector in supporting crime prevention initiatives and the efforts of the police; and how municipalities and police can engage entire communities and mobilize them to take back their streets through coordinated actions. Subsequent visits by US city officials, staff (including police), community and private sector leaders served to solidify the concepts learned during the exchanges and reach a wider audience. These visits involved presentations to communities on the US programs and targeted technical assistance to help adapt certain initiatives to the local context.

The impact assessment and interviews with staff who had participated in these exchanges proved that these visits had a lasting impact on the participants themselves and on the communities where they served, lived and worked. The exchanges offered an opportunity for individuals who might not have had the opportunity to interact to share a common experience and sparked collaboration. Participants returned home motivated and inspired, aware of the many challenges to achieve what the cities in the US had achieved but understanding that there was a path forward. This is clearly reflected in the interviews conducted as part of the impact analysis and incorporated into the country narratives in Section 3 below.



Citylinks™ Empowers Participants

Leticia “Lety” Sontay, AGAll, TV Maya. Leticia served as a Communications Coordinator for AGAll, regularly posting news items to the AMUPREV website and managing the network of AMUPREV communicators in Guatemala. For her, the CityLinks™ trip to Stockton, CA, was transformative for several reasons. She realized that they had been doing prevention but without a framework or focus, and she learned about a range of technical programs and practices.

Perhaps more importantly, the opportunity of traveling with the mayor of TicTac allowed her to get to know him in a way she never would have otherwise. She had never had that kind of access to local leaders and could now contact him directly and get a response. For example, when she left AGAll to join TV Maya (an online broadcaster) and needed support for the local internet cost to create access for the community in TacTic, she reached out to the mayor and he agreed to pay for it for several years.

Another element of success was the fact that the Technical Country Advisors participated in every exchange to the US and during the exchanges to Central America, along with the AMUPREV or ICMA Latin American

Programs Director. The Technical Country Advisors ensured that participants were prepared, appropriately shared their learnings with their peers and the communities and followed through with the adaptation of specific models in the municipalities. Annex 6 shows a list of activities inspired by CityLinks™ Exchanges which were subsequently implemented by MVPCs, either with AMUPREV in-kind grant support or with MVPC funding. The table does not represent an exhaustive list as MVPC members continued to adapt approaches learned from their CityLinks™ partners beyond the time that AMUPREV was involved with the municipalities, as the interviews conducted for the country narratives in Section 3 reveal. In some cases, such as Sonsonate, El Salvador, municipal staff traveled to their partner city (Santa Ana, CA), with their own funding. Municipal staff in Honduras have told AMUPREV staff that they are in regular communication with their partner, Stockton, for guidance on how to engage with police.



3.0

COUNTRY AND
MUNICIPAL NARRATIVES

FINAL REPORT • 2009 - 2019



USAID
FROM THE AMERICAN PEOPLE

AMUPREV

Municipal Partnerships
for Violence Prevention
in Central America and
the Dominican Republic

ICMA

Leaders at the Core of Better Communities

This section presents narratives of the experience and learning shared by key informants during the field work conducted in each municipality and informed by quarterly reports and other AMUPREV project documents. It does not provide a detailed inventory of activities in each municipality, but rather presents the activities and experiences that key informants highlighted as most important interventions, outcomes or legacies. For each country, the report provides a review of the selection of municipalities; the national policy context for security and prevention at the time of startup; and the role played by the national municipal associations. The narrative for each municipality starts with a brief description of the local political context, the commitment of the mayor, and, the presence of related activities of other USAID or donor projects or the national government, followed by the narratives of select key informants about their experience under AMUPREV.

As discussed above, AMUPREV evolved incrementally over time, with staggered implementation and closeout in each country and municipality. To provide a framework for the discussion and analysis, we have divided Objective 2 implementation into roughly three phases:

1. FY2010 to FY2013 CARSI: Panamá and El Salvador
2. FY2014 to FY2015 Alliance for Prosperity and Revitalization of SICA: El Salvador and Guatemala
3. FY2016 to FY2019 US Strategy to Engage in Central America and new SICA Strategy (2017): Dominican Republic and Honduras

Note that these phases do not coincide precisely with the phases defined above for the regional work with the national associations under Objective 1.

3.1 PANAMA

Target Municipalities. In late 2009, USAID arranged several rounds of meetings with US and Panamanian government agencies, municipal officials and police to introduce the AMUPREV project and gauge interest and commitment. Based on those

consultations, USAID selected the municipalities of Colón and San Miguelito to begin AMUPREV implementation in the first quarter of FY2010 (November 2009). Later, in June 2010, USAID's *Alcance Positivo* program (originally known as "Community Youth at Risk") was launched in Panama by Creative Associates, with ICMA as a subcontractor. Panama City, therefore, was added to AMUPREV, which worked at the municipal level while *Alcance Positivo* worked with communities setting up Outreach Centers and supporting associated community programs to reach at-risk youth.¹³ Vanderbilt University conducted municipal diagnostics under *Alcance Positivo* and presented its findings to the MVPCs and police.

*Source: Instituto Nacional de Estadísticas y Censo

	Province	Municipality	Population*
Panamá	Provincia de Colón	Colón	253,366
	Provincia de Panama	San Miguelito	375,409
		Panama City	1,183,333

At the time AMUPREV was starting up in Panamá, the InterAmerican Development Bank (IDB) had already been implementing a crime and violence prevention project entitled the Integrated Security Program (*Programa de Seguridad Integral*, PROSI), since the mid to late 2000s, in cooperation with SICA and the UNDP. PROSI helped establish citizen security committees in Colón, David, Panama City, and San Miguelito, but found local political will lacking. It also supported small local initiatives building small infrastructure for sports and implementing gang intervention activities. Former PROSI staff told us that they welcomed AMUPREV's arrival because it operationalized prevention concepts and revitalized the functionality of the committees.

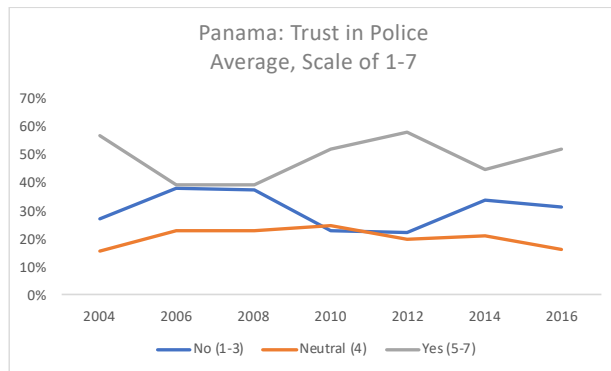
National Association. At the time that AMUPREV was working directly with municipalities in Panama, AMUPA was not well organized and did not play a role in supporting AMUPREV's technical assistance to municipalities. AMUPA reactivated engagement when AMUPREV began to facilitate the development of a regional network of national municipal associations in 2015. In fact, AMUPA will assume the Presidency of CAMCAYCA in 2020.

National Policy. As gangs began to proliferate in Panama, the national government passed Anti-Gang Law No. 48 in 2004. From that time onward, every subsequent administration took a different approach to combating crime and violence, flipflopping between repression and prevention, mostly through gang intervention approaches (with the support of PROSI). In 2009, President Ricardo Martinelli entered office on a platform of combatting crime and violence with a more punitive approach, though the PROSI program continued support for gang intervention programs in Colón, Panama City, San Miguelito, and David. President Martinelli's administration, with assistance from the UNDP and IDB, developed the Country Strategy for Citizen Security (*Estrategia País de Seguridad Ciudadana 2012-2015*, EPSC).

National Police. The National Police of Panama (*Policía Nacional de Panamá* - PNP) is a civilian police force responsible for national and local security and law enforcement. A standing army was abolished after

¹³ Because ICMA was a subcontractor on *Alcance Positivo*, the lines between the two projects became blurred from the perspective of local stakeholders. For example, key informants tended to attribute the Outreach Centers to AMUPREV. ICMA helped to integrate the work of *Alcance Positivo* into the MVPCs.

the US invasion in 1989; the only other country in the region to do so is Costa Rica. In an effort to reform the PNP, the Martinelli administration removed 2,647 police between 2010 and 2011 to breakdown cooperation with drug traffickers. Martinelli also raised national police salaries several times between 2009 and 2012 to almost twice what they had been. Based on LAPOP data, trust in police in Panama increased during that period, which also coincides with the period of implementation of AMUPREV.



Source: LAPOP

During that time the US State Department's Bureau of International Narcotics and Law Enforcement Affairs (INL) was implementing a community policing program with the PNP in partnership with a number of cities and counties across the US. The US Embassy also supported a training-of-trainers program in Gang Resistance Education And Training (GREAT), but no police had yet been trained. The Embassy's Narcotics Affairs Section (NAS) introduced the "Scanning, Analysis, Response, Assessment" (SARA) model of police decision making during that time. The Chief of the PNP for San Miguelito, Cristobal Rivera, gave a presentation to AMUPREV on local efforts to prevent violence, including Neighborhood Watch (*Vecinos Vigilantes*), D.A.R.E., and *Jovenes Contra el Delito* (Youth Against Crime). To the extent that municipal police existed, their function was purely to guard municipal government facilities, however, the City of Panama was at that time preparing to launch a municipal level community policing program (*policía de proximidad*).

Country Technical Advisor, Gilberto Toro (2010-2013). ICMA hired Mr. Toro to serve as Country Technical Advisor from 2010 to 2012. Mr. Toro is an expert in crime and violence prevention with years of experience working with at-risk youth and gang members in Colón and Panama City. In Colón he had served as an official within the Ministry for Social Development working with gangs and at-risk youth. Through that work, he generated a network of contacts in government, the private sector, religious organizations, academia, and communities. He also gained the trust of the people in the communities in which he worked and was (is) able to enter "red" neighborhoods where even police would not go. With this network and foundation, Mr. Toro combined deep knowledge of the problem and local communities in question with a good understanding of prevention and contributed significantly to the "philosophy" and approach implemented by AMUPREV. Mr. Toro commented that through his work with AMUPREV, he began to focus more on the risk factors that can lead to youth becoming involved in gangs and violence. Mr. Toro is a recognized leader, frequent speaker, and commentator on national news programs in Panama. He continues to work on tertiary crime and violence prevention supported by a local foundation.

Closing of the USAID Mission. Due to the closing of the USAID mission in Panama in 2013, AMUPREV's activities in Panama were terminated in late 2012 after three years of implementation. In anticipation of closeout, the U.S. Ambassador to Panama and the mayors of Colón, San Miguelito, and Panama City signed a memorandum of understanding in which the mayors agreed that their municipalities would subsidize the Outreach Centers established under *Alcance Positivo* and include funds in their 2013 budgets. Taking advantage of the last exchange visit to Panama by Arlington, TX Police, AMUPREV brought together 43 representatives of the MVPCs in Panama and a delegation from the MVPCs of El Salvador (Sonsonate and Nahuizalco) in August 2012 to exchange experiences and learn from one another. The workshop was immediately followed by a final event where representatives from Colón, Panama City, and San Miguelito shared their experiences in the development of their MVPCs, as well as their Action Plans for 2012-2013 with 23 mayors from throughout Panama.

Table 9: Municipal Summary Table, Panama

PANAMA	Mayors* 2009 2014 2019	Years	CityLink™	Status of MVPC	Prevention Policy	Other Assistance
Colon	Damaso Garcia/Rosa Vasquez (Panamenista; now CD)	3	Pinellas County FL	Active	No	Alcance Positivo; PROSI
	Federico Poilcani (Panamenista)					
	Alex Lee (PRD)					
San Miguelito	Bosco Vallarino (Panamenista, resigned (2012); Roxana Mendez (CD)	3		Active	No	
	José Blandón (Panamenista)					
	José Luis Fábrega Polleri (PRD)					
Panama City	Hector Valdes Carrasquilla (PRD)	3	Arlington TX	Active	No	
	Gerald Cumberbatch (CD)					
	Hector Valdes Carrasquilla (CD)					

*The names of the mayors under AMUPREV are in bold.

3.1.2 San Miguelito

An urban suburb of Panama City, San Miguelito had a population of about 315,000 in 2010, with high unemployment and an estimated 36 gangs. When AMUPREV started, San Miguelito was more advanced than Colón in implementing prevention programs, so AMUPREV organized an initial exchange between the two municipalities to share experiences.

Commitment of Mayor. In 2009, the Mayor of San Miguelito, **Hector Valdes Carrasquilla** – a well-known former boxer – was just starting his second term. He was also, at that time, the Vice-President of IDELCA, which garnered his immediate support for the program, and he agreed to establish an MVPC and designated the Municipal Administrative Director, **Rosario Matute de Barranco**, to serve as the MVPC Coordinator. Ms. Barranco highlighted the value of the MVPC in providing a structure and process to channel efforts and communicate directly with communities. She served more as a political advisor to the mayor, however, and her comments in the interview related mostly to the political situation that led to the failure of his party to endorse the mayor for the 2014 election. Despite that, the MVPC was very active, and integrated PROSI and the UNDP’s Window of Peace (*Ventana de Paz*) program, which was focused on security and justice.

Roger Franco, former Officer, National Police. Roger Franco graduated from the Panamanian National Guard Academy in 1989 and arrived in Panama City on the first day of the US invasion on December 20th, 1989. After the new government was installed, the former National Guards were put through training to transition from a military to a civilian police force. Their training focused on detainment and repression. Officer Franco shared a disturbing story about the role of police that influenced his interest in prevention. He recounted that traffickers in airplanes would often drop bags of cocaine off the coast of Panama, which the tide would carry to the shore. Eleven- and twelve-year-old boys would be alerted to retrieve the bags and sell them directly or deliver them to local gangs for payment in cash. One of the jobs of the police was to patrol the beaches and arrest these young boys, who simply end up in the criminal justice system and pushed further along a pathway to a life of crime and violence.




Officer Franco was a committed member of the MVPC in Colón when he was transferred to San Miguelito. He described the police in Colón and San Miguelito at the time as primarily made up of


anti-riot troops with a focus on detainment, who resisted playing a “social role.” According to Officer Franco, the partnership with Pinellas was extremely influential in changing the approach of the police. The Police Athletic League (PAL)¹⁴ in Pinellas was particularly influential, and actively supported the establishment of a PAL in San Miguelito focused on baseball. Through these programs, Franco observed that the children became accustomed to engagement with police in a way that lessened their fear of police presence. The CityLinks™ exchange to Pinellas also influenced the MVPC’s greater focus on the relationship with the police and it began to hold committee meetings at police headquarters to encourage police participation in work planning and capacity building.

As an aside, Officer Franco mentioned that after they returned from the trip to Pinellas, the mayor gave a half hour televised interview but never once mentioned the MVPC. The members all threatened to resign and two days later the mayor went on Telemetro (a television network headquartered in Panama City) to talk about the MVPC and the work it was doing in the communities. This incident resulted in more emphasis on the communications function of the MVPCs by AMUPREV.

When Officer Franco was later re-assigned to his hometown Herrera in 2013, he brought with him what he learned under AMUPREV and started a free baseball school for 6-15 year-old children and youth, supported by the police to create a more “healthy environment” for kids. He found the police to be more receptive in Herrera, who fully supported and continue to support the school. Officer Franco retired two years ago (in 2017) and now works for a private security firm. He continues to implement and support prevention programs in his hometown of Herrera and remains connected to his former colleagues on the San Miguelito and Colón committees. He participated in the project close-out event in Santo Domingo on September 27, 2019.


 **Jorge Valdespino, former Chaplain, PNP.** Pastor Valdespino was the Chaplain for the PNP. He created a group within the police called the *Policia Cristiana* (Christian Police), which became the most committed group of police officers engaged in the MVPC. The partnership with Pinellas County in particular influenced how he viewed the role of police. Pastor Valdespino said that putting police in schools as School Resource Officers helped to clear gangs out and improved the working relationship with police. The *Policia Cristiana* cooperated with *Alcance Positivo* and local volunteers to establish an outreach center, [Por Mi Barrio Santa Librada](#), which continues to operate today. They also succeeded in recuperating basketball and baseball fields that had been controlled by gangs.

Pastor Valdespino shared his disappointment about AMUPREV’s departure in 2013; he claimed that it affected the level of commitment going forward. When the incoming mayor came into office in 2014, he was more focused on security and law enforcement, and the original members struggled to keep the MVPC going. The new mayor, however, continued to provide budget support for two of the outreach centers that were set up by *Alcance Positivo*, largely due to the lobbying of the MVPC members. The other six centers were picked up by the private sector. All of the centers still function today. Pastor Valdespino is now retired but still works for *Fundación Jesus Luz de Oportunidades* (Foundation Jesus, Light of Opportunities), a local foundation devoted to the reinsertion of youth leaving prison.

 **Ilsa Blanco, Sociologist, Office of Social Affairs.** Ms. Blanco spoke mostly about the change in thinking that drove the MVPC to the conclusion that “prevention is an investment not an expense.” She shared that the Office of Social Affairs had less success before they “adopted the parameters of planning

¹⁴ PAL is an organization within police departments in the US which involves police officers in coaching youth in sports, as well as providing them with help with homework and other school-related activities. The purpose is to build character, help strengthen police-community relations, and keep children off of illegal drugs.

and implementation,” learned through participation in the MVPC. Among other things she mentioned the importance of working directly with people in the community to understand their priorities, along with incorporating values into programming, raising awareness of violence against women, strengthening the role of parents, and not only rescuing children but transforming them into drivers of change. She mentioned the Metamorfosis Program, a program implemented with support from the MVPC in the Republic of Yugoslavia School in the Mamey neighborhood in San Miguelito, a zone with a high rate of violence. The program was designed to address school desertion. Thanks to AMUPREV, and in particular the CityLinks™ exchange with Pinellas County, FL, where they saw how police interacted with youth in the schools, the Director of the School, Diana Cabezas, brought in the police to engage with the students and succeeded in building a positive relationship. Ms. Blanco also implemented a “School for Parents” and organized *Jornadas por la Paz* (Peace Fairs), with the support of the MVPC.

 The partnership with Pinellas had a strong impact on Ms. Blanco. She was surprised by the similarity of the problems in Pinellas, which led her to realize that there was a lot that they could do on their own at the local level. The experience helped the MVPC members understand the importance of the link between the Committee and the police as a central element of prevention. She was also impressed by local police officers working in schools and how they worked with youth in a “peaceful way.” Ms. Blanco emphasized that the trust the MVPC created in the community continues and resides with the people who had worked on the MVPC, who are themselves members of the community (e.g., living in or originally from San Miguelito). As a result, they were solving problems based on direct knowledge and experience at the local level.


Status. The San Miguelito MVPC no longer formally functions. As noted above, Carrasquilla was not endorsed for mayor of San Miguelito by his party in 2014, and, instead, he changed parties and campaigned for and won a seat in the National Assembly. After serving in the National Assembly, however, Carrasquilla ran again for mayor of San Miguelito in 2019 and won with 68% of the vote. The former MVPC members—who have remained in close touch with each other—are primed to reactivate the committee and bring all the experience and learning they have gained in the last four years as they continued to work in prevention, education, and reinsertion. Several of the former MVPC members attended the AMUPREV close-out event in Santo Domingo in September and they renewed their commitment to social prevention with the leadership of AMUPA.


3.1.3 Colón


If any municipality reflects the extreme disparity in income distribution that characterizes Panama, it is Colón. The majority of the population is black, descended from workers who came from the West Indies for jobs building the canal. Colón is located at the northern entrance to the canal on the Caribbean coast of Panama, alongside, but completely separate from, a major port and Free Zone. The 50% unemployment rate and almost complete lack of services, crumbling housing, and poor infrastructure are a result not only of corruption but of intentional disinvestment as well as racial discrimination. It is the only city in Panama, and perhaps the region, in which the population growth rate is falling, and the absolute size of the population is shrinking. The disintegration of the urban and social fabric in Colón has coincided with crime and violence and the proliferation of gangs.

Commitment of the Mayor. In 2009, the recently re-elected **Mayor of Colón, Dámaso Garcia**, was enthusiastic about AMUPREV when he first encountered the program in 2009. He had already been working with PROSI and was focused on promoting youth soccer competitions. The mayor committed \$30,000 for

office space for the MVPC. The Provincial Governor also expressed interest, but the provincial and municipal governments were at odds and did not work together. In fact, the Governor had Mayor Garcia removed from office in 2010, but he was restored a few months later when the removal was judged unconstitutional. During his absence, the **Vice Mayor, Rosa Vasquez**, engaged directly with AMUPREV and participated in the city exchange trip to Pinellas. Unfortunately, when the Mayor was reinstated, he accused the vice-mayor of disloyalty and sidelined her, and in the process, lost the important contribution she had made to the MVPC and the knowledge she had gained from the visit to Pinellas County.

 The Chief of the PNP in Colon, Diego de Leon, was not willing to cooperate with AMUPREV, believing the police had no social or prevention role. Fortunately, he was replaced by Mauricio Nelson in 2010, who worked closely with the MVPC, seeing it as an opportunity for the police to receive positive recognition. The relationship between the police and the municipality itself, however, was not good. The Pinellas Sheriff's Office facilitated dialogue among municipal officials, police officers, and community leaders. This dialogue resulted in creative ideas where the municipality, police, and community organizations could collaborate, such as providing "safe spaces" for minors whose parents were out late into the night drinking.

 **Samuel Bennett, former Coordinator of the MVPC in Colón, alternate member of the City Council, former deputy to the National Assembly.** Mr. Bennett served as the Coordinator of the MVPC, spear-heading its formation, the development of its diagnostics, as well as planning and the implementation of activities. Mr. Bennett discussed the impact that his experience under AMUPREV had on him, especially the exchanges with Pinellas, FL. He said that what remained from the AMUPREV is the learning and capacity of each individual and the tools for them to continue the work. He appreciated the "realism" of the approach as it was based on understanding the local situation in different sectors of the city. He learned how to manage limited resources for better results by integrating activities, such as PROSI, into a larger plan with a baseline and common objective—"to have a north star" (*tener un norte*). The MVPC promoted initiatives that intervened in the educational system to provide improve support for children, incorporated values into sports activities, provided day care services for women, and developed a private sector partnership with AGUASEO (a private firm in charge of water supply and recollection of waste) for a community cleanup. In addition to Pinellas, Mr. Bennett highly valued the exchanges organized by AMUPREV with the MVPCs of Sonsonate and Nahuizalco, as well as those in other Panamanian cities. Mr. Bennett is currently studying for a law degree focused on public policy and family law.


 ***La oportunidad de ver las cosas de manera diferente queda en mi mente y en mi corazón.***

"The opportunity to see things in a different way stays in my mind and my heart."

Regarding the CityLinks™ exchange with Pinellas, FL
Samuel Bennett
Former coordinator of the MVPC
Colón

José Luis Morales Antioco (El Bakán), Reggae Singer and Composer, Community and Sports Leader. It is impossible to convey in writing the story of personal transformation that José Luis tells; it would be better to simply cut and paste a transcript or link to a video. Without that, we can only relate the outline of what he shared with us. He has emerged as an inspiring community leader and youth mentor out of a childhood of poverty and violence. He engaged in all manner of delinquency and rebellion, including leading street protests with burning tires, throwing Molotov cocktails at police, and being arrested. Gilberto Toro brought José Luis out of his environment and into the community processes that the MVPC had begun, where, over time, he gained a voice and capability he never knew he had to negotiate and lead. Because he knew all the gang members growing up, he played a key role in negotiating with the gangs in order to keep peace in the neighborhood. He has started community programs such as "*Por el Colón que Queremos*" (For the Colón

that We Want) to promote identify for Afro-descendants, formed a soccer team, and conducts workouts at a gym for young kids.

 He also led the most successful downtown urban redevelopment project in Colón. Pinellas introduced the “broken windows” concept¹⁵, and after a nighttime tour of the city during their second visit, the MVPC decided to pilot the concept in the Bambu Line neighborhood (named after an old trolley car stop). Bambu Line was no better off than the rest of the city but its community had not suffered as much of a depopulation despite the state of the buildings and neighborhood. José Luis Morales became the motivating force for implementation of the project. Through a partnership with AGUASEO, contributions by the municipality, support from the MVPC, National Police, *Alcance Positivo* and participation of the community in a massive clean-up and neighborhood beautification effort, Bambu Line was transformed. See the success story: <http://amuprev.camcayca.org/historias/caso.php?id=68>. El “Bakán”, along with residents, have ensured that community governance principles are in place and the neighborhood is kept clean. The rehabilitated bright yellow buildings and landscaped open space reflect a sense of pride that simply did not exist before. He continues to facilitate consensus and mediate conflict in the community—as well as make music.

“Without AMUPREV I would not have had the chance to become a negotiator and gain benefits for my community.”

José Morales Antioco (El Bakán)
Community Leader,
Colón

Status. When USAID left, PROSI continued funding for sports activities, and was fully incorporated into the MVPC. The MVPC stopped functioning when the new mayor came into office in 2015 and ceased funding its activities. Again, the former participants continued to work in their own way. As Mr. Samuel Bennett said, what is left is the capacity and knowledge of the people who participated and their commitment to continue. Bambu Line remains an island in the middle of massive urban decay, in a city from which 30,000 of its inhabitants have been removed ostensibly for an urban renewal project that has yet to be completed. These displaced citizens live in a housing development far from the center of Colón—referred to as *Cristobal Lejos*—that has no schools, clinics, firemen, police, stores, or transportation access, and where crime and violence have followed. The future of the city remains uncertain, but with a new mayor in Colón in 2019, a new President, and a more advanced community police force, perhaps there is an opportunity for renewed efforts and cooperation with the police.

3.1.4 Ciudad de Panamá


Panama City is the highly urbanized capital of the Republic of Panama. As a global financial hub, the city attracts billions of dollars to real estate development, exemplifying the extreme income disparity from lack of social investment. With a population over 1 million, Panama City also has the greatest number of gangs in Panama. As noted above, AMUPEV began working in Panama City in cooperation with *Alcance Positivo* in 2010.


Commitment of Mayor. The **Mayor of Panama City, Bosco Vallarino**, was a former television sportscaster and personality with Telemetro. AMUPREV and *Alcance Positivo* met with the mayor to introduce the project, and he designated his advisor, Octavio Cogley, a former television sportscaster and advisor to the mayor on

¹⁵ The “Broken Windows” concept has since been somewhat debunked in the US because it did not have the effect on reducing crime for which it was originally credited and was associated with “stop and frisk”; however, it had an impact on Bambu Line and in many other communities where AMUPREV intervened, providing them with a framework to incentivize community clean-up and CPTED initiatives that provided families with a greater sense of security.

Solid Waste Management to lead the effort. However, Mayor Vallarino resigned in January 2012 under corruption charges, and the vice mayor, **Roxana Mendez** became mayor. Mayor Mendez has a background in social issues and fully supported the committee, including authorizing the provision and rehabilitation of space for an MVPC office and putting the Director of Social Affairs, Lizbeth Cunningham, in charge. In spite of the mayor's resignation, Mr. Cogley remained active in the MVPC until the new mayor in 2015 removed the MVPC office. He continues to be active in the "MVPC alumni network" in Panama City.

Lizbeth Cunningham, former Director of Social Affairs and MVPC Coordinator. When AMUPREV began, Ms. Cunningham managed the Office of Social Affairs and at first opposed the MVPC, as she felt that prevention was the function of her office. She changed her mind, however, when Mayor Vallarino resigned and Mayor Mendez put her in charge of the Committee, with "full authority" to make decisions. She began to see that the Committee was a platform for coordinating with NGOs and integrating activities. In fact, she said that the committee "reversed" the relationship with NGOs, such that NGOs supported the joint agenda, rather than the municipality supporting their individual agendas. The MVPC provided a way to "project" the municipality out into an untrusting community.

 The CityLinks™ exchange to Arlington, TX solidified Ms. Cunningham's understanding of the fact that prevention is not something that one person can do. In Arlington, she was struck by the interaction of the police with citizens and their presence in schools. After the exchange, the MVPC began to involve the police in everything, noting that the chief of the Municipal Police at the time was a woman, who was very open to a social role for police in prevention. AMUPREV provided the collaborative structure, common objectives, and concrete action to achieve results. Ms. Cunningham also mentioned that the head of the Municipal Security Office traveled to Arlington, TX and completely changed his mind regarding the engagement of the police with the population.

 **Luz Pérez, former Chief of Municipal Police in Panama City.** As head of the Municipal Police, Ms. Pérez was directly involved in the MVPC and its programs. She said that prior to AMUPREV, the role of the Municipal Police, other than guarding buildings, was not clear and there was no command structure nor training. This was an opportunity to define a role in prevention (Ms. Pérez is the person referred to by Ms. Cunningham above.). She went to Arlington, TX and was amazed by the idea of police working in schools. To get closer to the communities, she began to implement what she learned, putting officers in schools, engaging them in teaching road safety to kids, and getting them involved in sports and community events. Their success led to requests for training from other cities in Panama. She claimed that the prevention activities made it possible to enter communities they never went into before. She said it transformed them "from guards into community police." Ms. Ruiz left the force five years ago (in 2014), when Mayor Blandon completely restructured the force, and now works as a private security guard at the Biodiversity Museum of Panama.

Daly Ibanez, Founder, I Am Curundu (Yo Soy Curundu, YSC), and former MVPC member. Ms. Ibanez is one of the original members of the MVPC, who went on to establish a foundation dedicated to providing programming for at-risk youth in association with a community policing pilot in Curundu, one of the poorest and most violent neighborhoods in Panama City. She shared her observations about the MVPC, and the lessons she applied to her work with the foundation. According to Ms. Ibanez, the valued added of AMUPREV's assistance was in the integrative process and the diversification of partnerships; she noted that there are many structures and programs, but they did not function or have the level of activity and results that the MVPC did. She criticized their strong focus on "saving youth through sports," because oftentimes the aim

was to get a lucrative professional contract, which very few would achieve.¹⁶ At the same time, she felt that the MVPC needed more accountability and that they did not use data effectively to identify the most vulnerable or to evaluate change. She also felt strongly that the MVPC needed to include more youth leaders and better integrate the community. Lastly, Ms. Ibanez noted that the members of the MVPC needed help in developing proposals for obtaining funds from the central government.



Ms. Ibanez had been working for a consulting firm under a contract to provide tutoring and mentoring services to at-risk youth in Curundu when she traveled to Guatemala for the National Municipal Violence Prevention Committee Forum organized by AMUPREV. During that trip, she had the opportunity to speak with trained community police officers about their approach, which deeply influenced her work and her willingness to work closely with the national police, who had generally not been involved in the Panama City MVPC activities.

At around the same time, Panama had been exploring the Pacification Police Unit (UPP) community policing model from Rio de Janeiro and posted its first pilot Community Prevention Unit (*Unidad Preventivo Comunitario*, UPC) in Curundú. The unit worked in a specific neighborhood and was autonomous from the National Police to avoid confusion (this eventually changed so that the units were under the control of the National Police). Several police officers who had participated in the AMUPREV CityLinks™ exchanges with Arlington, TX were part of the UPC. When the MVPC Office was eliminated, many of the members continued to focus on and support initiatives in Curundú.

Ms. Ibanez worked with the community police for four years but realized that without social programs, the UPC was the only link to youth opportunity in the community. Consequently, she began to develop partnerships with Panamanian government agencies, such as CONAPRED, international donors and local organizations, and established *Yo Soy Curundú*. YSC's operation is located within the UPC station in the heart of Curundú and provides school reinforcement, health services, cultural events and life skills training, engaging the police in all of these activities. The UPC was so successful in reducing the crime rate that it was replicated in several more cities and is now every city in Panama has at least one.

Status. When a new mayor of Panama City was elected in 2014, the civil society members of the MVPC briefed him and he agreed to continue the committee but did not provide budget support. The MVPC continued to meet informally outside the municipality, but the Committee ceased to have a municipal component. All of the original members remained engaged and kept it going until the last formal meeting took place over two years ago. The former members all work independently on social issues, but with no common platform. The group, however, remains in frequent contact amongst themselves as well as with the groups in Colón and San Miguelito. A delegation of the three MVPCs and a representative of AMUPA gave presentations at the AMUPREV closeout event in Santo Domingo in September 2019. The timing was favorable for reactivating the group because a new president was recently elected in Panama and there were indications that he supports prevention. In addition, AMUPA made the commitment and effort to become an affiliate of ICMA, which was formalized in October 2019.

¹⁶ AMUPREV encouraged Committee members to focus on sports for children and youth as a way to promote values of teamwork, assist in conflict resolution and promote trust in the police (through their engagement).

3.2 EL SALVADOR

Target Municipalities. AMUPREV started work in El Salvador in FY2010. At the time, USAID/El Salvador was beginning to concentrate its CARSI programs in target municipalities based on a diagnostic conducted by Vanderbilt

University. Although the mission was initially concerned about overseeing a regional project funded out of Washington, USAID/El Salvador selected the municipality of Nahuizalco for AMUPREV implementation in order to complement the support provided by two other USAID funded programs, as Nahuizalco was among the top 10 most violent Salvadoran municipalities in 2008. Sonsonate, the departmental capital, was subsequently selected due to its proximity to Nahuizalco, although no USAID programs were being implemented there. This gave AMUPREV the opportunity to work with two municipalities with mayors from the two main national political parties: FMLN in Nahuizalco and ARENA in Sonsonate. AMUPREV launched the project by organizing an exchange between Sonsonate and Nahuizalco to share their knowledge and experience.

	Department	Municipality	Population*
El Salvador	Sonsonate (FY2010-14)	Sonsonate	72,951
		Nahuizalco	56,986
Cuscatlan (FY2014-15)		San Jose Guayabal	9,218
		San Bartolome Perulapia	9,921
		Suchitoto	23,812

*Source: Dirección General de Estadística y Censos, 2018.

In FY2013, USAID launched two new five-year CARSI projects: the Crime and Violence Prevention Project (CVPP), implemented by Creative Associates to support the establishment of community crime and violence prevention committees, and the Justice Sector Strengthening Project (JSSP), implemented by Checchi, which included providing training to the National Police (PNC) in community policing. As assistance to Sonsonate and Nahuizalco began to wind down, AMUPREV received a two-year extension, and USAID/El Salvador asked ICMA to support municipalities in new clusters that the Mission was beginning to support. ICMA selected Suchitoto, in cooperation with the CVPP. In consultation with the Vice Minister of Prevention and the General Directorate for Social Prevention of Violence and a Culture of Peace (*Dirección General de Prevención Social de la Violencia y Cultura de Paz*, PRE-PAZ), AMUPREV then requested and subsequently received authorization from USAID/El Salvador to provide support to San Jose Guayabal and San Bartolome Perulapia, two neighboring towns to the south of Suchitoto with high levels of violence. USAID also approved an additional task in Nahuizalco to help identify ways to generate revenues specifically to fund prevention with municipal service fees.

National Municipal Association. In El Salvador, AMUPREV signed an MOU with the Corporation of El Salvador Municipalities ([Corporación de Municipios de la República de El Salvador](#), COMURES) to identify additional municipalities to receive direct technical assistance. In cooperation with COMURES, AMUPREV worked briefly in Ayutuxtepeque to strengthen the existing MVPC and in Mejicanos to help set up a new MVPC, develop its action plan and train their communications staff. COMURES co-funded production of four [videos](#) with AMUPREV showcasing violence prevention initiatives in Ataco, Comacarán, Ayutuxtepeque and Mejicanos. COMURES was not an active participant in the Red AMUPREV or CAMCAYCA despite many attempts to engage them.

National Policy Context. In June 2009, Mauricio Funes, the first FMLN President of El Salvador, came into office and expanded crime and violence prevention and community policing. In 2010, Funes issued the “National Strategy for the Social Prevention of Violence in Support of Municipalities” (*Estrategia Nacional de Prevención Social de la Violencia en Apoyo a los Municipios*, ENPSV), which was updated in 2014 with the assistance of UNDP as the National Strategy for Violence Prevention ([La Estrategia Nacional de Prevención](#)

de la Violencia, ENPV). To implement the strategy, the government of El Salvador created the PRE-PAZ within the Ministry of Governance. At the same time, however, Funes issued a decree authorizing the military to carry out police functions and supported the infamous gang truce in 2012 until it was terminated in 2014, during which the homicide rate declined, only to escalate in 2014.

In June 2014, FMLN President Salvador Sanchez Cerén took office and, in reaction to the failed truce, presented a new policy, the Secure El Salvador Plan (Plan El Salvador Seguro, PESS), and established the National Council for Citizen Security and Co-existence (*Consejo Nacional de Seguridad Ciudadana y Convivencia*, CNSCC). The PESS had five pillars, one of which was prevention, and concentrated on the 50 most violent municipalities based on a rigorous ranking system that determined the sequencing of a staged rollout of implementation. AMUPREV was influential in the development of the PESS and supported an exchange with Rio de Janeiro that brought the Director General of the PNC and the Minister of Governance to Brazil to learn about the UPP model.

National Police. The National Civil Police (Policia Nacional Civil, PNC) was established after the 1992 Peace Accord, concentrating the function of public security and law enforcement in one central, unified body. The PNC began to pilot community policing in 2008 with the help of JICA, and in 2010 formally established a Community Policing Unit. In 2011 the Framework Law for Citizen Co-existence and Administrative Infringements (*Ley Marco para la Convivencia Ciudadana y Contravenciones Administrativas*) established the Municipal Police Corps (*Cuerpo Agente Municipal*, CAM), which granted municipalities the authority to establish a municipal force with a local citizen security and prevention role, in coordination with the PNC. The CAM comes closest to a local community police force than in the other AMUPREV host countries. The legal framework is somewhat unclear about the scope of the CAM's local authority, especially vis-à-vis the PNC and the PNC Community Police. When AMUPREV began work in El Salvador in 2010, only Sonsonate had a CAM force, consisting of nine officers. The Bureau of International Narcotics and Law Enforcement Affairs (INL) was implementing the Model Police Precinct (MPP), the Gang Resistance Education and Training (GREAT) program, the Police Athletic League (PAL), and the National Academy of Public Security (ANSP) Police Academy Reform.



Country Technical Advisor, Maria Isabel Fortín de Miranda (2010-2015). ICMA hired Ms. Fortín when AMUPREV started working in El Salvador and supported all five partner municipalities. Ms. Fortín resides in San Salvador, an hour's drive from the partner municipalities, enabling her to make frequent trips to the municipalities. Ms. Fortín has extensive experience working with youth and was instrumental in helping the MCVP members to adapt the experiences they learned through their CityLinks™ exchange with Santa Ana, CA, particularly the youth mentoring program. She developed AMUPREV's *Guide for the Implementation of a Mentoring Program for the Prevention of Violence and Improvement of Co-existence with Municipal Leadership*. She also shared the AMUPREV methodology and lessons learned from Nahuizalco and Sonsonate with Ayutuxtepeque and Mejicanos.

With the extension of the Program in FY2014, Ms. Fortín went on to support three additional municipalities in the Department of Cuscatlán (Suchitoto, San José Guayabal and San Bartolomé Perulapía). Again, using her background and skills, she helped motivate the Committees and supported their efforts to develop innovative violence prevention projects, many times with support from the private sector.

The table below provides a summary of basic data about each of the MVPCs in El Salvador.


Table 10: Municipal Summary Table, El Salvador

EL SALVADOR	Mayors* 2012 2015 2018	Years	CityLinks™	Status of MVPC	Policy	Other Assistance
Sonsonate	José Roberto Aquino Ruiz (ARENA)	4	Santa Ana, CA	Active*	No	UNDP
	José Roberto Aquino Ruiz (ARENA)					
	José Roberto Aquino Ruiz (ARENA)					
Nahuizalco	Patrice Willer (FMLN) 2nd term	5	Santa Ana, CA	Active	Ordinance	RTI Checchi
	Patrice Willer (FMLN) 3rd term					
	Patrice Willer (FMLN) 4th term					
San Bartolomé Perulapia	Cristian Marvin Sermeno Arias (FMLN)	2	Stockton, CA	Active	No	
	Cristian Marvin Sermeno Arias (FMLN)					
	Ronal Bladimir Ortiz Hernández (ARENA)					
San José Guayabal	Mauricio Arturo Vilanova Vaquero (ARENA)	2	Stockton, CA	Active	No	
	Mauricio Arturo Vilanova Vaquero (ARENA)					
	Mauricio Arturo Vilanova Vaquero (ARENA)					
Suchitoto	Pedrina Rivera FMLN	1		Not Active	No	CVPP Creative
	Pedrina Rivera FMLN					
	Pedrina Rivera FMLN					

**The names of the mayors under AMUPREV are in bold.

3.2.1 Sonsonate Department: Sonsonate and Nahuizalco (FY2010-2014)


SONSONATE. Sonsonate is the capital of the Department of Sonsonate, in the western part of El Salvador, with a population of about 73,000. Prior to AMUPREV's arrival, the UNDP helped to establish a local Council for Citizen Security and Community Co-existence (CCSCC) while conducting a general safety diagnostic. JICA introduced the Japanese Police Box Model, posting boxes in six zones where citizens could lodge complaints or report crimes. No PNC Community Police were assigned to Sonsonate.

 **Commitment of the Mayor.** The assistance from JICA and the UNDP was concluding as AMUPREV started up in Sonsonate. **Mayor Roberto Aquino** signed an MOU with AMUPREV to develop a violence prevention strategy with the already-established Citizen Security Council. The mayor's priorities, however, remained focused on security – such as setting up a monitoring and surveillance center – prompting the Council to focus on repression and prosecution.¹⁷ AMUPREV made a judgement call to provide some support to the mayor's priorities while using the opportunity to introduce prevention concepts and shift his focus by including him in the CityLinks™ exchange with Santa Ana, CA. AMUPREV also began to work with the Citizen Security Council to broaden the scope of its activities to include prevention.¹⁸

Sonsonate implemented a number of programs based on in the CityLinks™ exchange in Santa Ana, including City Night Lights, integrated the Chamber of Commerce with the Council, and Chamber support for High School prevention activities. Sonsonate also implemented a version of the Gang Reduction and Intervention (GRIP) Program in neighborhood schools.


¹⁷ Although AMUPREV staff were reluctant, the Project helped to fund surveillance cameras in this instance as a good faith gesture.

¹⁸ Consequently, Sonsonate has a Council for Citizen Security and Community Co-Existence, which functions essentially like an MVPC based on AMUPREV's model.

 Mayor Aquino cited the relationship with Santa Ana as the most impactful result of AMUPREV's support, as he credited the partnership for "expanding his vision" and for Sonsonate's success with the CAM. When Mayor Aquino, now in his fourth term, started the CAM, there were only 5-6 officers, and today the corps boasts 150 officers. According to Mayor Aquino, the relationship with Santa Ana continues, and, in fact, his office returned to Santa Ana in 2017 at their own expense. The CAM conducts prevention activities, enforces municipal ordinances, provides security for government facilities, and conducts joint patrols with the PNC by bicycle, foot, and vehicle. The mayor believes that the CAM needs to be professionalized with standardized training.¹⁹ Currently 60% of the corps' agents have joined within the last three years. The mayor has approached the PNC to coordinate training, including in conflict management. Although the PNC shares information, the mayor says that the municipality needs more capacity to collect and use data.

William Cruz, former Municipal Council member, former CCSCC Coordinator. Mr. Cruz was the CCSCC Coordinator and a municipal employee from 2009 to 2015, during the period that AMUPREV was working in Sonsonate. He had worked with the UNDP prior to this period. Mr. Cruz claimed that project taught him how to formulate plans that are focused, aligned, integrated, and informed by data. He also highlighted the key prevention concepts of using data to target vulnerability rather than crime and the merit of focusing on specific locations where vulnerability is highest. For example, Mr. Cruz's office recently analyzed crime and violence data for Sonsonate from 2012 to 2018 and identified an anomaly starting in 2015, when there was a dramatic rise in robbery, theft, and threats linked to extortion. They determined that the sharp rise coincided with the arrival of a new PNC Police Chief, who had centralized operations and reduced patrols. In addition, they noted that incidents were clustered around three universities. They used surveillance cameras to observe what was happening and worked with the PNC to increase patrols. The data showed a drop in crime following the initiation of patrols.

Mr. Cruz said that he is currently collecting data from the schools to identify how many children and youth were enrolled in school but not finishing, at the primary, secondary, and tertiary levels, and to combine that with data from state exams to identify academic performance. He noted that the National Violence Observatory was established in 2015 and shared his desire to see a similar model developed to gather education data, given that the education system is centrally controlled, and his office does not have access to local data.

 **Sylvia Gomez, School Director, San Genaro School, Early Care Program (*Programa de Atención Temprana*).** Ms. Gomez is one of two school directors who decided to replicate the Gang Reduction Intervention Partnership (GRIP) model from Santa Ana. GRIP is a secondary prevention program that identifies at-risk youth in Santa Ana schools and works to increase their school attendance, improve their behavior in and out of the school, and discourage participation in gang activity. The CCSCC targeted resources to the school, which is very small and located in a remote area; the PNC provided transportation, the family court psychologist provided support, a university provided tutors, and the municipality provided social workers. The program continues to be funded by the municipality and the school has been rehabilitated recently with European Union (EU) funding. Ms. Gomez explained that the school is governed by the students

¹⁹ To qualify as a CAM in Sonsonate, candidates must have at least two years of military experience, a high school diploma, a license to bear arms, and their own personal weapon. They also must take a psychological exam and are kept under probation for the first three months, evaluated, and kept on probation for 3 more months before officially joining the force.


under an agreement among the teachers, parents, and students regarding school rules of behavior and co-existence. The school also acts as a community center.

Status. Mayor Aquino won the last two elections since AMUPREV ended and the CCSCC continues to function.

NAHUIZALCO. Nahuizalco, with a population of about 56,000, was one of the 10 most violent municipalities in El Salvador in 2008.


Commitment of the Mayor. When AMUPREV began to work in Nahuizalco, **Mayor Jorge Patriz Willer** was in his first term in office and already working with the UNDP, JICA, and two USAID-funded programs: CVPP and JSSP. Mayor Willer declared that AMUPREV was the only project that focused on strengthening municipal capacity to manage crime and violence prevention efforts focused on reducing risks. Mayor Willer, who is trained as a doctor, immediately recognized the public health model as the basis for social prevention. He has since been one of the most committed and effective mayors with whom AMUPREV worked.

Mayor Willer moved quickly to establish an MVPC, which was sworn in on March 2010 as the Citizen Social Prevention and Security Council (the members decided that they did not want the word “violence” in the title of the council). In collaboration with the CVPP and JSSP, AMUPREV facilitated a diagnostic and the development of a work plan with six pillars, one of which was focused on the institutional strengthening of the Council itself.

 Mayor Willer categorically attributes the progress made in Nahuizalco to the assistance of AMUPREV, for according to him, it created capacity to manage change. The most visible evidence of this capacity is the beautiful central plaza and new outdoor market area in the center of town. The plaza and surrounding streets had been overtaken by unregulated vendors, filled with trash, noise pollution, traffic jams, and other high-risk factors for crime and violence. With the MVPC and PNC, Mayor Willer integrated what they had learned through the partnership with Santa Ana, with training in Crime Prevention through Environmental Design (CPTED) to clean up and rehabilitate the central plaza, move vendors into a formal marketplace next to the plaza, widen streets, install street furniture and lights, and rehabilitate surrounding buildings.

Regulation of the organized open market generated additional revenue for the municipality (from about \$4,000 a month to \$27,000 a month), which was used to fund scholarships to pay for transportation and tuition at a local university. The improved security environment also encouraged more buses to add Nahuizalco to their routes, even picking up passengers as late as 10pm, according to the mayor.

One of the priorities of the MVPCC was the development of a Citizen Co-Existence Ordinance (*Ordenanza Contravencional para la Convivencia*) that outlined basic rules of civic behavior, such as not littering and creation of a CAM to ensure compliance. After it was approved by the Municipal Council in 2012, AMUPREV supported printing and public education about the ordinance, which was then distributed to the national and municipal police in Nahuizalco. In fact, during his interview, the **Chief of the CAM, Abel Garcia**, pulled one out of his pocket, badly worn but still legible—the same booklet that was printed seven years ago. The ordinance provided a common baseline for public behavior that was transparent to everyone and helped to create trust in the police charged with its enforcement.

 The transformation of Nahuizalco is impressive. Neighborhoods that were closed off or considered dangerous are now open, with citizens moving freely around the city. Some of the highlights of

prevention activities include the replication of the [KidsWorks](#) model from Santa Ana, which provides support to children and youth to develop their leadership and academic skills through after-school programs; tutoring and mentoring; pre-school; parenting classes; an after-school program located in the *Casa de Justicia* (Justice House); and replication of a physical education program from Santa Ana, which provides karate and soccer training in cooperation with the police.

The most transformational accomplishment of the MVPC and Mayor Willer was updating the municipal fee structure in order to allocate a portion of additional revenue generated to local prevention initiatives. The mayor stated that the introduction of the practice of social audits by the MVPC was instrumental in the credibility of the municipal tax because it assured citizens that revenue was being spent as intended, and that favorable results are being achieved. This is a best practice that ICMA recommends for future CVP programming.

It is worth mentioning that El Salvador's Ministry of Tourism presented Nahuizalco as the top tourist destination in El Salvador at the 2019 International Tourism Fair in Madrid, Spain, the premier annual venue for the global tourist industry. Nahuizalco's popular night market, traditional culture, colonial architecture, and location were promoted as the jumping off point for the Flower Route—which attracted over 300,000 visitors in 2018. According to its mayor, “a characteristic that distinguishes Nahuizalco is that it is the only town in el Salvador with a night market, where one can enjoy a variety of tasty and affordable local cuisines.” The night market would not have been possible 5 years ago.

Abel García, Chief of the CAM. Chief García said that they currently have 14 CAM posted in the center of town. Unlike Sonsonate, the CAM in Nahuizalco do not carry arms, but rather, batons. Nor do they look for military experience when recruiting. The new CAM are educated on the city ordinances, vehicle ordinances, and transit laws, and take the PNC course on community policing. Nahuizalco has a camera surveillance system, which they share with PNC, in exchange for access to the police radio frequency. Seventy PNC are supposed to be assigned in Nahuizalco, but that is not the case, as there is a high turnover, along with internal divisions. Since there is no 911 service, citizens can call the individual CAM directly, whose cell phone numbers are shared publicly.

Status. Mayor Willer won the last two elections since AMUPREV ended and the MVPC, one of the most successful under AMPUPREV, continues to progress as it evolves and learns.

3.2.2 Cuscatlán: San José Guayabal, San Bartolomé Perulapía, Suchitoto (FY2014-2015)

The three selected municipalities in Cuscatlán Department are clustered in a densely populated area and adjacent to several of the most dangerous municipalities in El Salvador today, including San Pedro Perulapán and San Martín.

SAN JOSE GUAYABAL. When we arrived in San Jose Guayabal for our meeting with the mayor, **Mauricio Villanova**, he had just returned to his office from the scene of a murder that happened that night. It was the second murder they experienced that year, and he expressed frustration that the body was only a few feet inside the border of his jurisdiction and therefore counted as a murder inside San José Guayabal. The Mayor was convinced that the body had been dumped onto their side.



Mayor Villanova is well known, if not infamous, for being the “armed mayor.” He dresses like the police and patrols with them armed with a semiautomatic weapon, often incognito. He has received death threats for his tactics and shared that he once avoided attack because he was warned of an ambush in advance. Nonetheless, Mayor Villanova successfully cleared the gangs out of San José Guayabal, making it one of the safest municipalities in Cuscatlán. Ironically, he is almost equally as well-known as an articulate and passionate promoter of social prevention. Until AMUPREV arrived, he claimed that he only focused on law enforcement, but with AMUPREV he thoroughly adopted the prevention principles and has applied them rigorously to great effect. The mayor declared that everything they did in prevention was due to AMUPREV and that they received many ideas from their CityLinks™ exchange with Alexandria, VA.

“Todo lo que hemos hecho [en prevención] es por AMUPREV y ICMA.”

“Everything that we did [in prevention] is because of AMUPREV.”

*Mauricio Villanova
Mayor, San José Guayabal*

He described his philosophy as “you can’t have security without prevention, and you can’t have prevention without security.” He also highlighted a number of activities funded by the municipality, including: a Community House for Youth; school buses (transporting 1,500 children a day); improvements to the school environment by installing air conditioning in classrooms; mentoring, music, and English language classes;

Restoring a Sense of Safety to the Community:

Walking around town with Mayor Villanova is enlightening. For one thing, he knows everyone’s name, even the small boys in the central plaza (which he rehabilitated), who he playfully scolded for roughhousing. He said that people from other municipalities regularly come to San Jose Guayabal to socialize and relax. He pointed out a pair of young women sitting in the plaza and predicted that they were from San Martín; he approached them to ask, and sure enough, they were from San Martin. He asked them why they came to San Jose Guayabal and they gave him the answer he anticipated: because it’s safe. He took us for dinner to a restaurant outside the center of town in an area that had been completely controlled by gangs but was now cleared. The restaurant was filled with families with small children.

school lunches; day care programs and services; the installation of streetlights; and support for the municipal youth band. Mayor Villanova describes prevention as “*inversión en el ser humano no solo en infraestructura*” (investment in the human being, not only in infrastructure). He mentioned new efforts to engage the private sector through the National Association of Private Enterprises (ANEP). The key to success, according to the mayor, is “synergy among all of the actors.”

Status. It is hard to argue with success, yet the approach is extremely risky and its success in San Jose Guayabal is highly dependent on the idiosyncratic personality of the mayor. Nonetheless, the mayor has been re-elected three times and the MVPC continues to be active.

SAN BARTOLOMÉ PERULAPÍA. San Bartolome Perulapía is a small rural town of about 9,000 people, wedged between Suchitoto to the north, San José Guayabal to the west, San Pedro Perulapán to the east and San Martín to the south. Both San Pedro Perulapán and San Martín are considered dangerous municipalities.

Commitment of Mayor. We met with the former mayor of San Bartolomé, **Christian Sermeño** (FMLN) in San Salvador. He is the only mayor with whom AMUPREV worked in El Salvador who did not get reelected in 2018 (he lost to the ARENA candidate, Ronald Ortiz). Mayor Sermeño indicated that he was very grateful for the assistance AMUPREV provided, as the dynamic of the approach to prevention brought everyone together, and they learned that they could do a lot with limited resources and the support of volunteers. Mr.


Sermeño regretted, however, that partisanship on the Municipal Council, which was focused on infrastructure projects, weakened the MVPC.

In the municipality of San Bartolomé Perulapía, we did not meet the new mayor, but we met with the new **Municipal Secretary, Astrid Fuentes**, and two municipal staff who had been involved in AMUPREV: Casey Henríquez, the former Municipal Secretary; and Rosi Ponce, who managed Strong Families; and Veronica Calles. We quickly determined that the new Secretary knew nothing about the MVPC, and, presumably, neither did the mayor, despite the fact that many of the municipal staff who had participated in AMUPREV remained. At the same time, it is not surprising that the staff had not briefed the new leadership, especially given that the new mayor was from ARENA and had unseated the mayor of the last eight years who was FMLN.


Casey Henríquez is the former Municipal Secretary, with a strong background working with youth as a teacher and with donor-funded projects, including USAID. Under AMUPREV, she worked directly with Marisa Fortin, AMUPREV’s Country Technical Advisor, conducting diagnostics and work plan development. Ms. Henríquez shared that they had faced challenges formalizing the MVPC, because even with the help of PRE-PAZ in drafting statutes, the Municipal Council would not approve the Committee. The Municipal Council was more focused on infrastructure, but little by little began to support more integrated social programs starting around 2013-2014.

“We had to unlearn what we had been taught and change the way we think.”

Casey Henríquez
Former Municipal Secretary,
San Bartolomé Perulapía

 Ms. Henriquez said they continued to strengthen the MVPC by integrating the leaders of the Community Development Associations (*Asociaciones de Desarrollo Comunal*, ADESCOs), school directors, and police, and developed a “youth collective,” whose representative was a member of the MVPC and traveled to Alexandria, VA (Ulises Lóez). Lacking formal status, the MVPC focused on execution and results to gain credibility. The Municipal Council approved programs on a case by case basis, and they managed to replicate the KidWorks model from Alexandria, VA, promote police engagement with youth, and establish a Youth House (Casa de Juventud) and a municipal soccer school. With each successful program, community members started to ask for more activities.


Rosi Ponce was a member of the MVPC working with women and families, specifically a program called Strong Families (*Familias Fuertes*), a Pan-American Health Organization model implemented by PRE-PAZ and Catholic Relief Services (CRS) in El Salvador. She said that they did not just have meetings but went out into the communities to “*ver y sentir en la calle*” (“to see and feel on the ground”). Rosa worked with the ADESCOs and collaborated directly with teachers to identify children and youth at risk. They also worked with central government agencies. She reflected that it took creativity to implement prevention with limited resources, but they achieved results, and that kept them going. She described the experience with AMUPREV with a metaphor: “clear the land, plant the seed, and then protect the seed.”

 **Veronica de Calles** worked in the community on a mentoring program that AMUPREV helped them replicate from Alexandria, VA. She shared that she used to have a job recording the burials of children, which influenced her commitment to prevention. She pointed out that San Bartolome is surrounded by dangerous municipalities, which makes their work that much more difficult. Their actions had been dispersed but with the help of AMUPREV they learned to focus on risks and work strategically.

Status. It was pretty clear that the meeting with the AMUPREV consultant was the first opportunity that the individuals present had to communicate the work that had been done under AMUPREV. Ms. Fuentes acknowledged that the mayor was not aware of the project and that like all new mayors, he wanted to bring his own ideas. However, she pledged to brief the mayor on what was shared.

It is worth noting here that the new mayor launched a new initiative in September, 2019 called *the Nuevas Ideas Juventud (NIF) Perulapia Movement*, an official public opinion survey. The survey will provide data for a “situational diagnostic” to inform a “Perulapia Municipal Strategic Human Development Plan” by 2021.

SUCHITOTO. AMUPREV’s engagement in Suchitoto was very limited. The CVPP was already underway there and PRE-PAZ had provided some assistance. After AMUPREV’s COP met with the Mayor, **Ms. Pedrina Rivera**, and members of the MVPC, USAID decided to hold off on AMUPREV implementation until the CVPP project completed a diagnostic and strategic plan. This process took much longer than expected and in the interim, AMUPREV provided small in-kind grants to the MVPC and engaged with it in posting and obtaining information on the AMUPREV website.

 Despite the fact that support for implementation was on hold, Suchitoto was included in CityLinks™ exchanges, with visits to Suchitoto conducted by the delegation from Alexandria, VA, and travel by the mayor and another member of the MVPC to Alexandria. During the trip to Alexandria, Mayor Rivera was surprised and dismayed to hear about the extent of AMUPREV’s assistance to San Bartolome Perulapia and San Jose Guayabal, and upon her return expressed her disappointment to USAID that she was not benefiting from the same level of assistance. During the last three months that AMUPREV worked in El Salvador, the Project was able to adapt the Alexandria mentoring program to Suchitoto and train mentors based on the *Familias Fuertes* program.

Mayor Pedrina has been re-elected two times since AMUPREV ended (in 2015 and 2019). She shared that while they used to have major problems with gang recruitment and graffiti, the engagement of the PNC with students in schools and the mentoring program have made a difference. She said that at this time, there are no areas of Suchitoto that one cannot enter. She has focused heavily on preventing and responding to violence against women and fostering a culture of denunciation. In cooperation with the PNC, Mayor Rivera established a Unit for Specialized Assistance to Women Victims of Violence (*Unidad Institucional de Atención Especializada a las Mujeres en Situación de Violencia*, UNIMUJER), providing victims with assistance 24 hours a day. In April 2019, Suchitoto inaugurated the Women’s House ([Casa de las Mujeres](#)) to promote women’s rights and economic opportunity (the House also provides workshops for men). Suchitoto continues to support community policing, with police visiting neighborhoods 2-3 times a week and engaging with youth in sports.

Status. Although PRE-PAZ was engaged in Suchitoto in 2014-2015, Mayor Pedrina said that they no longer receive any assistance because they are no longer considered a violent municipality. She worries about the resurgence of gangs due to returnees from the US. She said that the MVPC no longer functions and they instead work through the municipal departments.

3.3 GUATEMALA

Target Municipalities. In FY2013, USAID extended the project end date several times and added funding to expand AMUPREV to Guatemala. USAID selected municipalities where its Violence

Prevention Project (VPP) was being implemented by RTI (2010-2014), or locations that were in close proximity. VPP was working at the community-level with the Community Development Councils (CODODES), while AMUPREV worked at the municipality level with Municipal Development Councils (COMUDES).²⁰ USAID selected **Palencia** where VPP was working and added **Santa Catarina Pinula**; **Mixco**, another VPP location, was added a few months later.²¹ In FY2014, AMUPREV expanded to the Department of Alta Verapaz, working in **Cobán** (VPP), **San Juan Chamelco**, and **Tactic** (VPP). AMUPREV also provided technical advice to the national government in 2013-2014 as it developed its national prevention policy, to ensure a focus on the role of municipalities.

	Department	Municipality	Population
Guatemala FY13-FY15	Departamento de Guatemala (FY2013-15)	Mixco	(463,019) peri-urban
		Palencia	(31,824) rural
		Santa Catarina Pinula	(70,982) rural
	Departamento de Alta Verapaz (FY2014-15)	Cobán	(212,047) urban/rural
		San Juan Chamelco	(13,264) rural
		Tactic	(15,213) rural

Note on terminology in Guatemala:

Municipal Council = Consejo Municipal
Municipal Development Council = COMUDE
Community Development Council = CODODE
Municipal Prevention Committee = COMUPRE
Community Prevention Committee = COCOPRE

National Municipal Association. When AMUPREV started working in Guatemala, prevention was not a priority for the leadership of the **National Association of Guatemalan Municipalities** (*Asociación Nacional de Municipalidades de la República de Guatemala, ANAM*). The President and Executive Director, however, responded to the initial presentation with strong support for AMUPREV, and invited

the COP to participate in its annual General Assembly meeting, maintaining a booth to distribute the Municipal Violence Prevention Committee (MVPC) guide. ANAM was also vital to the establishment of the Red-AMUPREV, taking initial leadership of the regional network. When a new president of the association was elected, however, cooperation waned (the subsequent President re-engaged). The **Guatemala Association of Indigenous Mayors and Authorities** (*Asociación Guatemalteca de Alcaldes y Autoridades Indígenas, AGAAI*) was very cooperative and dedicated staff to coordinate with AMUPREV and serve as a “communicator,” posting news to the AMUPREV website. Both ANAM and AGAAI participated as observers in the community police training provided by the Santa Ana Chief of Police in 2014. ANAM sent representatives to Santa Ana in October 2014 and AGAAI to Stockton in May 2015.

National Policy. President Perez Molina (2012-2015) initially pursued a policy of repression; however, about a year before the 2015 election, he began to pay more attention to prevention and approved the National Policy for Prevention of Violence and Crime, Citizen Security and Peaceful Coexistence (*Política Nacional para la Prevención de Violencia y Delito, Seguridad Ciudadano, y Convivencia*) in September 2014.²² The policy established a **Unit for Community Violence Prevention** (*Unidad para la Prevención Comunitaria de la Violencia, UPCV*) in the Ministry of Governance, and a General Sub-Direction of Crime Prevention (*Subdirección General de la Prevención del Delito*) in the National Civil Police (PNC). With assistance from

²⁰ While AMUPREV was recognized for its effective coordination with RTI, RTI’s report does not mention either AMUPREV or ICMA in its final report.

²¹ Mixco and Santa Catarina Pinula are members of the [Mancomunidad Gran Ciudad del Sur](#).

²² Interestingly, in 2014, ANEP had hired Giuliani to provide consulting assistance in the development of an anti-crime strategy promoting “zero tolerance”. <https://www.insightcrime.org/news/analysis/rudy-giuliani-in-central-america/>

JICA, the Government began to pilot the UPP community policing model from Brazil, the Community Security Police Model ([Modelo Policial de Seguridad Integral Comunitaria, MOPSIC](#)), in two municipalities in the Department of Guatemala (2014-2019). The Ministry of Governance also established the Integrated Information System for Violence Prevention ([Sistema Integrado de Información para la Prevención de la Violencia, SIPREVI](#)). (To date it provides crime data only for 2017.)

At the time, the UPCV had limited staff, capacity and budget, but began to sponsor events in coordination with the MVPCs of Mixco, Palencia and Coban and cooperated with UN Women on a victimization survey that was used by the MVPCs to inform their 2015 work plans. The head of the UPCV, **Axel Romero**, was active in AMUPREV. The UPCV did not become effective in terms of staff and budget until 2017, when President Jimmy Morales launched the National Strategy for Prevention of Violence and Crime ([Estrategia Nacional de la Prevención de la Violencia y el Delito, ENPVD, 2017-2027](#)) and appointed Axel Romero as Vice Minister for Prevention. At that time, the UPCV began to promote Municipal Violence Prevention Committees (*Comisión Municipal de Prevención de la Violencia, COMUPRE*) under the Municipal Development Councils (*Consejos de Desarrollo Municipal, COMUDE*) rather than being led by the municipalities. With the support of the World Bank and the UNDP, the UPCV systematized its [approach](#) in a formal document, which draws from the work of AMUPREV.


Municipal and Transit Police. Under AMUPREV, community policing training was focused on the Municipal Police (MP) and Municipal Transit Police (MTP), whose formal functions are to guard facilities and manage traffic, respectively. AMUPREV conducted a study of their structure and capacities in Palencia, Santa Catarina Pinula, and Mixco, and found that all three municipalities had invested in the creation of these bodies in response to the weak local presence and poor reputation of the PNC. The PNC's new Prevention Unit, however, began to assign prevention officers to municipalities. Palencia was the only one of the three municipalities where the PNC played a significant role during AMUPREV implementation.

Table 11: Municipal Summary Table, Guatemala


GUATEMALA	Mayors (2012, 2016, 2020)	CityLinks™	Status of MVPC	Policy	Other Assistance
Mixco	Otto Pérez Leal	Santa Ana, CA	Consolidated	Yes	USAID Violence Prevention Program, USAID CONVIVIMOS
	Neto Bran Montenegro (1st term)				
	Neto Bran Montenegro (2nd term)				
Palencia	Ramiro Perez Hernandez	Santa Ana, CA	Reestablished	No	USAID Violence Prevention Program, UPCV
	Guadalupe Alberto Reyes (3rd term)				
	Guadalupe Alberto Reyes (4th term)				
Santa Catarina Pinula	Antonio Coro (3rd term) (resigned)	Santa Ana, CA	Consolidated	Yes	Alianza Joven, UPCV
	Victor Alvaziraes Monteroso				
	Sebastia Siero				
Cobán	Leonel Chacon Barros (2nd term)	Stockton, CA	Not Active	Yes	USAID Violence Prevention Program
	Koky Cordova (Molino)				
	Leonel Chacon Barrios (3rd term)				
San Juan Chamelco	Ervin Tut Quim (1st term)	Stockton, CA	Consolidated	No	
	Ervin Tut Quim (2nd term)				
	Ervin Tut Quim (3rd term)				
Tactic	Edin Guerrero Miliam (1st term)	Stockton, CA	Active	No	USAID Violence Prevention Program
	Edin Guerrero Miliam (2nd term)				
	Julio Asig				

3.3.1 Guatemala: Palencia, Santa Catarina Pinula, and Mixco (FY2013-2015)

PALENCIA. Of the three partner municipalities in the Guatemala Department, Palencia is the smallest, as well as most rural and poor, with a population of 32,000. In Palencia, we interviewed the ex-mayor, the ex-chief of the Municipal Transit Police (MPT), an ex-transit police officer, an official from the Ministry of Health assigned to Palencia, and the Director of Casa Barrileta. All were members of the MVPC and traveled to Santa Ana.

 **Commitment of Mayor.** The mayor of Palencia in 2013, **Ramiro Perez**, welcomed the assistance of AMUPREV, supported establishment of the MVPC, and committed budget resources to the priorities identified in the MVPC work plans. He said that prior to AMUPREV, their efforts to support children, youth, and families had been very fragmented. Mayor Perez participated in the exchanges with Santa Ana, which led to his support for replication of School Reinforcement Centers (Centros de Reforzamiento Escolar) to provide academic support for at-risk youth. Mayor Perez also highlighted the role of **Noé Lopez**, a police officer in the PNC's Prevention Unit who played a significant role in the MVPC in Palencia.

Mayor Perez lost re-election in 2015. The incoming mayor, Guadalupe Reyes (who had been the incumbent for two terms prior to Perez unseating him in 2011) contacted the COP to request continued support for the MVPC, but the program had ended in Guatemala. Reyes ended up disbanding the MVPC and stopped funding the activities in the MVPC work plan. As one interviewee put it, "*hemos perdido el espacio*" ("we lost the space").²³ The lack of leadership continuity was detrimental, but many of the former committee members reported that they continued to implement prevention work in other roles.

 **Miriam Garcia, Nurse and former Vice President of the COMUPRE.** Ms. Garcia is a trained nurse who was in charge of reproductive health in Palencia for the Ministry of Health. She was engaged in the process of developing the MVPC and traveled to Santa Ana. As a result of her trip to Santa Ana, she started a School Reinforcement Center, serving around 40 youths. Through the center she also began to provide parenting support. After the project ended and municipal funding was cut, she took the experience, knowledge, and methods she learned under AMUPREV and applied them to reducing infant mortality and teen pregnancy. She started this endeavor by bringing together all the agencies and NGOs working on

Country Technical Advisor for Guatemala, Karin Peña


Karin Peña was hired in FY2013 to facilitate and build the capacity of MVPCs in the selected municipalities in the Department of Guatemala. When AMUPREV started supporting Palencia, Mixco and Santa Catarina Pinula, the USAID-funded Crime and Violence Prevention Project implemented by RTI had supported communities in Palencia and Mixco through their COCODES, but they did not directly focus their efforts on working with municipalities. Santa Catarina was not involved in any USAID-funded initiative.


Thanks to Ms. Peña and her prior experience working with municipalities, along with mentoring by the AMUPREV Chief of Party, she developed their trust and support, facilitating the activities with the MVPCs, including development of strategies, planning and execution of activities. She also coordinated all activities under CityLinks™ with Santa Ana (CA), organizing visits to Guatemala and to California and supporting the implementation of in-kind grants and other activities developed as a result of the exchanges. She indicated that the support and buy-in of the mayors for the goals of AMUPREV ensured that efforts were properly coordinated for each one of these activities, leading to greater impact.

In addition, Ms. Peña initially supported municipalities in Alta Verapaz and identified and trained a local consultant from the Department (Ms. Mollinedo) who was assigned to directly support the selected municipalities.

²³ Interview Palencia February 2019

responsible parenting (both fathering and mothering) in Palencia and created a network of actors (including World Vision, which left Palencia after 25 years). She facilitated a mapping exercise using local knowledge and data to identify where teen mothers were located and where girls were most at-risk, using pushpins to mark locations on a physical map of Palencia. Based on that, she coordinated a team of service providers that worked together to optimize existing resources to coordinate and integrate services to reach the targeted populations. Ms. Garcia reported achieving a substantial reduction in the indicators as a result, but did not share the data with us.

 **Juan de Dios Pineda , Director, Casa Barrilete.** [Casa Barrilete](#), located in downtown Palencia was established by Fundacion Paiz with the assistance of RTI under VPP and management support from the Municipality. Juan de Dios Pineda became an active member of the MVPC in Palencia, Mr. Pineda recounted his early experience, working by himself with about ten children, doing what he could to provide space and opportunity for learning and engagement. The MVPC included in its work plan a priority focus on School Reinforcement Centers, including Casa Barrilete, based on what they had learned in Santa Ana. He mentioned that the gangs support Casa Barrilete because many of them have children who benefit from the services. The trip to Santa Ana “expanded his vision” (*“amplió la vision”*), and since then he has been *“copiando en pequeño”* (“copying at a smaller scale”) what he saw and learned in Santa Ana. The Casa Barrilete model was replicated in Chiquimula by **Juan de Dios Pineda**. In describing the impact of AMUPREV, he noted that a lot of people “visit, take pictures and leave,” whereas AMUPREV worked hand-in-hand with him, providing lasting value.

 **Professor Jorge Santizo, School Director** of a school located in an isolated, high-risk village of about 2,000 residents travelled to Santa Ana as part of the CityLinks™ exchange. He noted how Santa Ana was working with parents to reduce absenteeism, and began to engage with parents and other members of the community. He saw that with limited resources, volunteers and alliances were crucial to his ability to reach more children and provide more services. When he realized that many of the children attending the school were not getting enough food, he started a kitchen with just a small burner in a corner. AMUPREV provided him with tables and chairs—which were still in use when we visited in February of 2019, five years later – and a stove (also still there), on which mothers from the community cooked meals for the children. Professor Santizo developed a good relationship with the PNC, and the community served as its “eyes.”

When municipal funding stopped, Professor Santizo recruited volunteer teachers; he went to the COCODE, which sponsored a raffle to raise funds for free lunches; he personally raised funds to buy computers for use by both children and parents; and he bought a stationary bike, and was given two more, so that kids had an opportunity to exercise. A church donated books, which fill one tall wooden bookshelf. He also created a Board of Directors, including single mothers, to help him identify children and at-risk youth who needed free services. Some parents now pay a fee if they can; he reported that about 20-25 families were providing the center with compensation. Mobility was also an issue given the distance and the school’s location on a mountainside. Professor Santizo persuaded a donor to provide funds to pay for a driver with a pickup truck to get kids up to the center.

Professor Santizo is continually improving and taking initiative to identify and optimize resources by engaging people and partnerships. With persistence, Professor Santizo has leveraged existing resources to great effect, but the reality is that more resources are needed. Out of 100 children, he said, if he can save 30, that is success.



José Alfredo Lemus, former Chief of Municipal Transit Police. Officer Lemus was the Director of the Transit Police in Palencia and a strongly committed member of the MVPC during the time that AMUPREV was working in Palencia. In Santa Ana, he was most surprised by the relationship he observed between the police and youth—*muy bonito*—and the idea of the School Reinforcement Centers. On his return, he established a center in his own house caring for 30-40 kids. The mayor hired teachers for the center and Mr. Lemus engaged his fellow officers. He kept it going as long as he could after the new mayor ended support for the centers. He finally closed it in 2014 when he could no longer afford to keep it going.

Status. Despite the turnover of the mayor in 2015 and the loss of the investments made with the assistance of AMUPREV, evidence suggests that AMUPREV's footprint is still discernable today, mainly as embodied in individuals who garnered skills and knowledge which continue to benefit the community: Miriam Garcia has replicated the structure and process of the MVPC for public health, and Professor Santizo continues to rely on his expanded knowledge and vision to innovate services for youth through community and private sector partnerships. Former Mayor Ramiro Perez ran for mayor in 2019 but was again defeated by Reyes, who was re-elected to his fourth term. Nevertheless, even though Mayor Reyes abandoned the MVPC at the beginning of his term in 2015, work has resumed with the support of the UPCV, which over the last year has been providing training in prevention, and announced in June 2019 that they have established a COMUPRE in Palencia.²⁴

SANTA CATARINA PINULA. Santa Catarina Pinula is adjacent to Zone 10 in the southeast of Guatemala City. It is a peri-urban area of about 70,000 people. Income from real estate taxes provides the municipality with relatively more resources than the other AMUPREV municipalities. It is part of a *mancomunidad* with five other municipalities, including Mixco. The higher income is apparent in new public infrastructure, including a new municipal building, several new schools, a health center and a beautiful multi-level community center with a large event space and many small to medium sized rooms for arts and music. The COMUPRE prepared a tour and presentation for our visit, starting at a School Reinforcement *Centro Por Mi Barrio* and ending at the spacious new community building, where we met with the full Executive Committee of the COMUPRE.




Commitment of Mayor. The Mayor of Santa Catarina Pinula in 2013, Antonio Coro (in his third term), was skeptical about the value of prevention but allowed it to proceed while continuing an emphasis on repression. A Sub Commission for Prevention of Violence was created under the existing Citizen Security Commission of the COMUDE. After the first trip to Santa Ana, however, the mayor began to provide more support for prevention activities. The Vice Mayor, Victor Alvarizaes, worked actively with AMUPREV.

When the 2014 Municipal Crime and Violence Prevention Plan was completed by the committee, it was shared in meetings with each municipal office to ensure that prevention priorities were integrated with their sectoral MVPC work plans. AMUPREV conducted an assessment of the municipality's capacity to sustain the committee, provided training in developing indicators, and facilitated an M&E system. AMUPREV project staff commented that, at the time, committee members had not fully grasped the concept of prevention and tended to focus too much on fiestas and public works rather than social programs aimed at reducing risks. The committee also performed poorly on communications, though staff had received training from AMUPREV's Communications Director.

²⁴ <https://upcv.gob.gt/reestructuracion-de-comupre-del-municipio-de-palencia/2976/>

Pedro Peña, President of the MVPC during AMUPREV, former Municipal Councilmember. Pedro Peña was the first President of the MVPC and subsequently its Coordinator; he serves today as President of the COMUPRE, five years later. He reflected that the committee has been sustained and consolidated primarily due to the focus on strategic partnerships to continually address growing and changing needs. The committee and its members work with private sector partners, community volunteers, international donors, church sponsors, and a number of central government agencies, including the UPCV, and the departments of education and health. Mr. Peña stated that, even if the local government changed and the incoming mayor did not have prevention “embedded in his thinking,” their work “would not die,” because they have engaged with such a large and diverse set of people and partners across sectors. At the end of the meeting, Mr. Peña proudly presented a copy of Santa Catarina Pinula’s **Municipal Policy on Prevention of Violence**, created with the assistance of the UPCV and approved in 2017. He stated that “*le damos continuidad con los recursos que hay*” (“we continue to work with the resources that are available”).

Nery Garcia, COCODE President. According to Mr. Garcia, the most important thing that came out of the work with AMUPREV in Santa Catarina Pinula was the creation of a Department of Youth within the municipal structure with its own budget. When AMUPREV began, they had been focused broadly on education and worked with private companies to support events and programs, but they had no structure or strategy. AMUPREV provided the structure and focus which allowed them to think and act more strategically. Based on the diagnostic, they understood that their greatest problem was domestic violence and that they needed to focus more on vulnerable children and single mothers. Although they had an Office of Women, it was not robust and had no budget. The committee convinced the mayor to establish a dedicated Department of Youth with its own budget and specialists, in order to implement integrated prevention focused on children, youth, single mothers and families. Mr. Garcia’s opinion is that without this reorganization of the municipality, the committee’s efforts would have failed for lack of budget. He emphasized that they needed to keep learning and developing expertise and knowledge and envision some kind of Prevention television channel or radio program. He said that the committee prioritizes communications, as they receive so many migrants from other parts of the country that they continually have to inform the public about what they are doing and must gather feedback to inform programs.²⁵

 **Pastor William Quiñonez, Centro Por Mi Barrio.** Pastor William runs two School Reinforcement Centers modeled on Santa Ana, which were established based on the Outreach Centers created by USAID’s Alianza Joven in Guatemala City, serving about 800 children and youth. Prior to that he worked for several years with gangs. The focus and functioning of the Center was influenced by AMUPREV and the exchange with Santa Ana. The building is made of cinderblocks with four small rooms and a concrete open courtyard in front, with shaded areas where tables are placed. The children range in age from 2 to over 18 years old, and many are children of gang members or victims of violence, drugs and/or alcohol abuse. One little girl, maybe 3-4 years old, had been sitting on her father’s lap when he was shot and killed; she had no family or home and was brought to the center. Pastor William explained that they work with the communities to identify vulnerable children and provide assistance.

The program has three elements: quality free time, academic support, and the promotion of values. They serve two lunches a day totaling 400 meals, which are funded by local partners. In addition to Pastor William and an assistant who are paid by the municipality, the center is staffed by volunteer teachers who are organized into morning and afternoon teams. They are trained to work with children with special needs. One of the teachers said that they do not just help with homework, but they also have a chance to get to know

²⁵ In fact, they wanted to interview the Consultant for their outreach, but she declined.

each of the children personally and are sought out by them for help with personal issues. The Center, while funded by the municipality, depends on the community and private sector for support. When asked why they come to the center, several of the teens responded: “it’s safe,” “to get help with homework,” and “the food.”



Juan Carlos García, Chief of the Municipal Police. Mr. Garcia was an active member of the MVPC supported by AMUPREV and is a current member of the COMUPRE, having received training in community policing from the Santa Ana police department. His department follows a regular schedule of school visits to hold *charlas* (talks) with students about different aspects of prevention, such as avoiding gangs, not using drugs, and road safety. They have trained youth to serve as representatives within the schools.

Pablo Morales, former Municipal Transit Officer, current Chief of Municipal Transit Police (MTP) in Mixco. Officer Morales was deeply engaged in the prevention work with AMPUPREV in Santa Catarina Pinula. He said that the MTP played an important role because they were closer to the community, better known and more trusted than the PNC, and, since they are employees of the municipality, they are more accountable as well. He described the trip to Santa Ana as a “motor” that gave focus, structure, and strategy to their efforts, and the AMUPREV accompaniment as critical to putting their efforts into effect. As a member of the MTP, he received training from the Santa Ana police department in community policing. In 2016, he, along with the MTP Chief in Santa Catarina Pinula, moved to Mixco because the new Mayor (Neto Bran) was recruiting people with experience in prevention. After all, he said, “Santa Catarina only had a plan, while Mixco has a policy.” He still keeps in touch with the youth he engaged with in Santa Catarina Pinula, and ran unsuccessfully for mayor of Santa Catarina Pinula in the 2019 elections.

Status. In early 2015, Mayor Antonio (Tono) Coro resigned in order to run for mayor of Guatemala City and was replaced for the duration of his term by Vice Mayor Victor Alvarizaes, who had worked closely with AMUPREV as a member of the MVPC. After AMUPREV ended, interim Mayor Alvarizaes was elected mayor in 2015. His leadership was critical to the consolidation of the committee and the continuation of prevention as a central element of the municipal agenda. Many of the members of the COMUPRE today are the original members trained by AMUPREV.

As Mayor, Alvarizaes reconstituted the committee as a full COMUPRE. In 2016, the municipality, with assistance from the UPCV, approved a [prevention policy](#). The policy was informed by a participatory diagnostic, a geographic analysis of crime and violence using a GIS with data from the UPCV and PNC, and a detailed M&E plan with indicators, targets, and means of verification, based on the guidance and training provided by AMUPREV to the MVPC in the design of indicators for the 2015 Municipal Violence Prevention Work Plan. One of the policy priorities is to strengthen the community-level prevention committees (COCOPRES).

In 2015, Santa Catarina suffered a massive landslide that killed 280 people. Alvarizaes, along with ex-mayor Coro, was arrested for negligent homicide for ignoring warnings, but was not charged. Most likely as a consequence, Santa Catarina Pinula is highly focused on disaster prevention. Alvarizaes planned to run for re-election in June 2019 but was prevented from inscribing as a candidate due to accusations of corruption linked to a questionable payment to former Mayor Coro. His accuser was a young candidate named Sebastian Siero who won the election and will take office in January 2020, on a platform heavily focused on infrastructure and public works, with security as one of his four “pillars.” The municipal [website](#) has not yet been updated and still has a link to AMUPREV.

The Santa Catarina Pinula COMUPRE has evolved and consolidated since the end of AMUPREV five years ago, and, with a prevention policy now in place, it will be interesting to see how the COMUPRE fares under the new young mayor.

MIXCO. AMUPREV's work in Mixco began six months after Palencia and Santa Catarina. Mixco is a large urban center west of Guatemala City with a population of about 450,000 and one of the highest municipal crime rates in Guatemala. Unfortunately, due to unforeseen travel complications, it was not possible to visit Mixco to obtain the opinion of key stakeholders, four years after AMUPREV finalized its assistance to the municipality.

In Mixco, AMUPREV supported the establishment of a new MVPC and Mixco became the first municipality under AMUPREV to approve a municipal prevention [policy](#) in 2014. According to the CTA, Karin Peña, the municipal prevention policy was sustainable because it involved many different municipal departments as well as central government institutions and the COCODEs in its development. After AMUPREV departed, the mayor (who was the son of President Pérezlost re-election, but the incoming mayor, Neto Bran, continued support for the committee and for prevention. AMUPREV helped transition to Mercy Corps' CONVIVIMOS program, which provided assistance to Mixco after AMUPREV and VPP ended. The MVPC was transformed into a COMUPRE by Mayor Bran and continues to function today; in fact, it just inaugurated its own Municipal Observatory in July 2019.²⁶ Mixco's Annual Operations Plan continues to incorporate prevention. Mayor Neto Bran was just re-elected to a second term.

3.3.2 Alta Verapaz: Cobán, Tactic, and San Juan Chamelco (FY2014-FY2015)

In FY2014, USAID extended AMUPREV to work in Cobán and Tactic, and during introductory meetings, the Governor requested that San Juan Chamelco also be included as they are part of the larger Cobán metropolitan area. The area generally has not had large gangs, but extortion is a problem.²⁷ Alta Verapaz is neither a major source of migrants nor does it face the challenge of absorbing returnees. But as an indigenous center, it has a significant problem with violence against women and also faces conflict over defense of human rights and land rights.


COBÁN. Cobán is the departmental capital of Alta Verapaz, with a population over 200,000 which is predominantly indigenous (90% according to the World Bank). In Cobán, we met with former members of the MVPC, including three former Municipal Council members, one of whom was just elected to Congress and another of whom was a former municipal official in charge of external cooperation, and the third who is currently a COCODE leader. We also met with the Executive Director of the Civic Association of Friends of the Marimba in Cobán (Asociación Civil Amigos De La Marimba De Cobán), a civil society organization supporting music and dance programs for at-risk youth.


Commitment of Mayor. When Mayor Leonel Chacón began his term in 2012, prevention was not on the municipal agenda. Through the multi-sector engagement, training, and city partnership provided through AMUPREV, he became convinced of the value of prevention and established a MVPC and committed budget support for prevention activities, including funding 7-8 teachers for various programs for at-risk youth, including a music school and community center. He also established a Prevention Unit within the municipality

²⁶ <https://www.pdh.org.gt/participan-en-la-inauguracion-de-observatorio-para-la-prevencion-de-la-violencia/>

²⁷ From around 2008-2012, leaders of the Zetas settled on large estates in the region to control the flow of drugs through the Northern Triangle. <https://www.proceso.com.mx/282081/guatemala-cuando-llegaron-los-zetas>

(with equipment provided by the USAID/Guatemala Violence Prevention Program implemented by RTI), approved municipal prevention annual plans, and with assistance from AMUPREV won approval for a municipal prevention policy by the Municipal Council.

 **Mario Chenal.** Mario Chenal was a member of the MVPC, who now works for an INL program implemented by RTI, to which he says he brought his learning from AMUPREV. He highlighted the *acompañamiento* (accompaniment) as the most important element of AMUPREV, along with the technical knowledge shared by the COP and the CityLinks™ partnership with Stockton, CA. In fact, he reported that he remains in regular touch with individuals in Stockton, CA as a result of the partnership. Although the MVPC no longer exists, he said that the “activity is not lost” because the “human talent” still exists and, in fact, many of the former municipal officials and committee members are currently Municipal Council, COMUDE, or COCODE members.


 **Amilcar Salvador De León, former Municipal Council member.** Amilcar Salvador was a member of the Municipal Council of Cobán and of the MVPC. Mr. De León highlighted the CityLinks™ partnership as having the most impact, because it “showed them *how* to implement.”²⁸ He recounted that one of the practices that Cobán adapted from the Stockton visit was the strategy of dividing up the communities into zones to better understand the local issues and target assistance; this was done by working with COCODES. The establishment of a Prevention Unit was also influenced by the trip to Stockton.

When the new mayor dismissed the MVPC, Mr. De León said he organized the COCODE leaders in the seven zones, himself included, who had formed their own COCOPRES working with the PNC with support from INL (he uses a group chat on WhatsApp to manage communications among the group). He said that the knowledge and capacity gained under AMUPREV enabled them to continue on their own, even without the support of the mayor, but that it depended a lot on personal commitment and volunteering.


Gustavo Pereira, former Municipal Council Member. Mr. Pereira was head of external cooperation within the municipality of Cobán from 2008-2015, during both of Mayor Chacon’s terms, and then in 2015 he was elected to the Municipal Council for the 2016 to 2020 term as part of the opposition party to the new mayor (Cordova). Mr. Pereira stated that the development and implementation of the municipal prevention policy was the most important outcome of AMUPREV because it allowed them to continue to promote prevention despite the lack of support from the new mayor; and when the new mayor tried to invalidate the prevention policy, the Municipal Council members were able to keep it in place.

Country Technical Advisor for Alta Verapaz, Neida Molinedo

Neida Molinedo was hired in FY2014 to facilitate and build the capacity of MVPCs in the selected municipalities in Alta Verapaz. According to Ms. Molinedo, a Municipal Security Committee had been established in Cobán, but was not functioning. She worked closely with the mayors and municipalities to establish prevention committees, facilitated monthly meetings, and worked to integrate other sectors such as health into the committee.


 The planning process introduced by AMUPREV promoted a more integrated approach. Ms. Molinedo also collaborated with the USAID Violence Prevention Project in Cobán and Tactic, which was working with COCODES. She was unequivocal about the value of the CityLinks™ partnership with Stockton, CA, especially in terms of concrete models that they could adapt in their own contexts. For Ms. Molinedo the mentoring and on-the-job training provided by COP Carlos Loria was invaluable. She remains engaged in prevention on a project in Tactic building the capacity of COCODES.


Mr. Pereira said that the feeling of having agency (*creer que tiene protagonismo*) that was generated by the sensitization, technical knowledge, and capacity provided by AMUPREV had become so engrained in the participants that some are still in the municipality protecting budgets for prevention without calling it prevention. By the same token, he said that the Prevention Unit still exists, but again, under a different name. Moreover, because of the strength of the Municipal Council they have been able to fund school support programs paying for teachers and a training center for women. Some of the planning documents for Cobán show evidence of the continuity of prevention in the policies of the municipality, including the [Institutional Strategic Plan 2016-2020](#) and the [2017 Annual Operations Plan](#).

 **Marco Tulio Sierra, former Municipal Council Member 2016-2020 and current Deputy to the Congress of Guatemala.** Marco Tulio started working on prevention as a municipal officer under Mayor Chacón in 2012, with the USAID-funded Violence Prevention Program implemented by RTI. He recounted that a diagnostic done by UNHABITAT “changed their vision” of what the problems really were in Cobán—not homicide but domestic violence and violence against women. Yet, he said that it was not until AMUPREV arrived that they really learned “how” to implement—how to ground the concepts. The most important elements of AMUPREV for him were Mr. Loría-Chaves, CityLinks™, and communications, in that order. In Stockton he was most impressed by the way the city worked directly with the community and not just with the political leaders. He also observed that sporting events aimed at championships where one team wins, was not prevention; rather, that participation is what is important, that values must be integrated, and that more youth can be reached for the same cost. As a Municipal Council member under Mayor Cordova, Tulio was instrumental in protecting the municipal prevention policy and budgets for prevention activities.

Status. Leonel Chacón ousted the mayor of Cobán in the 2019 elections to return as Mayor in January 2020, while Marco Tulio was elected as Deputy to the National Assembly for Cobán. The MVPC is likely to be re-established under Chacón, although probably as a COMUPRE under the Municipal Council, based on the UPCV’s approach. Mr. Sierra anticipates using the national platform to bring more focus to municipal crime and violence prevention.

TACTIC. [Tactic](#) is a small town of about 38,000 people in a rural area south of the center of Cobán (the “Land of Peaches”). The only person we interviewed in Tactic was the mayor, **Edin Rolando Guerrero Milian**. He was in his first term when AMUPREV began implementation and became an immediate and dedicated champion of prevention. He had already begun focusing on prevention when he came into office in 2012, promoting extracurricular activities for youth, such as sports, music, and talks (with help from USAID/RTI). He also installed surveillance cameras which he said helped reduce common crime.

 He was emphatic, however, that without AMUPREV, they never would have gained the “competency” to strategically implement prevention. The assistance of AMUPREV to establish and strengthen the MVPC was the key to enabling everything that they had accomplished. Mayor Guerrero assigned the Vice Mayor (a woman) to serve as coordinator of the committee and integrated the police (national). He said the partnership with Stockton was extremely influential in their thinking about prevention – what they did and how they did it. He said he was motivated by seeing how prevention was implemented through the programs and activities in Stockton and came to understand that it is “better to prevent than to cure.”


 The mayor was particularly struck by Stockton’s integrated services for women, including safe houses, prompting him to establish an office with two psychologists and an assistant to provide services to female victims of violence. He also established an Office for Child and Youth Protection. Based on the diagnostic, they also identified drug use as a major problem. They pinpointed the period after midnight

as the time when risks are highest and identified that incidents were concentrated around bars. Based on the evidence, and with the technical assistance of AMUPREV, the committee proposed, and the Municipal Council passed, a new regulation that requires bars to close at 10pm, and a second regulation banning alcohol sales near schools (also a result of the visit to Stockton). AMUPREV printed brochures and funded a local radio and television campaign for the municipality to disseminate information about the new regulations.

Status. After AMUPREV ended, Mayor Guerrero was re-elected in 2015 and continued his commitment to prevention throughout his new term, 2016-2020. He said he understood that they would have to continue without the accompaniment of AMUPREV. He established a 911 line, which he said was much more important and useful than the surveillance cameras. If the police do not answer, the call is transferred to the municipality. The municipality also installed Wi-Fi for the public park and a virtual library. He indicated that through the USAID-funded Community Strengthening (CONVIVIMOS) Project implemented by Mercy Corps, they had received support for gender-based violence prevention.

Mayor Guerrero has received numerous awards and recognitions from ANAM: in 2016 the municipality was ranked 9th in public management; in 2017 it was recognized for best public information office, with 5-6 dedicated staff; and in 2018 it received the award for Best Practices in Violence Prevention. Despite his success, however, Guerrero lost this year's election. At this time, it's unknown whether the incoming mayor will continue support for the MVPC or prevention.

SAN JUAN CHAMELCO. San Juan Chamelco is a town of about 57,000 people, located on a mountain and accessible by a two-lane road. According to the locals, the region is known for growing broccoli. We interviewed the mayor, the current head of the MVPC, an MPT officer and a former MCVP member who works on women's issues.

 **Commitment of Mayor.** Mayor Ervin Orlando Tut Kim was in his first term as mayor when AMUPREV began work in San Juan Chamelco. He has been re-elected twice since then, from 2016-2020 and for the upcoming 2020-2024 term. He established an MVPC with the assistance of AMUPREV, which is headed by a member of the COMUDE. The exchange with Stockton was a game changer for him—"we learned to plan." In fact, he said that he had just spoken the day before the interview with the Stockton Chief of Police. The most important impact from the partnership with Stockton, he said, was learning how to make alliances with the private sector which has allowed him to develop new resources to support prevention. He noted that Stockton has the advantage of having its own decentralized police force. Mayor Tut Kim is a big believer in city partnerships as the best way to learn by "seeing other kinds of coexistence." In fact, he also traveled to Bogota and Medellin (with private sector support) and the influence of Medellin's "social urbanism" is evident in his focus on integrated urban planning, mobility, and design of public space for social purposes (he requires all departments to use GIS and to maintain a map of their facilities and programs).

Mayor Tut Kim has continued to address the challenges of his municipality based on what he learned from AMUPREV. He recounted how he had at first resisted getting involved with schools, which are run by the Ministry of Education. Now he is focused on making schools "dignified" spaces that are accessible (ramps), have technology (MagicBoards), and have clean and safe bathrooms for girls. He built a multi-purpose community center (sports, education, community events, weddings) next to a new park with native plants and walking paths to encourage exercise. With regard to social services, he put a woman lawyer in charge of the Women's Office, which now provides legal services to women. He reflected that the quality of assistance from AMUPREV was high but that it ended too soon. "AMUPREV gave us ideas. We are the result."



Mildred Lem Tot, Women's Office, Ministry of Social Development. Ms. Lem Tot runs central government programs that address violence against women, self-esteem and equity, with a focus on encouraging a culture of denouncing violence. She recently earned a Master's Degree in Prison Rights from San Carlos University (2018). She works with a wide range of partners including the PNC, the departmental government, the Presidential Secretary for Women (Secretaria Presidencial de la Mujer, SEPREM), the Collective for the Defense of Women's Rights (*Colectiva Para La Defensa De Los Derechos De Las Mujeres*, CODEFEM), and the Justice of the Peace. She went to Stockton and said that the most important results were the development of integrated services, including establishing a safe house that provides psychological services for mothers and children. The MVPC workplan was instrumental in facilitating integration. According to Ms. Lem Tot, "we have everything here, we just don't apply it."

Status. The MVPC has continued with the leadership of Mayor Orlando Tut Kim, and his win in the 2019 elections ensures its work will continue to be consolidated.

3.4 DOMINICAN REPUBLIC

Target Municipalities. In September 2015, USAID issued another two-year cost extension to expand the CityLinks™ Partnerships into the Dominican Republic (DR). The resources available to the program only supported work in two municipalities. In collaboration with the *Federación Dominicana de Municipios*, FEDOMU (Federation of Dominican Municipalities), AMUPREV selected Santo Domingo Este (SDE) and Boca Chica, both members of the *Mancomunidad de la Asociación de Municipios de la Región Ozama*, ASOMUREO (Commonwealth of Municipalities of the Ozama Region). FEDOMU provided significant support, including transportation, the organization of meetings, the identification of local advisors, and the development of a guide.

	<i>Department</i>	<i>Municipality</i>	<i>Population</i>
Dominican Republic (FY2016-2018)	Province of Santo Domingo	Boca Chica	170,814 urban
		Santo Domingo Este	1,141,371 urban

Boca Chica and SDE were selected partly because of their proximity to each other and to the capital city, which would lower logistical costs for AMUPREV and be more conducive to close engagement with FEDOMU. The Mayor of SDE, Juan de los Santos, who was President of FEDOMU, was already familiar with AMUPREV, as FEDOMU had been an active participant in the Red AMUPREV and, subsequently, in CAMCAYCA. The *Boca Chica Mesa Local de Seguridad, Ciudadanía y Género* (Local Roundtable for Security, Citizenship and Gender) had been recognized with an award from FEDOMU in 2014, but municipal authorities were eager to receive support to strengthen it and make it truly operational.

Implementation got off to a slow start due to external events. AMUPREV had started working in the Dominican Republic six months before a national election. In the interim, AMUPREV had the full cooperation of municipal staff and officials, and it appeared likely that both mayors would be re-elected. On December 15, 2015, however, Mayor Juan de los Santos was murdered and the mayor of Boca Chica lost the election. Consequently, activities did not get underway until August 2016, when the new mayors began their administrations.

National Municipal Association. FEDOMU is the umbrella organization for the ten regional municipal associations in the Dominican Republic that provides policy and technical support to its member associations and municipalities. FEDOMU was the most engaged of the national municipal associations, working together with AMUPREV from the start to embed knowledge and capacity in the association. FEDOMU and the regional association, ASOMUREO, did more than just facilitate the introduction of the project, they also accompanied AMUPREV in delivering technical assistance to the two MVPCs and promoted the approach in other municipalities. With no physical office in the DR, AMUPREV worked out of the ASOMUREO offices (located in same building as FEDOMU) as a part of the team. AMUPREV's scope also included helping the Federation to promote a regional prevention or citizen security policy. Together with FEDOMU, AMUPREV published a country-specific guide for establishing MVPCs within the *Mesas Locales de Seguridad, Ciudadanía y Género* (Local Roundtables for Security, Citizenship and Gender). With support from AMUPREV, FEDOMU disseminated the guide, which is being actively used by municipalities in the DR and has been adopted by the Ministry of Internal Affairs and Police (MIP)²⁹ for its national violence prevention program.

²⁹ Avoiding conflict with the MIP was critical for AMUPREV. The MVPCs had to be framed within the recommendations of Decree 121-13.

The commitment of FEDOMU/ASOMUREO is reflected in the quality of the team of technical specialists dedicated to working with AMUPREV, led by the Technical Coordinator of ASOMUREO, **Mr. Amaury Bello**; **Ms. Vilma Contreras**, in charge of FEDOMU's Inter-institutional Relations; Legal Advisor Mr. **Rafael Almonte**, who represents FEDOMU at the National Roundtable for Security, Citizenship and Gender (*Mesa Nacional sobre Seguridad, Ciudadanía y Género*, NRSCG) and worked closely with AMUPREV on policy and legal issues and development of FEDOMU's guide; and Mr. **Abraham Perez**, the communications officer for FEDOMU and AMUPREV Network liaison, who ran a national network of municipal communications officers and contributed the most content to the AMUPREV website of the all national municipal associations in the Red AMUPREV.

FEDOMU staff related that it was during the initial stages for AMUPREV's work in Boca Chica that they truly began to comprehend prevention as distinct from security, which was further reinforced as they participated in the capacity building to the selected municipalities and CityLinks™ exchanges. The direct engagement with the municipalities through AMUPREV brought home the lessons learned through their involvement in the AMUPREV regional network of associations, Red AMUPREV. The experience reaffirmed the critical role that municipalities play, especially the commitment and support of the mayor. Furthermore, the FEDOMU/ASOMUREO and local government officials understood that through the committees, they are better able to convene and align civil society organizations with local government, strengthening their legitimacy among citizens. Mr. Perez also highlighted the importance and challenges of conveying what prevention is and why it is different from citizen security.

At the time that AMUPREV began operations in the DR, FEDOMU was engaged in a national dialogue on the process for developing Municipal Development Plans, including how to incorporate citizen security and prevention. The UNDP ultimately based the manual for Municipal Development Plans on the AMUPREV/FEDOMU guide to implement the MIP guidelines established in Decree 121-13. The influence of stakeholders in the MIP that had worked with AMUPREV on the MVPCs was decisive in that outcome.

The **Executive Director of FEDOMU, Altagracia Tavarez**, expressed her gratitude for the partnership with AMUPREV and emphasized that the legacy of the project was not just that it had strengthened the technical team, but that it had raised FEDOMU's profile and credibility in a way that expanded their influence and presence in municipalities and national discussions, and as a key partner for international cooperation agencies. Ms. Tavarez emphasized that the way that ICMA had partnered with them, representing AMUPREV as linked to FEDOMU and supporting their lead in implementation, was critical to that legacy. Ms. Tavarez shared that their success is demonstrated by being designated the formal link for prevention at the national level, their inclusion in the NRSCG with chiefs of police, and their involvement in supporting the National District (Santo Domingo, the capital city) to set up an MVPC. Prior to AMUPREV, FEDOMU did not have many opportunities to engage with the National District or the mayor of Santo Domingo. Ms. Tavarez also emphasized that the AMUPREV approach was from the beginning designed to be sustainable, not just for FEDOMU but for the MVPCs. It was a "two-way commitment," according to Ms. Tavarez, and a "true partnership." She stressed that, thanks to AMUPREV, FEDOMU has a totally new vision and they are truly working together as a team for the first time; they have product that is in demand and the ability to deliver the necessary assistance necessary to implement the process.

No hay proyecto con tanto impacto tangible e incalculable.

"There is no project with such tangible and immeasurable impact."

Altagracia Tavarez
Executive Director
FEDOMU

ICMA's partnership with FEDOMU also extended to other projects, including the USAID-funded Planning for Climate Adaptation Program (2015-2018). Based on their work together under AMUPREV and the subsequent Climate Adaptation Program, ICMA decided to ask FEDOMU to become an affiliate³⁰ of ICMA. A formal agreement was signed in 2016 at ICMA's Annual Conference in Kansas City, Missouri. In March 2017, ICMA held its International Regional Summit in Santo Domingo with the support of FEDOMU, as well as the final project closeout event in September 2019.

AMUPREV's involvement with FEDOMU also led to USAID's outreach and interest in incorporating a focus on municipalities in its new Country Development Cooperation Strategy (CDCS). In the final year of AMUPREV, USAID/DR wanted to expand the model to five other municipalities but did not have enough funding available. Even though AMUPREV was not able to provide direct assistance, FEDOMU was able to provide support, with COP guidance, to two out of the additional five municipalities that the USAID Mission wanted to assist (the National District, DN, and Santo Domingo Oeste, SDO). FEDOMU used the recommendations contained in the MVPC Guide and helped both municipalities create the Local Roundtable for Security, Citizenship and Gender. Furthermore, FEDOMU and the COP traveled with USAID to Puerto Plata and Santiago to introduce and raise awareness of the model and the FEDOMU MVPC Guide. AMUPREV also supported the organization of citizen security fairs in SDO and in DN, as first steps to the creation of those roundtables. AMUPREV's support was canceled in April 2019, once ICMA received notification regarding the lack of additional funds to finish the work plan for FY2019. At the time of report writing, FEDOMU was in discussions with a local foundation to support direct assistance to additional municipalities to set up MVPCs.

National Policy. In 2013, the new national government issued a new Integrated Citizen Security Plan (*Plan Integral de Seguridad Ciudadana*) with two strategic components: prosecution and prevention. To oversee implementation of the prosecution agenda, the government established the National Council on Citizen Security, made up of central government law enforcement entities. To oversee the prevention agenda, the MIP established the National Roundtable for Security, Citizenship and Gender, referred to as the National Roundtable, comprising representatives from the central, provincial and municipal governments and civil society. The MIP issued a decree (121-13) requiring municipalities to establish Local Citizen Security, Citizenship and Gender Roundtables. The MIP also established a Citizen Security Observatory.

With limited guidance, the local roundtables lacked structure, process, and focus and tended to be populated by political actors rather than local government staff. The local roundtables also supported one-off activities that had little direct connection to prevention. To complicate matters, the new policies were being introduced in the context of a recentralization process by the central government, and the role of municipalities was not clearly defined. AMUPREV, however, did not want to work outside of the current national policy framework or the local roundtables. AMUPREV, therefore, adapted the MVPCs to the national policy by making them a "subcommittee" of the local roundtables led by the municipalities, and provided the AMUPREV capacity building, process, and peer-to-peer support to make them functional and effective.


National Police. The National Dominican Police (*Policia Nacional Dominicana*, PND) are a central unified force under the MIP. The PND does not have a Community Policing force but implements a program to train youth as Youth Police (*Policia Juvenil*), primarily focusing on promoting community coexistence and values. The municipalities have Municipal Police that guard facilities and Transit Police who manage traffic. The MVPCs work directly with the National Police in their jurisdictions. In the DR, the NRSCG mandates that

³⁰ ICMA has 35+ affiliate organizations, which are local government or city manager associations around the world who support good local government management. ICMA promotes the sharing of good local government practices among the network.

police be part of the local roundtables, but as in the other countries, the frequent rotation of police chiefs and officers makes it difficult to develop a stable relationship. AMUPREV was successful in facilitating the integration of police into the MVPCs and in the planning and implementation of their activities.



Country Technical Advisor. It was not until October of 2016, two months after AMUPREV formally began work in the selected municipalities, that ICMA hired **Joaquin de la Cruz** as Country Technical Advisor. While Mr. de la Cruz had little experience in citizen security, he had been city administrator of the municipality of Santo Domingo Norte and understood how to work with municipal administrations. When the project started recruiting for Country Technical Advisor, the majority of candidates were ex-policemen, an indication that security and prevention were being conflated. To complement Mr. de la Cruz, AMUPREV also hired the former vice-minister of MIP **Henry Rodríguez Castellanos** to work with FEDOMU in supporting the roundtables and to develop the [Guide to establish MVPCs in the DR](#).

Mr. de la Cruz said that it took a while for some of the concepts to be internalized. For example, planning was not typically done with a budget constraint, and the SDE roundtable at first came up with a list of 100 projects without identifying any funding. With support from the AMUPREV team, SDE brought the list down to only 4. The AMUPREV team guided the SDE MVPC members to ask the right questions, such as: how will this reduce the highest risks? What will have the most impact with the least amount of money? By going through the structured process facilitated by AMUPREV, participants began to discuss the possibility of tapping into other resources outside of the government. The process showed that working together could reduce cost and increase results, that prioritization and targeting made the plan more realistic, and that collaboration created transparency and increased the acceptance of decisions. Mr. de la Cruz described the approach as “centralized coordination and decentralized action.”

 According to Mr. de la Cruz, the trip to Austin, Texas in September 2017 was “the catalyst for change.” By seeing the concepts in practice, the participants changed their “vision.” For example, when they observed the integrated assistance to women victims of violence (e.g., health, training, psychological services) they realized that organizing marches for women was not as effective as focusing on providing access to services.

As mentioned above, after AMUPREV ended its support to Boca Chica and SDE, the COP in partnership with FEDOMU visited other municipalities to introduce the approach, including Puerto Plata, Santiago, San Francisco, National District and Santo Domingo Oeste. Today, over 13 Local Roundtables for Security, Citizenship and Gender are based on the AMUPREV model.

Table 12: Municipal Summary Table, Dominican Republic

Municipalities	Mayors 2012 2016	Years	CityLinks™	Status of MVPC	Policy	Other Assistance
Boca Chica	Miguel Ozuna (PRD)	3		Active	No	--
	Radhames Castro  (Coalicion Civica)					
Santo Domingo Este	Juan de los Santos (PLD)	3	Austin, TX	Not Active	No	--
	Juan de los Santos  (PLD) Alfredo Martínez (PLD)					


3.4.2 Boca Chica


Boca Chica is a beach community located in the Province of Santo Domingo with about 170,000 inhabitants. In 2013, it established a Local Citizen Security, Citizenship and Gender Roundtable with broad participation across sectors and institutions. In 2014, FEDOMU publicly recognized Boca Chica's roundtable as a model for other municipalities. The Boca Chica roundtable focused on providing security for specific events, such as carnivals, Easter Holy Week, Christmas festivities, reducing incidents affecting business and tourism, preparing for hurricanes, improving traffic safety, and providing services for women victims of abuse and disabled persons. With that foundation, the Boca Chica stakeholders began to work with AMUPREV to integrate meaningful crime and violence prevention into their 5-year 2016-2021 Municipal Development Plan. In the May 2016 elections, the mayor of Boca Chica was replaced by Rahdamés Castro, who immediately agreed to work with AMUPREV. Members of the MVPC briefed the new mayor on their work immediately after the election.


Commitment of Mayor. Mayor Castro was a committed and engaged leader of social prevention and became an example to other municipalities in the DR. In describing AMUPREV, he said, “this is not ‘assistance’,” which is to say, something that is imposed from outside. Rather, he said that AMUPREV was grounded in the local reality and facilitated local priorities and decisions by providing structure, process, capacity and knowledge that “converted” the local actors to a new way of thinking and working.

The two most important elements of AMUPREV, according to Mayor Castro, were the technical accompaniment and close partnership of the COP and the alignment of institutions around teams with common objectives through technical assistance from FEDOMU. Shifting the focus from law enforcement to social prevention provided a different language and set of factors that opened up solutions in a way that motivated people to participate and empowered them by creating opportunities to contribute. Public events such as the Murals for Peace initiative engaged and animated the entire population of the municipality in a way that generated agency and volunteerism. The private sector is also very engaged, regularly sponsoring events and programs.

“We no longer thought of prevention in terms of an armed policeman on patrol, but as a complementary aspect of citizen security that works across sectors and requires a functioning local government.”

Rahdamés Castro 
Former Mayor of Boca Chica,

 **Rodolfo Castillo. Health Ministry Delegate to municipalities.** Mr. Castillo echoed the mayor's thoughts about the way the change in thinking had a “domino effect” – simply put, people understood that they had a role to play and could do something positive. He shared with us that he originally thought that through the CityLinks™ partnership with Austin, Texas, they would get funding. As a representative of the Health Ministry, he participated in both the Boca Chica and SDE MVPCs and felt that neither of them would be successful without funding. He came away from the trip to Austin with a completely different perspective on the challenge and an understanding that it is possible to begin to make change without a lot of additional funding. He also highlighted three other takeaways: the importance of integrating police into community activities; the value of not “re-victimizing” children and youth through the system; and the effectiveness of peer-to-peer engagement for reducing teen pregnancy. The MVPC put into practice these take-aways in their teen pregnancy prevention programs, and even engaged the police in these activities.

 **Lucía Florentino, MVPC Coordinator and Municipal Director of Citizen Security.** Ms. Florentino most valued learning how to develop a prevention plan that would respond to feedback from community residents and leverage social capital. An example of her work is the NGO, *Caminantes*, which had worked for many years on its own providing training in academics and life skills to at risk youth, but which is now fully integrated into the committee. The most important impact was building the MVPC members' capacity to identify and synergize existing local resources.

Ms. Florentino said that the process is organic, driven by local people and leaders, and continually adjusted based on what works and what does not. She asserted that they did not want their activities to end with AMUPREV and were using their knowhow to “give birth” to new ideas and programs and come up with ways to multiply their impact. The trip to Austin, again, was instrumental, particularly seeing programs such as the Big Brother/Big Sister mentoring program and the Explorers Program, where at risk youth between the ages of 14 and 20 are trained by police on different aspects of a law enforcement career, such as patrol tactics, forensics, communications and criminal investigations. The training provides valuable lessons in responsibility, leadership, ethical insight and decision-making. Explorers have the opportunity to participate in special events and can participate in competitions and receive scholarships. Many of them decide to follow the police career. As a result of the exchange, Boca Chica established its own “Community Youth Police” Program, which has been very successful.

Maria Sued, Ministry of Interior and Police, National Roundtable.

Ms. Sued leads the National Roundtable, reporting directly to the Minister of Interior and Police, and the implementation of the Local Roundtables for Security, Citizenship and Gender since they were decreed in 2012. Even though she works at MIP, she was involved in the Boca Chica Roundtable from the beginning.

“AMUPREV saved the local roundtables.”

Maria Sued
Ministry of Interior and Police,
National Roundtable

Ms. Sued stated categorically that “AMUPREV saved the local roundtables.” Prior to AMUPREV, the local roundtables were informal and unstructured, without any formal planning. Those that functioned focused mostly on just organizing public events. Although Boca Chica was the exception, it still lacked structure and strategy. None were working with the police. In an attempt to formalize the roundtables, Ms. Sued recommended to the Minister that they “swear in” the leadership to give it more authority. Unfortunately, the swearing-in also became a pro forma undertaking.

Ms. Sued recounted how AMUPREV changed everything for them, starting with the introduction of prevention concepts and language that changed the assumptions people made about the mechanisms of crime and violence and the role of the municipality in addressing them. Again, as noted by many of the key informants, the process made the difference: broad and inclusive committee, governance structure, community diagnostic, focus on priorities, alignment of resources, oversight of implementation and evaluation of approaches and results to improve performance. For Ms. Sued, the process also reinforced the idea that crime and violence need to be addressed at the municipal level. In her words, the AMUPREV model was “contagious” and it helped the MIP to promote the Local Roundtables.


Status. Mayor Rahdames passed away in September 2019, which was a blow to the Boca Chica roundtable; but, led by Ms. Florentino, the Committee continued to successfully carry out the activities scheduled for 2019. The Vice Mayor took over as acting mayor until the next elections in May 2020.

3.4.2 Santo Domingo Este

Santo Domingo Este (SDE) is the largest municipality in the DR, with a population of over a million people. It is an important economic and tourist center that suffers from extreme traffic congestion and a high crime rate.

Commitment of Mayor. Because of AMUPREV’s engagement with FEDOMU at the regional level, the mayor of Santo Domingo Este, Mr. Juan de los Santos, was already familiar with the project and immediately designated his vice mayor to coordinate activities. Shortly after AMUPREV started working in the municipality, however, the mayor of Santo Domingo Este was killed, and consequently, the vice mayor, Jeannette Medina Luciano was named mayor. She agreed to continue cooperation and to plan a meeting to gather civil society and government agencies together to begin the discussion about setting up an MVPC. The meeting was held in January, but only municipal staff were invited and attended. SDE had just completed a new ten-year Municipal Development Plan, which they reviewed to identify strategic areas that might relate to a future crime and violence prevention program. The upcoming elections (in May 2016) made it difficult to hold further meetings, so they agreed to continue discussions after the elections, and with a wider audience. AMUPREV would focus on reviewing the Municipal Annual Operating Plan.

The election of Alfredo Martínez as mayor of SDE in May, however, touched off months of protests that prevented the resumption of activities, despite the fact that he was of the same party as de los Santos. Mayor Martínez also replaced key staff that had begun to work with AMUPREV, and the process had to be re-started, with the assistance of FEDOMU and ASOMUREO. Nevertheless, AMUPREV was able to start working with the new **Vice Mayor, Jacinta Estevez** in July and the MVPC was established in September.

 **Jacinta Estévez, Vice Mayor SDE.** Vice Mayor Estevez shared her observations about the value that AMUPREV brought in terms of institutional strengthening. She highlighted the way that the administration typically functions, with the offices of youth, women, sports and art each working separately on their own plans. The orientation and opportunity to see the experiences of Austin, TX was a catalyst for a focused and integrated approach. She highlighted how they convened all the NGOs working on women’s issues with the Municipal Office of Women and Central Ministry of Women, and inventoried, prioritized and integrated them. Vice Mayor Estevez claimed that analyzing all the programs that were being implemented “woke [them] up” to the fact that they should not rely only on what the municipality has, but “what [they] can find.” She boasted, “we did not feel poor anymore.”

Dimos cuenta que para hacer algo tiene que articular con todas las instituciones

“We realized that in order to do anything we had to align with all institutions”

Jacinta Estevez, Vice Mayor, Santo Domingo Este

Vice Mayor Estevez also highlighted partnerships they had developed with the Ministry of Employment, the Ministry of Education for Adult Education, and universities, and a special initiative of the president for social inclusion that was focused on helping citizens obtain documents that gave them access to social assistance and health insurance. Their efforts included hiring law students to work in targeted neighborhoods where documentation was low. Vice Mayor Estevez highlighted the sense of empowerment they gained from the change in understanding, observation of other experiences, capacity building and accompaniment of FEDOMU and AMUPREV.

Luisa Taveras, Municipal Technical Secretary. As head of Planning and Budget, Luisa was engaged in preparation for the new Municipal Development Plan for 2015-2025, which was traditionally done by compiling the plans for each sector or office into one document. Through AMUPREV, she realized that many parts of the local government and civil society had a shared goal but worked in isolation from each other. Bringing them together revealed that there were a lot of resources available outside of the municipal budget. Ms. Taveras began to see her role as “channeling” existing resources—government, community, volunteers, youth, and the private sector.

Sentimos que el poder está en nosotros no en el presupuesto.

“We felt that the power is within us, not in the budget.”

Luisa Taveras
Municipal Technical Secretary
Santo Domingo Este

Pedro Lorenzo, former Director, Municipal Office of Youth Affairs, Youth Representative to Municipal Council and Member of the MVPC. Mr. Lorenzo worked for five years in the SDE Office of Youth Affairs under the previous and current mayor and led the Youth Municipal Council. He served on the MVPC, leading youth programs to reduce teen pregnancy and drug use, promoting values, and organizing conversations in schools and communities, with the mayor participating every Saturday in a different community. Mr. Lorenzo

“Without the MVPC we would never have focused on teen pregnancy.”

Pedro Lorenzo
Former Director, Municipal Office of Youth
Santo Domingo Este

is currently working for the chairman of the PLD’s presidential campaign for the 2020 general election, advising on the prevention and youth platform, applying directly what he learned under AMUPREV. The head of the campaign is former Education Minister Andres Navarro. He hopes for an appointment as Minister of Youth if his candidate, Gonzalo Castillo, wins.



Mayor from 2016-2018. Mr. Corona, who is currently 20 years old, was a youth member of the MVPC in SDE and as such had the opportunity to participate in the exchange with Austin, TX. He participated in the entire process of orientation, capacity building, diagnostic, planning and implementation, but said that the trip to Austin “completed” his understanding. Again, the greatest takeaway for him was seeing how the city administration of Austin worked “hand in hand” with the police. He was particularly impressed by the interaction of police with at-risk youth and youth already exposed to the justice system. He reflected on the way that the dictatorship of Trujillo influenced how the police operate and how they are perceived today, but after the Austin exchange, they began to include police in all their activities.

Jesus Corona, Youth Representative MVPC, former Youth

Currently, he is coordinating the Model UN in SDE, under a program with Ryerson University of Canada. He has engaged 150 schools and developed a network of 60 students. He received training for the work in Mexico and wants to expand the program to the whole country. He is a member of the Youth Committee, a community NGO, and remains part of the Youth Municipal Council, which has representatives on the MVPC. In addition, he serves as the DR representative for the Curacao Ministry of Industry and Commerce.

Raquel Cruz, Deputy Attorney General, Santo Domingo Province. Ms. Cruz is an impressive professional whose efforts have directly reduced crime and violence in SDE. Through a personal experience, she became aware of the relationship between noise pollution in the city and crime and violence, as well as the direct impact of noise pollution on citizens. She observed an apartment building with a large number of “for sale” signs and wondered why so many were being sold. Through her own investigation, she found that people were moving out because of the noise and related delinquency generated by nearby bars and restaurants and that it was a problem throughout the city. Since causing noise disturbances was not a crime, she was not sure how to address it. She explored the issue during the visit from the Austin delegates and brought it

to the MVPC to identify and coordinate solutions based on prevention. Rather than putting individual business owners on the spot (including some councilmembers) by just responding to complaints, the strategy was to work with all the businesses to help them comply with new regulations that limited hours and created parameters for noise levels. AMUPREV purchased decimeters for the committee to measure noise levels and the police helped with the communications. In the end, Deputy Attorney General Cruz said that the best indicator that they had succeeded was that the bars and restaurants were installing soundproof glass. In her role as Deputy Attorney General, the experience strongly influenced her approach to her job as less focused on prosecuting and punishing and more on working through the MVPC to find practical solutions.

3.4.3 Special initiative: Trafficking in Persons

In September 2017, USAID issued a final two-year cost extension to AMUPREV, which included a new task to implement an awareness-raising program in selected schools in the Dominican Republic to prevent victimization related to trafficking in persons (TIP) in collaboration with the Special Solicitor for Trafficking in Persons (PETTP) within the Attorney General's office.

In collaboration with FEDOMU, the Attorney General's Office of the Dominican Republic, the National School of the Ministry of the Interior, Ministry of Women (MM) and the Ministry of Education (MINED), AMUPREV held workshops to train prosecutors, counselors, and municipal staff via a training of trainers (TOT) model to reach students ages 14 to 18 with information on strategies for the prevention of TIP. Upon completion of phases one and two (training for prosecutors, school counselors and municipal staff), a third phase of workshops were held to train students in 204 educational centers. A total of 8,160 students were trained in October 2018. Combined with the 1,363 students trained in September 2018, AMUPREV was able to reach a total of 9,523 students via the TOT model on TIP prevention strategies, 6,523 than initially estimated.

Table 13: Total students trained in TIP

Region	Municipalities	Schools	Total Students*
15	National District, Santo Domingo Oeste, Pedro Brand and Los Alcarrizos	28	1,271
10	Santo Domingo Norte, Santo Domingo Este and Boca Chica	31	1,432
08	Santiago	36	1,659
11	Puerto Plata	33	1,499
02	San Juan y Elías Piña	32	1,803
14	Samaná and Nagua	44	1,859
	TOTAL	204	9,523

Table 14: Total Trainers Trained in TIP

	District Attorney	School Counselor	MINED Staff	FEDOMU Staff	Prosecutor	Municipal Staff	TOTAL
National School, Ministry of Interior	25						25
National District			5	3	31	2	41
SDE, Boca Chica, SDN		35	2			13	50
Santiago		40		1	2	9	52
Puerto Plata		35	9	2		11	57
San Juan de la Maguana & Elías Piña		40	7	2		9	58
Samaná & Nagua		45	4	1		6	56
TOTAL	25	195	27	9	33	50	339

AMUPREV consultant Mrs. Yolanny Rojas coordinated with the Ministry of Education and FEDOMU to distribute and deliver 15,000 copies of educational materials for student teachers, counselors and psychologists, and the Municipal Offices of Women Affairs and the Vice-Mayors. This material was delivered to regional educational centers and was intended to provide supplemental resources to MINED and municipal staff.

Table 15: Total training material and comics sent to teachers/counselors and municipalities

Training Materials	Total
Training Materials	
Teachers	260
Municipalities	45
Total	305
Comics	
Students	11,711
Municipal Leaders	400
Total	12,111

3.4.4 Special initiative: Support FEDOMU to Guide the Creation of Additional Local Roundtables

As mentioned earlier, during FY2019, AMUPREV supported FEDOMU in order to provide guidance to local authorities and key stakeholders in Santo Domingo Oeste and the National District to establish their Local Roundtables for Security, Citizenship and Gender. This effort was modeled after the experience of AMUPREV support to Santo Domingo Este and Boca Chica, and in accordance with the steps included in the Guide to Establish Crime Prevention Strategies at the Municipal Level developed by AMUPREV. Over 13 Local Citizen Roundtables in the DR are currently based on the AMUPREV model.

3.5 HONDURAS

Target Municipalities. In FY2106, USAID modified AMUPREV’s scope to add three municipalities in Honduras, in order to pilot direct assistance. USAID and other donors had already invested a significant amount of funding in crime and violence prevention programs. USAID’s Place-Based Strategy (PBS) was well underway in the five “CARSI cities” of San Pedro Sula, Choloma, Tela, La Ceiba and Tegucigalpa. Therefore, given the limited resources of AMUPREV, ICMA suggested piloting its approach in three smaller municipalities that had not received any donor assistance, were members of the *mancomunidad* or “commonwealth” of the Metropolitan Zone of the Sula Valley (Zona Metropolitana del Valle de Sula, ZMVS), and were experiencing an alarming increase in violence due to their proximity to San Pedro Sula.

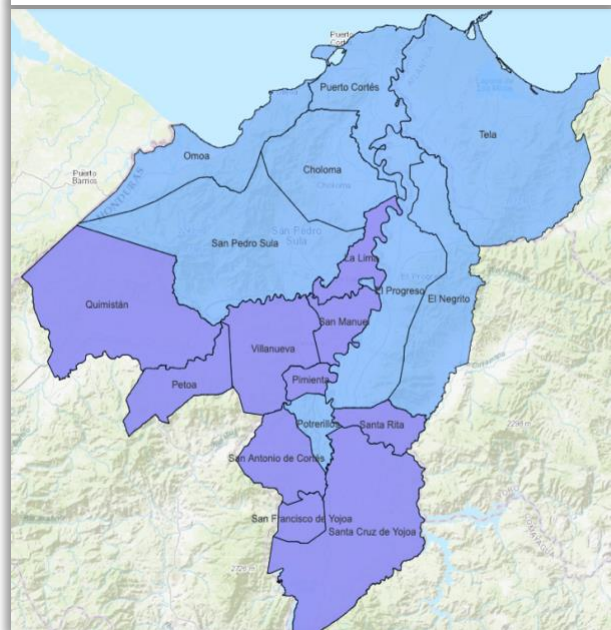
In addition, AMUPREV recommended selecting the municipalities so that the mayors each represented one of the three major political parties: the National Party of Honduras (*Partido Nacional de Honduras*, PNH); the Liberty and Refoundation (Partido Libertad y Refundación, Libre); and, the Liberal Party of Honduras (*Partido Liberal de Honduras*, PLH). Therefore, AMUPREV selected **Pimienta**, whose mayor was from the President’s conservative Nationalist party (PNH); **Villanueva**, whose mayor was from the Liberal opposition party (PLH); and **San Manuel**, whose mayor was from the opposition leftist Libre party. In Honduras, as in other Central American countries, the party membership of the mayor has a substantial impact on the municipality’s access to central resources and is a source of conflict and protests by the opposition.

In August 2016, a delegation from San José, CA visited the three municipalities as part of a CityLinks™ exchange. ZMVS held a general meeting and invited all its member municipalities to learn from the experience of San José and the three municipalities supported directly by AMUPREV. As a member of the ZMVS, the mayor of Santa Rita Yoro, who participated in the workshop, approached the COP at the end of the meeting and asked for urgent

Department	Municipality	Population*	
Honduras	Cortes (FY2016-2018)	San Manuel	65,912
		Pimienta	21,432
		Villanueva	173,640
Yoro (FY2016-2018)	Santa Rita	20,968	
Cortes (FY2016-2018)	La Lima	80,404	
		San Antonio de Cortés	22,748
		San Francisco de Yojoa	24,320
		Santa Cruz Yojoa	91,134
Santa Barbara (FY2018-2019)	Petoa	12,832	
		Quimistan	58,221
Francisco Morazan (FY2018-2019)	Cantarranas	17,692	
		Santa Lucia	15,374
		Valle de Angeles	19,922

*Source: Instituto Nacional de Estadísticas, 2019.

Municipalities of the Metropolitan Zone of Sula Valley



assistance from AMUPREV. In 2014, his small town on the periphery of San Pedro Sula had the highest rates of violence in all of Central America. At the time, however, the COP had to decline due to the lack of available funds to provide the same level of assistance to an additional municipality. USAID, however, consented to allowing the COP to share guidance materials and provide minimal guidance to help the city develop a risk prevention strategy that would complement the aggressive work that the police were doing to "clean up" Santa Rita in 2015 and 2016.

In FY2018, AMUPREV began to work in six additional municipalities in the ZMVS. In total, AMUPREV was working with ten of the 18 total members in the metropolitan zone. AMUPREV also evaluated the feasibility of working to some degree in the other eight municipalities, however, San Pedro Sula, Choloma, and Tela were being supported by another USAID-funded initiative, while El Progreso, Omoa, and Puerto Cortés already had important efforts underway and AMUPREV would only offer marginal benefits. El Negrito's location would have necessitated spending more resources on travel expenses than the project budget would allow, and Potrerillos was eliminated because at the time the AMUPREV staff felt that the mayor lacked the political will to successfully implement the program. At AMHON's request and with USAID/Honduras' concurrence, AMUPREV identified another three municipalities in the Department of Francisco Morazán, located in the hills to the northeast of Tegucigalpa, which had just been designated a tourism zone (for a final total of 13 municipalities in Honduras).

Implementation of the second group of nine municipalities began just after national and local elections took place in 2017. In the original three pilot municipalities and Santa Rita Yoro, the mayors were all re-elected, three for their third terms; in the second group of nine municipalities, three mayors were re-elected and six were starting their first terms in office. Voters in four of the six municipalities that elected new mayors had rejected Nationalist candidates and elected a mayor in the opposition party. Table 16 below shows where mayors were re-elected (shaded in green), and the parties to which they belong (center-right in blue, left-leftist in red).

A change to the electoral law for the 2017 election required that, if the mayoral candidate was male, the vice mayoral candidate must be female, and vice versa. As the elections in all the AMUPREV partner municipalities resulted in male mayors, the vice mayors were all women. While the law was intended to promote the inclusion of women in leadership positions, it did not define the roles and responsibilities of the vice mayor. Consequently, in some municipalities the vice mayors were simply treated as administrative staff, while in others they played significant leadership roles, including leading the MVPCs.

National Municipal Association. AMUPREV worked closely with the Association of Honduran Municipalities ([Asociación de Municipios de Honduras](#), AMHON), which facilitated and participated in introductory meetings with mayors in the partner municipalities. AMHON also signed an agreement with USAID in 2018 to support implementation of USAID programs in Honduras. Although up to that point AMHON had no specific prevention agenda or technical experience, they negotiated the "Pact for A Better Life" with the government to allow for 40% of central transfers to be spent by municipalities from different accounts on a range of social programs, including prevention (discussed below).

AMHON has its own grant fund and provided grants to the MVPCs of Pimienta, San Manuel, and Villanueva in 2016 and to Cantarranas, Santa Lucía and Valle de Ángeles in 2018. Thanks to capacity building from AMUPREV in communications, AMHON expanded its reach by developing a communications network of 90 municipalities and was a frequent contributor of content to the AMUPREV regional website. AMUPREV worked with AMHON to systematize the experience and lessons learned from the pilot municipalities and

produce a [video](#) and guide tailored for Honduran municipalities. AMUPREV pledged to fund the printing of the guide, which was intended to be presented at the May 2019 meeting of the AMHON National Assembly. AMUPREV also pledged to support lodging and travel expenses for the mayors from partner municipalities. However, AMUPREV was unable to fulfill these pledges due to funding cuts that terminated the program prematurely in May 2019.³¹

Guadalupe Lopez, Director of the Technical Secretary of Municipal Administrative Careers (*Secretaria Técnica De La Carrera Administrativa Municipal*, SETCAM). Mr. Lopez was deeply engaged in AMUPREV. In fact, when ICMA announced (October 2014) that it would support municipalities in Honduras; Mr. López was Executive Director of AMHON and he was instrumental in linking AMUPREV with the ZMVS and the selected municipalities. He highlighted what he considered to be the principle strengths and contributions of the approach: strengthening the principle of civility, close engagement with the community, the difficult task of institutional coordination and alignment, the development of prevention plans motivated by inclusion, and intentional monitoring. In his capacity at SETCAM, Mr. Lopez is exploring ways to develop a certification program in citizen security with UNAH that will be available as a distance learning program.

National Policy. In 2012, the government of Honduras established an *ad hoc* Council on Prevention of Violence against Infants and Youth (*Consejo de Prevención de Violencia hacia la Niñez y Juventud*, COPREV), and in 2013 issued the National Policy for Prevention of Violence against Infants and Youth. Unfortunately, neither undertaking had an associated budget. The policy is currently being updated for the first time since it was issued in 2013.

In 2014, the Municipal Code was modified to allow 5% of central transfers to be used by municipalities to fund programs for women in economic and social development and combating violence. In 2014, the Government of Honduras also signed an agreement with AMHON called the “Pact for a Better Life,” which allowed for 40% of total municipal transfers from the national government to be used for social development, education, improving health, water and sanitation, and promoting peaceful co-existence and a culture of peace. This agreement is government policy, but it is not incorporated into laws governing transfers, and many mayors are not aware of the flexibility that it offers. At the same time, the lack of clarity around how transfers funds can be used creates risks for mayors, who may not take advantage of the flexibility for fear of unknowingly breaking the rules and being fined.

National Police. Since 2012, the National Civilian Police (*Policia Nacional Civil*, PNC) have been slowly expanding and evolving the role of community policing within the force. When AMUPREV started up in FY2016, the government was working with INL to introduce community policing in San Pedro Sula proper, but there were no trained police present in the initial three pilot cities under AMUPREV. By the time AMUPREV began work in the second group of municipalities in FY2018, the number of PNC officers with some kind of training in community policing had risen substantially, and the PNC had established a special cadre of prevention officers. Several of the police chiefs in the second group of partner municipalities had experience with prevention by that time and worked closely with the MVPCs. The problem of frequent rotation of officers, however, hindered the potential impact. None of the AMUPREV municipalities had municipal transit police.

³¹ The present Sub-Secretary for Health, **Dr. Nery Cerrato**, who was formerly with AMHON, told us that he intends to disseminate the guide through the Health Ministry.

Table 16: Municipal Summary Table, Honduras

HONDURAS	Mayors 2014 2018	Years	CityLinks™	Status of MVPC	Policy	Other Assistance
Pimienta	Dr. Raul Ugarte (Nacionalista) (2nd term)	3	San Jose CA	Active	--	--
	Dr. Raul Ugarte (Nacionalista)					
San Manuel	Arturo Castro (Libre)	3	San Jose CA	Active	Yes	GIZ
	Arturo Castro (Libre)					
Villanueva	Dr. Walter S. Perdomo (Liberal)	3	San Jose CA	Active	--	UNDP
	Dr. Walter S. Perdomo (Liberal)					
Santa Rita Yoro	Mario Alexis Caballero (Nacionalista)	2	San Jose CA	Active	--	Save the Children
	Mario Alexi Caballero (Nacionalista)					
La Lima	Santos Orlando Molina (Nacionalista)	1	Louisville KY	Active	--	UNDP
	José Santiago Motiño (Alianza Patriótica)					
Petoa	Roberto Santos Guzman (Nacionalista)	1	Louisville KY	Active	--	Save the Children
	Roberto Santos Guzman (Nacionalista)					
Quimistán	Juan Jose Guevara Figueroa (Nacionalista)	1	Louisville KY	Active	--	--
	Juan José Guevara Escalante (Nacionalista)					
San Antonio de Cortés	Jose Fernando Mejia Rosales (Nacionalista)	1	Louisville KY	Active	--	--
	Dr. Santos Murillo (Nacionalista)					
San Francisco de Yojoa	Abog. Alfredo Cerros Rivera (Liberal)	1	Louisville KY	Active	--	UNDP
	Abog. Alfredo Cerros Rivera (Liberal)					
Santa Cruz de Yojoa	Roberto Pineda Chacón (Liberal)	1	Louisville KY	Active	--	--
	Marlon Pineda (Libre)					
Cantarranas	Francisco Gaitán (Liberal)	1	--	Active	--	--
	Francisco Gaitán (Liberal)					
Santa Lucía	Carlos Armando Bendeck (Nacionalista)	1	--	Active	--	--
	Julio Avilez (Nacionalista)					
Valle de Ángeles	Wilfredo Ponce (Nacionalista)	1	--	Active	--	--
	Wilfredo Ponce (Nacionalista)					

Consequences of Termination of Assistance to Honduras. In early May 2019, US assistance to Honduras was abruptly terminated, five months before the contract end date and after less than a year of engagement with the second group of nine Honduran municipalities. The field interviews for this report took place in July 2019, two months after the end of AMUPREV's activities. For mayors and MVPCs, the sudden termination was disappointing and disconcerting, particularly because the CityLinks™ exchange with Louisville, KY for the second group of committees in the ZMVS was cancelled. AMUPREV was in the process of developing a CityLinks™ partner for the three municipalities in the Department of Francisco Morazán when the aid was cut and was unable to provide in-kind grants for the implementation of the 2019 work plans.

The second group of nine MVPCs that were added in 2018 had just started gaining momentum and expressed hope that assistance would resume; in fact, many believed that it would. For that reason, we must acknowledge that the feedback from some key informants may have been biased toward promoting the value of the project in order to support the resumption of assistance, though we strongly discouraged any speculation regarding that possibility. Regardless, based on what they had already accomplished in a short period of time, the MVPC members across municipalities expressed their commitment to continuing their efforts. Upon notification from AMUPREV that no additional USAID funding would be available for Honduras, the all of the mayors of the AMUPREV municipalities joined in supporting a proposal to the ZMVS to contract Maria Victoria Paz (Country Technical Assistant) and Maria del Carmen Álvarez (Country Technical Advisor)

to continue assistance to the municipalities. They were both contracted for six months and despite the termination of activities, the MVPCs in all 13 of the Honduran municipalities remain active.

For AMHON's part, despite the setback, it remains active and committed to promoting the AMUPREV approach to municipal crime and violence prevention within Honduras. AMHON reported that they planned to incorporate the approach as a chapter in a broader municipal guide currently funded by the European Union (EU).

3.5.1 FY2016-2018: Pilots ZMVS

Country Technical Advisor, Maria Victoria Paz (2016-2019). ICMA hired Ms. Paz shortly after implementation had begun in Honduras. Ms. Paz had previously worked for the ZMVS and was well known to the member mayors and municipal administrations. She had the advantage of USAID experience, but did not have a technical background in crime and violence prevention. Mr. Loria trained and mentored Ms. Paz on-the-job, and she said that the AMUPREV website and toolkit documents were her "bible." She worked with all ten ZMVS municipalities, which gave her the advantage of learning from a variety of contexts that enriched her understanding of and ability to articulate and facilitate the approach. Being from San Francisco Yojoa was also an advantage as she was "local" and knew the context well.

In her experience, one of the biggest initial challenges was convincing local stakeholders that AMUPREV was not just another donor project that would leave and "*perder la secuencia*" ("lose continuity"). She said, however, that the process was effective in driving and targeting action so that the efforts of the local committees had results, which led to a change in perception of the municipal role and the value of AMUPREV's assistance, even without substantial grant funds.

AMUPREV started supporting the selected municipalities of San Manuel, Pimienta and Villanueva to establish MVPCs in 2016. She said that the committees developed their first work plans with a high level of enthusiasm. However, by the end of the calendar year, when they evaluated their plan, they realized that they had been overly ambitious and much of their planned activities had not been achieved. As a result, she said they understood that they needed to be more focused on the highest priorities and most at risk areas in their next annual plan.

María del Carmen Álvarez. Country Technical Advisor. (Feb 2017-2019). ICMA hired a second Country Technical Advisor, Ms. Alvarez, to add local technical expertise in citizen security to the team. Ms. Alvarez had a strong academic background and good data skills from her experience collecting data for the National Violence Observatory but did not have the connections to the mayors and local context that Ms. Paz did. While continuing to build their capacity, the COP had Ms. Paz and Ms. Alvarez work together for three months to allow them to exchange experience and knowledge, before assigning them individual responsibility for specific municipalities. Ms. Alvarez noted that while there is a lot of data now being collected, there is still a lack of capacity to analyze it and apply it to decision making.

PIMIENTA (CORTES). Comité Juntos por la Paz (Committee United for Peace). The mayor of Pimienta, **Raul Urgarte** (Nationalist), had been in office since 2002 when AMUPREV arrived in 2016. He was initially enthusiastic, but his first question was about money and he did not fully grasp the concept of prevention (e.g., he wanted members of the MVPC to patrol streets). Regardless, he assigned his "right hand man" Alejandro Mármol, a Municipal Council member, to serve as Coordinator of the new MVPC, but he did not truly engage. The Vice Mayor participated in training and planning but was not given a leadership role.

Expecting immediate results, the mayor became skeptical after the first couple of months. By then, however, the MVPC members were fully committed and Councilman Mármol convinced the mayor to continue to support the effort. The ideas that the delegation brought back from the trip to San Jose (Jan 2017) cemented the mayor's commitment and changed his focus from just investing in sports to investing in families and rescuing public spaces. So, while it took some time for him to “buy in,” he now “owns” the committee and, in fact, he was instrumental in convincing other ZMVS mayors from different political parties to implement the approach. He also supported the joint proposal to the *Mancomunidad* to hire the AMUPREV advisors once the funding from USAID ended.

Alejandro Mármol, Municipal Council Member and Secretary of the MVPC. In discussing the experience, Councilman Mármol described the process as “maturing” and adapting over time. For example, in the first MVPC Work Plan they included 80 activities for implementation within ten months with no clear objectives or way to assess results. For the 2017 MVPC Work Plan, the COP led them in an evaluation process that resulted in the removal of activities that had nothing to do with reducing crime and violence risks. The plan thus focused on fewer activities and targeted specific neighborhoods where risks were highest.



The partnership with San Jose, CA, again, had a major impact on their thinking. First, they realized that San Jose was confronting similar problems but had been working to resolve them for 25 years. With this perspective, they understood that a) it would take more than a year to solve serious issues; and b) they could start by doing small things to implement prevention activities. It gave them the mental space to proceed step by step, “*sembrando las semillas*” (“planting the seeds”). The experience in San Jose drove their focus on recuperating public spaces, and they were impressed by the interaction of the police with youth in schools. Councilman Marmol noted, however, that the cooperation of the police in Pimienta depended on the personal commitment of the police chief and the length of time police officers were assigned to the municipality. The relationships that developed were disrupted by frequent rotation of the chief and police officers.


Despite setbacks, such as the Police Station being burned down by protesters during post-election violence in December 2018 and January 2019, and having to be rebuilt by the municipality, AMUPREV continued to support the engagement of the PNC in prevention initiatives. One such initiative included the rehabilitation of a park in an area controlled by gangs and drug activity. With municipal resources and in-kind grant support from AMUPREV, they installed lights and built a soccer field and basketball courts. The community felt safer, more youth went to play sports, and police interaction with the youth resulted in a change in their behavior as well as in the perception of the community. In fact, Councilman Marmol commented that “the sons of gang members now want to be policemen.” These results were critical in gaining the understanding and the support of the mayor for continued prevention efforts.

Professor Juan Gabriel Lizardo. Professor Lizardo shared his own change of mindset (*cambio de chip*), which occurred when he participated in the community diagnostic. He had simply understood the problem as homicides (reinforced by what was measured and publicized) but realized that the problem was in fact violence within the community and that they needed to reduce the risks of violence. He said that this focused their attention on reducing risks for youth, families, and single mothers. He had seen the problem as generated by youth but realized that risks such as domestic violence or bullying promoted unfavorable behavior by youths. He noted that soccer programs meant to keep youth occupied was actually generating violence and that they needed to leverage events that attract youth as opportunities to incorporate positive

values. The closer engagement with the community gave a different perspective on violence, from something happening outside of their lives, to something that had a direct impact on their own community.

SAN MANUEL (CORTES). Citizen Co-existence Committee (*Comité de Convivencia Ciudadana*). The mayor of San Manuel, **Arturo Castro**, was in his first term as mayor when AMUPREV began. As an opposition party member, he had difficulty accessing the central resources necessary for several infrastructure projects, including a children’s park, and was jaded when it came to the benefits of cooperation. Mayor Castro said he had not understood the prevention approach initially and actually thought the real purpose of USAID was be the “ears” of the community through the MVPC. He was also concerned about exposing people to danger just by participating in the MVPC. Furthermore, cooperation with the police was difficult; he wanted to make sure that the police were not taking advantage of their community role to identify and arrest people.

Mayor Castro recounted that with one of the highest murder rates in the country³² they accepted violence as their reality and saw no reason to invest in prevention. It took about 3-4 months of engagement before Mayor Castro finally understood prevention and the purpose of the MVPC. The MVPC began to incorporate prevention into existing activities and community events and developed a network of volunteer youth communicators to raise awareness. These youths conducted interviews using a camera purchased by AMUPREV as part of the in-kind grants. These interviews were aired as part of a 20-minute TV spot every Thursday.

 Mayor Castro emphasized the critical role of the police in their prevention efforts, and the difficulty they had getting them to sit down and talk, given that the community so clearly despised the police. The MVPC did manage to involve police in “talks” with youth. The MVPC even implemented “Coffee with a Cop,” a program that they learned about in San Jose, and promoted the Drug Abuse Resistance Education (DARE) program in schools. The post-election violence in December 2017-January 2018—during which the mayor had to go out and control his own party members—reignited mutual hostility between the police and community, which continues to today. The mayor said, for example, that to deal with the dengue crisis (which was ongoing at the time of the interviews), the health department wanted to ask the police to help with fumigation. The mayor rejected the idea out of fear for the safety of the police. He said the confidence they had built continues to deteriorate and without that confidence, their efforts have more limited impact. He noted, however, that a new police chief had just rotated in from “Rivera Hernandez” (a violent community in San Pedro Sula), where the “Catracho Model” of community police was first piloted. This model subdivides large municipalities into subsections and assigns officers to permanently patrol these smaller areas. This enables the police to know their community better, and vice versa. Police patrol the hot spots based on data and restructure shift schedules to ensure 24-hour coverage of patrol areas. The mayor indicated that building this trust is important to detecting and deterring crime.

One of the major accomplishments in San Manuel was the development of a municipal policy on prevention with the assistance of the National Autonomous University of Honduras (Universidad Nacional Autónoma de Honduras, UNAH) and AMUPREV. As a result of that relationship, when the University contacted the mayor about placing internships in the municipality, he quickly signed an agreement. That cooperation also has led to the placement of a fulltime attorney and a fulltime psychologist in San Manuel to coordinate assistance to infants, children, youth, and women.

³² Homicide counts are often misleading due to the practice of gangs of often dumping bodies in other jurisdictions, which likely contributed to the numbers in San Manuel.

In reflecting on the experience, the mayor said that in the past their efforts were dispersed and reactive, but now they are structured in a way that aligns everyone (*“una misma línea”*). The value of AMUPREV for him was in the accompaniment and grounding of the work in the local reality. With limited resources, they learned how to address the problem themselves and how to collaborate with other partners. Moreover, the approach helped to separate the prevention effort from the “political fight.” The mayor also mentioned the benefit of having a unified local approach that helped them coordinate better with national institutions, so that central assistance was tailored to their strategic priorities. Many of the former members of the MVPC have left, but new members have joined and are implementing the 2019 MVPC Work Plan. The former coordinator still works for the municipality and he remains a valuable asset to the committee. In addition, to develop future leadership, they have integrated the university interns into the MVPC and in all activities.

VILLANUEVA, ZMVS (CORTES). Municipal Peace and Co-existence Committee (*Comité Municipal de Paz y Convivencia*). Villanueva is the largest and most urban of the AMUPREV partner municipalities and sits adjacent to San Pedro Sula, making it a destination for gangs and citizens fleeing San Pedro Sula during PNC crackdowns. As a consequence, gangs control the hills above Villanueva and illegal invasions put increasing pressure on the ability of the municipality to meet basic needs. The mayor, **Walter Perdomo**, is a doctor and member of the opposition Liberal party and was in the middle of his second term when AMUPREV started. The municipality had an observatory and a security committee that met in secret with the police. They were afraid to enter into the gang-controlled communities. Dr. Perdomo immediately grasped the prevention concepts and gave total support to the committee; whenever organizations arrive with new projects, he sends them directly to the MVPC.³³ The vice mayor, **Elvin Guillén**, was very active in the MVPC and represented the mayor in the visit to San Jose. Mayor Perdomo was re-elected in 2017 with a different vice mayor, but he hired Mr. Guillen to be city administrator, ensuring continuity in municipal support for the crime and violence prevention strategy and activities.

As happened in Pimienta and San Manuel, the local police station in Villanueva was burned down during violent protests following the Presidential election in 2017. Nevertheless, the mayor credited the relationships the MVPC had built with the police and other central government agencies with minimizing the impact of the protests, even approaching the protesters with alternative ways to protest. Rather than rebuilding the police station right away, the mayor convinced the police and municipal council to instead invest in an art center and assign another space near a school in the center for the police. His logic was that if they simply rebuilt the station, it would just be burned down again. The solution had the added benefit of raising the profile and prestige of the police by being associated with the school.

To build that relationship the Villanueva authorities had to overcome the initial resistance of a newly assigned police chief, as well as the contradiction in the perception that “the police play with youth in the morning and arrest them at night.” As the MVPC gained a deeper understanding of the dynamics of violence in their communities, they understood that the principal drivers of homicides were fights and robberies. The municipality began to seek solutions to interpersonal conflict with the Justice of the Peace. More resources were provided for their office of conflict resolution and for the Office of Women, led by a female lawyer who provides legal assistance to women who report abuse. The mayor emphasized that even simple things like being nonconfrontational and listening make a big difference. Ultimately, the relationship with the police and the provision of services to victims resulted in an increase in denunciations, which generated better

³³ A central government human rights initiative came to Villanueva to implement its Local Protection System. The mayor told them they already had the MVPC and directed them to integrate the system into their strategy and priorities.


information about perpetrators to help the PNC to investigate and solve crimes, increasing access to justice and reducing impunity.


Through the MVPC, co-existence has become the norm, instead of violent confrontation, by promoting programs that address the root causes of violence. For example, they have an MOU with local pastors and priests to work with youth and identify vulnerable people in need of attention; they have access to four psychologists through the Red Cross and UNICEF; they have established a bilingual programs believing that learning another language builds self-esteem; and they provide a nutrition program so youth do not depend on the gangs for food.

The principle impact according to Mayor Perdomo is the ability to work together strategically—not politically—highlighting the nonpartisan nature of the MVPC. Although he has a majority within the Municipal Council, Mayor Perdomo had to convince other party representatives to cooperate, which he accomplished through consensus building. Despite the enthusiasm of the mayor, he was careful to point out that prevention is not easy – there is no “recipe” – and it is a step-by-step process that requires transparency.

Jacqueline López, Vice Mayor and Coordinator of the MVPC. In the new administration, Ms. López represents the Mayor in the committee. She told us that when AMUPREV started, Villanueva had no concrete strategy and that the structured process helped them develop an effective plan that was already showing results in what had been the most violent neighborhoods. The *Patronatos* (community governance structures below the municipal level) initially participated just to see what they could get for their communities, but eventually they saw the benefits of working with the committee. Vice Mayor López stated that AMUPREV’s greatest impact was an increase in denunciations.

Ana Rosa Cartagena, Director, Office of Women, MVPC member. According to Ms. Cartagena, engagement with the community was critical to understanding that their biggest problem was domestic violence. This focus led to integrated programs to support parents, empower women economically, address health needs, and provide support for human rights. Because of the focus of the MVPC on women, the Office of Women received more support for providing integrated services and strengthened its technical team. The Patronatos played an important role because they provided access to the communities. According to Ms. Cartagena, “*no trabajar con prevencion es no cuidar a la población*” (“working without prevention is not caring for the population”).

 In describing the process, Ms. Cartagena recounted that the Project started with orientation for the mayor and four others, followed by a larger community meeting with 70-100 people. The first plan they developed included everything the community had asked for with regards to prevention. The second plan was more structured and scientific as their capacity and institutional coordination improved. They replicated models from San Jose, CA and adapted them to their own context. The inclusion of teachers in the MVPC was indispensable because they brought their own understanding of the needs of children and youth (note that the municipalities do not have any authority over the schools). The cooperation of the Police was crucial and there was never any activity in which the police were not engaged. Through these processes, they learned how to coordinate and work as a team but acknowledged that keeping the subcommittees integrated and coordinated was an ongoing challenge.

 Ms. Cartagena also highlighted the importance of communications. Traditionally, the purpose of communications is to promote the mayor, and people don’t participate if he/she is not there. After the trip to San Jose, the MVPC began to focus more on communications to emphasize that it was apolitical; and

as a policy, they did not participate in any political events. They also found that by publicizing activities their work influenced other communities. Ms. Cartagena claimed that the success of the Office of Women attracted interest from other municipalities. They were contacted by three other municipalities in Santa Barbara Department asking for help, and they began to work with them as a committee (which met in March of 2019). These municipalities tried to get the mayor engaged, and their hope was to educate the communities in order to put pressure on the mayors.

SANTA RITA YORO. Municipal Committee Peace for my City (*Comité Municipal Paz para mi Ciudad*).

As detailed above, during FY2017 Santa Rita did not receive the same type of direct assistance as the other municipalities. However, with only virtual support and sporadic visits (4-6 hours training each month), the mayor, **Mario Alexis Caballero**, municipal employees, retired teachers, schoolteachers, students and community leaders worked together with admirable determination and commitment to establish an MVPC work plan. AMUPREV was not able to allocate resources for grants to Santa Rita Yoro until FY2018. Mayor Caballero said that their initial success in recuperating spaces empowered and energized the MVPC and generated interest from the public in participating in municipal activities. The police chief that arrived in 2018 had prior prevention experience and immediately began to work with the MVPC. The MVPC continues to operate, even though AMUPREV ended all support in April 2019.

Joel Maldonado, former MVPC Coordinator and Director of Planning. Mr. Maldonado highlighted the importance of the integrated planning process and the discipline of conducting self-evaluation. His office stopped doing planning based on dividing up funds among offices and began to plan based on strategy and objectives. In fact, the municipality is now preparing a two-year plan for 2019-2021, which incorporates the prevention plan with up-to-date indicators of vulnerability at the neighborhood level.

3.5.2 FY2018-2019 Scale Up ZMVS

In FY2018, USAID added nine new municipalities to AMUPREV, six in the ZMVS and three in Francisco Morazán Department. AMUPREV began work in February 2018, cognizant of the limited time available for implementation before the project ended in September 2019. The approach was adapted slightly to ensure the highest impact in the shortest amount of time. AMUPREV conducted the following activities there:

Evaluation of conditions in 10 municipalities of the ZMVS (Feb-April 2018)

- Identification of 7 municipalities in the ZMVS (April 2018)
- Organization of an event (May 2018) in San Pedro Sula to share MVPC Plans and methodology applied in Villanueva, San Manuel and Pimienta. (Santa Rita Yoro was included formally in the second group)
- Training and facilitation to the seven municipalities in the ZMVS in the Francisco Morazán Department to facilitate the development of six-month pilot Municipal Crime and Violence Prevention Plans in each municipality (May-September 2018)
- Provision of in-kind grants³⁴ to support specific initiatives identified in the MVPC Plans.

³⁴ Due to the termination of assistance to Honduras in April 2019, however, AMUPREV was only able to disperse 30% of the grant funds in first and second quarter of FY2019 and none of the ten municipalities in the second group received support in 2019.

- Evaluation of initial 6-month plans and support for development of one-year 2019 MVPC Plans (October to December 2018).
- CityLinks™ exchange visit from Louisville, Kentucky to ZMVS and an AMUPREV/AMHON-sponsored conference for information sharing. (May 2019). The conference was attended by 120 participants. The Louisville delegation presented an overview of their strategy and programs in crime and violence prevention and then spent three hours with each of the seven municipalities to discuss their plans and provide recommendations which would inform the programming of planned exchange visits.

Unfortunately, aid to Honduras was abruptly stopped following the exchange visit; all activities under AMUPREV were terminated and consultants released within a few days. The CityLinks™ partnership was canceled and the partner municipalities never had the opportunity to visit Louisville. Consequently, none of the interviews below include feedback on CityLinks™.

LA LIMA (CORTES). Municipal Committee Limeños for Peace (Comité Municipal Limeños por la Paz).

La Lima has for many years suffered from gangs arriving from San Pedro Sula and an environment of extreme violence and heavy police presence. When AMUPREV began promoting awareness of prevention concepts, local stakeholders strongly resisted, insisting that what they needed was more law enforcement. Through a series of meetings, little by little they began to comprehend the difference between law enforcement and crime and violence prevention, and how the two approaches complemented each other. In fact, the MVPC made a point of taking all references to repression out of the prevention work plan. Cooperation with the police remained difficult until a new chief came on board with prevention experience.

According to **Mayor Santiago Motiño**, the number of homicides in La Lima fell in one year from 78 in 2017 to 23 in 2018, due to the assistance of AMUPREV. He noted that after they intervened in Musalem, one of the most dangerous neighborhoods in La Lima, gang members thanked them for bringing programs to their community.

The MVPC membership is very diverse, with representatives from education, health, police, Patronatos, the Red Cross, firefighters, civil society, and members of the Chamber of Commerce. They took advantage of the opportunity to partner with UNAH (as in San Manuel) to access legal and psychological services and have implemented an Integrated Care Model for Victims (*Modelo de Atención Integral a Víctimas*). The MVPC in La Lima invested in communications using a variety of delivery mechanisms to reach the community and worked closely with the *Patronatos* to conduct community diagnostics and schedule community events.

SAN ANTONIO CORTES (CORTES). Municipal Committee United for Peace (Comité Municipal Unidos por la Paz). San Antonio Cortes is a poor rural municipality in the southern part of the ZMVS. There are no National Police stationed in San Antonio, where the biggest problem is domestic violence linked to alcoholism. San Antonio is a destination for families fleeing gangs in San Pedro Sula, or who are trying to shield their children from becoming engaged in violence. The “city kids” arriving from San Pedro Sula are seen as more worldly, bringing bad habits and poor values that negatively influence the local youth.

The Mayor of San Antonio, Santos Murillo, is a young doctor, who immediately recognized the prevention approach as a public health model and understood that “it was cheaper to prevent than to cure.” While the homicide rate was not high in his municipality, he wanted to ensure that it stayed that way. To start the process, he held three townhall meetings to promote the MVPC with *Patronatos*, parent’s associations, and the water-user associations. When they established the MVPC, the members did not want to use the word

“violence” and changed the name to *Comité Municipal Unidos por la Paz* (Municipal Committee United for Peace). The Catholic and Evangelical churches participate and cooperate actively in the MCVP.

Mayor Murillo said that the AMUPREV approach gave impetus to (*impulsar*) activities they were already doing, and that they especially learned a lot from the diagnostics and planning process. He recalled that they had started with 10 pillars and that Mr. Loria-Chaves had strongly advised them to narrow them down to four. The fundamental pillar is education and the majority of activities under the plan are implemented through schools and teachers. They also identified five communities with the highest risks, understanding that little by little they could expand into additional communities. He said that going through the process is what changed the way they thought (*cambio de mente a través del proceso*) and through implementation they learned what else could be done. They were motivated by what they achieved in the first year, including trainings in the use of social networks for promoting non-violent messages; community events with youth participation to strengthen values and peaceful co-existence; training to minors on the risks of early pregnancy; improvements to parks and sports fields; lighting in vulnerable areas in the community, and many other initiatives. The mayor said they were also motivated the increase in denunciations in just one year.

“El hecho de sentir ese respaldo nos motivó”

(“The feeling of being supported motivated us.”)

Mayor of San Antonio Cortes

Flor de Liz Fernández, Vice Mayor, MVPC Coordinator, Teacher. Vice Mayor Fernández heads the subcommittee on Children and Youth and works closely with teachers and the 62 school directors. In fact, she receives monthly reports from them on what is happening in their schools. She is also focused on monitoring, pointing out that teachers have the strongest culture of planning and evaluation. She said that the first time they did the self-assessment they were surprised at what they had accomplished. The M&E subcommittee sends a monthly report to the Municipal Council. This is an important mechanism to share what is happening through the Committee and an opportunity to understand what is working and what is not.

Julián Quiroz, District Education Director and Subcommittee for Children and Youth. Mr. Quiroz began by saying that if AMUPREV had not come, they would not be doing all the things they are doing in the communities to promote peace. The MVPC includes school directors, teachers, and the municipal departments of Children, Youth, Family, and Health. They work with community organizations in “every community every day.” The police organize events (*recreovias*) and work in schools with youth to build trust and meaningful relationships. Most importantly, the police report monthly to the MVPC on their involvement in prevention activities. The *Patronatos*, who have traditionally acted as isolated fiefdoms, are deeply engaged; any school that wants a program must get the signature of their *Patronato*. The MVPC also incorporates donor project representatives and are continually engaging new people.

Ramon Abad, High School Teacher and MVPC Coordinator of Training and Communication. As a high school principal, Mr. Abad is focused on youth and schools, and is an enthusiastic member of the MVPC, even though he is a central government representative. With no accountability to the municipality, community, parents or even students, the schools often operate without any municipal relationship. Mr. Abad highlighted that the MVPC members work together toward common objectives without regard to political party.

Mr. Abad also talked about his work in the schools and how he is always looking for opportunities to communicate with the students and help them overcome barriers to participation, inclusion and economic opportunity. He reported that a program to reduce teen pregnancy that was implemented at the high school resulted in a reduction in the number of teen pregnancies from 49 to 3, in a population of 1200 students, between 2018 and 2019.

“Sentir con el corazón cambia la mentalidad”

(“Feeling with the heart changes the mind”)

Ramon Abad, MVPC Coordinator of Training and Communication

Mr. Abad claimed that the change in mentality and motivation happened by going through the process. Prioritizing risks allowed them to target their activities in new ways: they created a School for Parents (modeled after a program they had seen in San Jose) so that prevention continues at home; they incorporated values into physical activities; they recovered playgrounds where gangs tended to congregate; and they created “Cine Calle (Street Cinema),” for which AMUPREV donated a mobile screen and sound equipment to bring movies into neighborhoods with no access to theater entertainment.

SANTA CRUZ DE YOJOA (CORTES). Municipal Committee for Peace and Co-existence (*Comité Municipal por la Paz y la Convivencia*). Santa Cruz de Yojoa is the second largest city in which AMUPREV worked. The mayor, **Marlon Pineda**, who came into office in January 2018 (Libre), was initially supportive and held the first meeting of the MVPC; he delegated the coordination of activities to implement the MVPC to **Vice-Mayor and schoolteacher, Ms. Betty Pineda**. Although it took some time to socialize the project and convey the benefits, Vice Mayor Pineda took the lead and the MVPC was established and approved by the Municipal Council in April 2018.

Betty Pineda, Vice Mayor and Coordinator of the MVPC is extremely committed; she requires all municipal offices to participate in the MVPC and attends all subcommittee meetings. Under Ms. Pineda’s leadership, the MVPC led a diagnostic with the entire community and the development of a 6-month plan. Through the process they began to understand that some of the things that were already in the municipal budget could be included in the plan because they were aligned with prevention principles and that extra funds were not needed.

“Se sentía como escaparse de una trampa.”

(“It felt like escaping from a trap”)

Betty Pinera, Vice Mayord
Santa Cruz Yojoa

A week before the field team arrived in Santa Cruz Yojoa, the re-elected President Hernández (Nationalist) joined the leftist Libre mayor to inaugurate a new park in a neighborhood of Santa Cruz de Yojoa that had been controlled by gangs. The central government had launched a competition among municipalities for funding for special projects. Santa Cruz de Yojoa won because they already had a plan, not just a concept, which they attributed to the assistance of AMUPREV. At a cost of 15 million lempiras (about US \$650,000) the park was constructed under an agreement between the municipality and the central government, which included cost sharing and a commitment by the municipality to maintain the grounds. Santa Cruz de Yojoa was designated a tourist district in 2018, providing additional impetus and motivation to continue to implement the prevention agenda.

Municipal Secretary, Lawyer Erasto Reyes. According to Attorney Reyes, AMUPREV gave municipal staff the capacity to manage limited resources strategically, focusing not on the most difficult hotspots where police do not even go, but on the places where risk and fear are highest and, in his words, “*oxigenar los espacios*” (“provide oxygen to the spaces”). He mentioned that “AMUPREV was different” from other projects in that it facilitated a change in culture. For example, instead of NGOs coming to the municipality asking for money for one-off projects, they now sought to align their resources and programs with the prevention plan.

Ahora podemos hacer algo con lo que tenemos y no esperar o depender de asistencia externa; tenemos que hacerlo nosotros mismos y estar dispuestos a cooperar.

“Now we can do something with what we have and not wait or depend on external assistance; we need to do it ourselves and be willing to cooperate.”

Erasto Reyes
Municipal Secretary
Santa Cruz Yojoa

SAN FRANCISCO DE YOJOA (CORTES) Municipal Committee for a Future of Hope (Comité Municipal por un Futuro de Esperanza). Mayor Alfredo Cerros, who is in his third term, had approached AMUPREV two years earlier after attending an AMHON event where he heard a presentation of the Project’s support to neighboring municipalities. When AMUPREV came to San Francisco de Yoyoa in FY2018, the mayor demonstrated great interest and was ready to start working, putting the Vice Mayor in charge of the collaborative effort. It should be noted that the AMUPREV CTA (Ms. Victoria Paz) lives in this municipality and as a member of the MVPC voluntarily coordinates the subcommittee for Improving Youth Opportunities.

The **Vice Mayor Suyapa Paz** moved rapidly to set up an MVPC, attracting 60 participants to the first meeting and 140 to the second. Based on past experience, however, she knew that because AMUPREV was a USAID project, some people would come only to see how much money it offered. With backing from AMUPREV, the Vice Mayor made clear that the effort required individual commitment and a willingness to volunteer. Those not interested in contributing would not come back, leaving those most committed to work together. Many teachers and youth are involved. Both the Catholic and Evangelical churches are engaged and several local businesses sponsor events. The Mayor and Vice Mayor also had to convince many that the MVPC would be completely different from their past negative experience with a security committee that focused on law enforcement and repression.

The mayor required all departments to participate in the MVPC so that peace and co-existence messages could be incorporated into public events and activities that were already budgeted. The municipality’s second MVPC annual plan was more strategically focused on two specific high-risk communities. Developing the relationship with the police was difficult at first, but they now cooperate in all events and activities.

Gerson Cardona, Communications. Mr. Cardona is a former television journalist who had covered prevention and now leads the Communications subcommittee of the MVPC. His observation was that there had been a mismatch between what the municipality was doing and what was happening in the communities. The participatory diagnostic and integrated planning process resulted in a plan that was pragmatic and “*mas al grano*” (“more to the point”). Mr. Cardona mentioned that some of the important lessons-learned were that a) something can actually be done to work towards resolving violence; b) you cannot do everything at once; and, c) having a structured process for prioritization allowed the

“Before AMUPREV, there was no one on the streets after 5pm; now, people are socializing outside at night at 11pm.”

Gerson Cardona
Communications
San Francisco de Yojoa

municipality to leverage the resources and strengths of the MVPC members to identify who could do what and when. The result, according to Mr. Cardona, are plans that are realistic and feasible. In fact, the municipality is now applying the MCVP planning process to development of the municipality's five-year Municipal Development Plan.

PETOA (SANTA BARBARA). Municipal Committee Strengthening Peace (Comité Municipal Fortaleciendo la Paz). Petoa is the poorest municipality wedged between Villanueva to the northeast and Quimistan to the northwest. The mayor of Petoa, **Roberto Santos Guzman** (Nationalist) is not engaged in the MVPC, which is run instead by the **Municipal Secretary, Yamileth Enamorado. The Vice Mayor Fidelina Morales Cortez** is very active and represents the mayor in all meetings and activities conducted by the MVPC. We did not meet with the mayor or vice mayor, but we were able to meet with members of the MVPC: **Erika Morel** from the Office of Women, and **Evelyn Flores**, the MVPC Coordinator for Youth.

Ms. Morel highlighted the value of the prevention process and the inclusion of actors who had never worked together before, the importance of aligning efforts, and the benefit of fostering a meaningful understanding of the problems within their municipality. The MVPC was influenced by the experience in San Manuel and used it as a model (despite its leftist mayor). The police in Petoa are cooperative and participate actively in programs with youth. Ms. Flores works with the Justice of the Peace, who is active on the MVPC, and shares data on incidents of violence against women. The MVPC also cooperates with UNICEF to help women get access to legal and psychological assistance. Ms. Morel reported that in the past there were never any complaints but that this year they have started to increase. She also expressed concern about the opening of a new prison in Petoa and its potential to attract bad actors.

QUIMISTAN (SANTA BARBARA). Municipal Prevention Committee We are All Love We are All Quimistan (Comité Municipal de Prevención Todos Somos Amor Todos Somos Quimistan). Quimistan is the largest municipality in the Department of Santa Barbara, adjacent to San Pedro Sula and bordering on Guatemala. As a result, people frequently cross through its territory on their way to Guatemala and it is last stop for migrants and first stop for returnees coming back. In response, the municipality opened a municipal Office of Returnees (which is integrated into the MVPC).

The **Mayor of Quimistan, Jose Guervara Figueroa** died suddenly after he was re-elected in 2017. The **Vice Mayor Itzel Diana Duarte** took the lead in forming the committee and subcommittees after the first meeting. They did not accomplish much in 2018, but she said they began to work in a more integrated way in 2019 as a result of recommendations from their self-evaluation. The main thrust of their work plan is in education, which includes a broad range of activities, including sobriety and suicide-prevention. They also work with the Justice of the Peace to ensure the protection of confidentiality for women that report physical abuse and follow-up on their cases.

While there is a National Police representative on the MVPC, the relationship is weak. When the police station was burned down (again, due to post-election violence), the municipality rented a house for the police to sleep in, but during the day, the officers were forced to hunker down at a small post. The *Patronatos* do not participate in the MVPC, although they do facilitate work at the local level. Many of the municipal council members are on the MVPC. The MVPC cooperates with the local Chamber of Commerce, which is unique among the MVPCs in Honduras. Vice Mayor Duarte said that most of the original members of the MVPC are now gone and she is trying to involve new organizations. We asked whether they had taken advantage of the potential to partner with UNAH as other municipalities have done, but they had not done so.

3.5.3 FY2018-2019 Francisco Morazán

AMUPREV worked in three municipalities in the hills northeast of Tegucigalpa. Cantarranas and Valle de Angeles, which are part of the *Mancomunidad* de los Municipios Del Norte y Occidente de Francisco Morazán; and, Santa Lucia, a colonial town clustered on a hill, which benefits from tourism and mining.

Cindy Posas. Country Technical Advisor: (2017-2019) After interviewing several candidates recommended by AMHON, the journalist Cindy Posas was chosen. She is a resident of one of the three selected municipalities located in the Department of Francisco Morazán. Although she had no great knowledge of municipal administration, she understood the local context and challenges. Given her background, she provided additional value to the MVPCs in the area of human rights and social development.

CANTARRANAS. Municipal Committee for Violence Prevention and Promotion of Human Rights (*Comité Municipal de Prevención de la Violencia y Fomento a los Derechos Humanos*). Cantarranas (San Juan de Flores) is a small, isolated town that depends primarily on tourism. There are some robberies and assaults on buses, but residents rarely, if ever, report incidents to the police.

The MVPC is led by former vice mayor, **Marco Guzmán**, who is now a **Municipal Council member**, with strong support from the mayor, **Francisco Gaitan**, and the vice mayor, **Maritza Suyapa Calix**, who coordinates the Education Subcommittee. The MVPC work plan has a strong arts and culture focus—Cantarranas is known for its colorful murals—valuing arts and culture not only as supporting tourism but as an important way to engage youth. The MVPC also supports a municipal music school. The Office of Women is engaged with the MVPCs efforts and they have reported that the process helped to reactivate a local women’s network.

When the MVPC began its operations, there was a rift between the MVPC and the Director of Education, who had been coordinating a school violence prevention program under the Ministry of Education’ Community Council for Education Development (Consejo Comunitario de Desarrollo Educativo, COMDE). It took some time to reach an agreement on how to work together. AMUPREV advised the MVPC to work with the COMDE to assess the activities they wanted to develop and to include them in the municipal work plan under the education pillar. Now, the three members of the COMDE are members of the MVPC (including the director).³⁵ This experience reinforced the value of dialogue for resolving conflict and managing escalation. It also helped to break the habit of project-based programming.

As with other MVPCs, there is an organic process in each community for how change happens and how trust is generated in the community. The MVPC members shared their experience organizing a youth camp for 250 students, which addressed values, drug use, teen pregnancy and avoiding gang involvement. Parents were required to authorize their children’s participation, and many refused. When participants returned from the camp, they were so excited and

***Nos levantó el ánimo y el deseo de hacer más.
AMUPREV "nos dió un norte.***

“It triggered our enthusiasm and desire to do more – AMUPREV gave us direction.”

Marco Guzmán
Municipal Council
Cantarranas

³⁵ The COMDE is a mandatory committee of the Ministry of Education to engage locally with students, parents and community leaders, but has not budget. For that reason, it is unusual that the COMDE was in conflict with the MVPC.

enthusiastic that now many parents throughout the community want their kids to participate. As the MVPC began to see results, they expanded their work from schools to the community and families, the health sector, and *transportistas* (people who provide local transportation services). As a relatively remote tourist town, Cantarranas depends heavily on mobility, as the transportation system is a source of risks.

VALLE DE ANGELES. Valle de Angeles Committee for a Culture of Peace Comité (Valle de Angeles por una Cultura de Paz). Mayor Wilfredo Ponce (Nationalist) had just been re-elected to his second term when AMUPREV arrived. He welcomed the assistance but soon lost interest when he saw the first draft of the 2018 work plan and understood that there was no money from the project. Nevertheless, he allowed the MVPC to continue; the team assumed he wanted to maintain the relationship with USAID and AMHON. He designated the **Director of Public Relations, Maria Luisa Toro**, to lead the MVPC. Ms. Toro enjoyed the confidence of the mayor but had no planning or budgeting experience. Neither the municipal secretary nor the vice mayor was involved in any way. However, two women Municipal Council members and the president of the *Patronatos*, who has a lot of experience working with youth, are members. The MVPC did not complete a plan for 2018, and unlike the rest of the MVPCs, AMUPREV had to warn the committee in November 2018 that without local commitment, the project could not continue its support. The warning spurred them to implement activities in November and December with resources from the municipality and from AMHON.

At first, the MVPC did not work with the police, other than to ask them not to plan “operations” when the municipality was having a public event. One member mentioned that some people thought that prevention meant that the police would be unarmed. The MVPC eventually engaged the police directly in activities with youth and communities; they reported that fear is decreasing, and that people are becoming more willing to ask the police for help.

The capacity building provided through AMUPREV is evident in the person of **Juan González**, who manages communications through a network of youth communicators in the schools, while educating kids about the responsible use of social media and online bullying. **Breny Argeñal**, who coordinates the youth sub-committee, implements youth programs, such as scouts and soccer, incorporating values centered around prevention into all activities. As in Cantarranas, transportation-related crime and violence is a major problem and they have engaged with “mototaxis” to take responsibility for the safety of their passengers. The MVPC works with them to raise awareness of human rights and the needs of the disabled.

In order to promote their work, MVPC members went into the neighborhoods and directly communicated with citizens, literally by knocking on doors. Little by little they began to see results from implementing activities in the communities. When UNAH began implementing a program in Valle de Angeles that brought social workers, they were integrated into the MVPC. Most interestingly, the three municipalities (Santa Lucía, Valle and Cantarranas), which share a common transportation network into Tegucigalpa, are cooperating in establishing and sharing access to a system of surveillance cameras on the roads. They have also organized a three-way soccer championship and are considering how to work together to attract tourism to their area.

According to the Country Technical Advisor, Cindy Posas, there has been a change over time in the way that MVPC members speak and listen to each other in Valle de Angeles; she believes that the MVPC format and process has provided the “space” to speak freely.

SANTA LUCIA. Sociocultural Committee for Peace in Santa Lucía (Comité Sociocultural Por la Paz de Santa Lucía, ComSanta). Santa Lucia does not have a high crime rate but since it is dependent upon

tourism, it is sensitive to every incident. As a tourist town, the mayor is also particularly focused on preservation of the colonial city center and conservation of the forests surrounding the town (for which he currently has a partnership with a city in Costa Rica). Consequently, Santa Lucia has restrictive zoning and construction regulations (e.g., if you cut down a tree, you have to plant 5 more).

The Mayor of Santa Lucia, **Julio Avilez**, began his first term as mayor in 2018. He explained that while he technically leads the MVPC, it is “owned” and managed by civil society members, who oversee the activities. He views his role as providing a platform for bringing different actors together who are willing to contribute so that they can do more with limited resources—nevertheless, he participates in every meeting to show he is held accountable. He also believes it is more sustainable for ownership to be outside the municipality and that it increases credibility within the community. He constantly seeks to integrate more people willing to commit their time, especially students, whom he encourages to come up with their own ideas and implement their own projects (one such project involved developing a tourism map of Santa Lucia). The local business association is also an active member of the committee. The mayor highlighted the non-partisan nature of the MVPC; members are committed to the community, not to the mayor.

Mayor Avilez was particularly grateful for the exchange with other Honduran municipalities at the May 2018 Municipal Crime and Violence Prevention Conference in San Pedro Sula. The Municipal Secretary and Coordinator of the MVPC, **Sulay Espinoza**, emphasized the importance of the diagnostic, through which they understood that their biggest problem was social coexistence, for which law enforcement is not a solution. The municipal Director of Education, **Mrs. Nirsa Osorio**, is focused on the schools where risks play out and where they can reach children and parents directly through a variety of programs and communications. He oversees a program in cooperation with the Justice of the Peace to support women who report violence and abuse.

Trust in the police had been very high in Santa Lucia, particularly because the Police Chief, **Alberto Nelson**, was a native of Santa Lucia. It is unusual for a police chief to be assigned to his hometown, but it likely contributed to the trust of the youth in the community and the increase in denunciations. Unfortunately, Chief Nelson was recently transferred and, so far, the new police chief has made no effort to engage with the municipality or MVPC.



4.0

PROJECT MANAGEMENT

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4.1 Management and Staffing

Staffing Approach. From the beginning, AMUPREV was designed as a program that would be managed with no regional or country offices, or long-term staff. Even the Program Director (Chief of Party) position was always envisioned as a part-time position. From 2009 to 2012, the Chief of Party was based at the home office and was the ICMA Director of Latin American/Caribbean Programs (Isabelle Bully-Omictin). Carlos Loria-Chaves, who had been the Regional Director, became the Chief of Party in October 2012. He was based in Costa Rica throughout the life of project. Each country had Country Technical Advisors who were part-time consultants and served as the direct liaisons with each of the municipalities. On average, these Advisors attended two to three municipalities at a time. In addition to the Local Technical Advisors, AMUPREV had a part-time Communications Advisor and an Assistant for logistical support, both based in El Salvador.

Chief of Party (COP), Carlos Loría-Chaves. Mr. Loría-Chaves was initially the Regional Director of AMUPREV and took on the COP position in October 2012. Mr. Loría-Chaves was a former USAID Chief of Party and technical expert with more than 30 years of experience working with local governments and legislative representatives to conduct, design and implement programs to strengthen transparency and public finance, support economic reforms, and promote efficient and effective local government management. The COP had primary responsibility for the Project, coordinating all strategies for ensuring the effective implementation of the work plans and achievement of Project results. He directly supervised the Country Technical Advisors, Communications Advisor and Logistics Advisor. He was responsible for developing and sustaining relationships with the municipalities, MVPC members, and municipal association authorities. He traveled at least once a month to each country, sometimes more often, to meet with the Country Technical Advisors and the MVPCs to ensure that implementation was going according to plan. He was also principally responsible for the AMUPREV sustainability strategy, identifying and supporting designated organizations like IDELCA, SICA and eventually the *Red AMUPREV* and CAMCAYCA. He conducted special studies and initiatives and provided input to the development of all project products and tools.

Much of the COP's time was spent providing mentoring and on-the-job training to the AMUPREV Team, as well as to MVPC members and municipal association staff. A key factor in the effectiveness of Mr. Loría-Chaves was his background as a university professor in economics. His teaching background, combined with deep technical expertise, contributed to his ability to overcome entrenched mental models in a productive way. In addition, Mr. Loría-Chaves was the technical advisor on several other programs related to crime and violence prevention implemented by ICMA, namely *Alcance Positivo* in Panama, the Mexico Citizen Co-Existence Program and Honduras CityLinks Partnership Program. Because he was involved in multiple programs, he was able to share and build on lessons-learned from all of them.

Communications Coordinator, Francisco Astacio. Mr. Astacio was initially an IDELCA staff member whose salary was funded by AMUPREV through the grant with IDELCA. When IDELCA ceased to exist, ICMA hired him as the AMUPREV Communications Coordinator. He was based in El Salvador and oversaw the development and launch of the project website, managed all social media accounts, identified and posted articles to the website, drafted and distributed the quarterly bulletins and weekly news summaries, developed cases studies, wrote up systematizations of key municipal initiatives in violence prevention, led the filming and production of the videos, supported the regional networks and trained municipal and municipal association communicators to report on municipal-led violence prevention initiatives. Mr. Astacio served on the project for almost the entire performance period, which was a significant advantage for the continuity and

quality of knowledge management of the project. He supported the transfer of the website to CAMCAYCA in January 2019.

Country Technical Advisors. Candidates for Country Technical Advisor most of the time were identified with support from municipalities and municipal associations. Preferred candidates resided near or in the cluster of municipalities which they would be supporting. This facilitated mobility and continuous “visibility” within the municipalities, and it also meant that the CTA would have knowledge of the local context, which facilitated interactions with local stakeholders. Criteria for selection included extensive knowledge of municipal administration and/or expertise in social development and/or citizen security. None of the Country Technical Advisors selected fulfilled both criteria. This meant that the COP had to provide extensive training on how to interact with municipal officials and staff to ensure follow-through with activities, and/or on key principles of violence prevention (vs. security). Given that this type of program and approach (municipal-led violence prevention) was relatively new to the region, during the first years of the program, much learning happened “on-the-job.” While some of the Advisors were more experienced with the subject matter and with donor-funded projects, for many this was their first experience working with USAID.

Scope of Work: The Scope of Work for CTAs included support for all stages of the AMUPREV approach – from the first stakeholder meeting to the formalization of the MVPC, development of work plans, implementation of activities and monitoring of progress. The COP made it clear to the CTAs that they provided support and guidance to the MVPCs but did not do the work for them, nor could they impose their ideas on the government institutions or other actors participating in the Project. CTAs needed to remind MVPCs that they were municipal committees, not USAID or AMUPREV committees. This was a key aspect of the AMUPREV approach.

CTAs also supported the in-kind grants process and the CityLinks™ Exchanges. Because there was no Project Office with financial or grants management staff, they were responsible for obtaining quotes from vendors for goods and services that AMUPREV provided to MVPCs and subsequently for purchasing those goods and services.

In addition, they helped the people selected for participation in the CityLinks™ Exchanges to fill out the forms that were submitted to the Consulate to obtain the required J1 Visa. The CTAs, furthermore, were responsible for working with the MVPCs to develop the agendas for delegation visits from the US cities/counties, as well as compliance with schedules and objectives during the visits. The CTAs all participated in at least one CityLinks™ exchange to the US and in all exchanges to the MVPCs.

Reporting Requirements and Interaction with COP. The COP had rigorous management requirements for the CTAs, all of whom reported directly to him. Each CTA sent weekly executive reports to the COP indicating the activities carried out in each municipality in the previous week and those scheduled for the upcoming one. Virtual conferences were established on an as-needed basis with the CTAs or with members of the MVPCs. Once a month (on average), the COP conducted visits to each cluster of municipalities. This was an opportunity to observe the CTA’s relationship with the members of the respective committee and with the municipal authorities. On-the-job training and mentoring were provided so that CTAs used the appropriate language with respect to prevention in their interactions with the MVPCs. The COP held a meeting with the CTA at the end of each visit to jointly assess progress and challenges.

Following is a list of Country Technical Advisors/Coordinators and the municipalities they supported:

Table 17: Country Technical Advisors/Coordinators by Country and Municipality

Country	CTA	Municipalities
Panama	Gilberto Toro	Colón, San Miguelito and Panama City
Guatemala	Karin Peña	Palencia, Santa Catarina Pinula and Mixco
	Neida Mollinedo	Cobán, San Juan Chamelco and TacTic
El Salvador	Marisa Fortin de Miranda	Sonsonate, Nahuizalco, Mejicanos, Aytuxtequeque, San Bartolomé Perulapía, San José Guayabal, and Suchitoto
Dominican Republic	Joaquin de la Cruz	Boca Chica and Santo Domingo Este
	Henry Rodríguez Castellanos	Coordination with FEDOMU and National-level agencies; support to work plans of Boca Chica and Santo Domingo Este
Honduras	Maria Victoria Paz ³⁶	Pimienta, Villanueva, San Antonio, San Francisco and Santa Cruz
	Maria del Carmen Alvarez	San Manuel, Santa Rita Yoro, La Lima, Petoa, and Quimistán
	Cindy Posas	Cantarranas, Valle de Angeles and Santa Lucia

Communications/Logistics Assistant: Ms. Karina Canto provided support to the regional networks starting with SICA, helping with all of the logistics related to regional meetings.

Home Office Program Management. Once she was no longer the Chief of Party, the former Director of Latin American/Caribbean Programs and current Director of Global Programs, Isabelle Bully-Omictin, provided technical oversight to AMUPREV to ensure that activities were consistently in support of Project objectives; helped to identify and liaised with cities in the US to facilitate CityLinks™ partnerships; coordinated with USAID/LAC RSD-DHR; and directly supervised the Chief of Party and ICMA home-office based staff.

Additional home-office staff included program management staff (at times different combinations of Senior Program Manager and/or Program Manager and/or Assistant Program Manager) who were responsible for the financial management, logistics, and operational aspects of the program, including ensuring accurate and timely technical, financial and administrative reporting to USAID. Home office-based staff provided inputs to and ensured the quality of annual work plans and quarterly reports. All quarterly reports and workplans were submitted by the deadline to USAID and are posted on DEC.

4.2 Budget

ICMA was initially awarded \$1.5 million over 3 years for the provision of direct technical assistance to three municipalities in Panama and two municipalities in El Salvador, in addition to the creation of a regional network. In September 2012, USAID issued a six-month extension through March 29, 2013 with an additional \$294,840. At that time, AMUPREV ended its work in Panama and increased coverage in El Salvador, assisting three additional municipalities. In April 2013, AMUPREV received another two-year cost extension of \$300,000 followed by a second increment of \$1.5 million dollars in September 2013 and began to support three additional municipalities in Guatemala and El Salvador. A short-term increment of \$95,755 was received in May 2015. By the end of FY2015, AMUPREV concluded its work in Guatemala and El Salvador, and received another two-year cost extension and \$1,259,681 to support municipalities in the Dominican Republic and Honduras. In September 2017, USAID issued a final two-year cost extension (\$1,760,000) to AMUPREV to expand its support to municipalities in Honduras and finalize its support to

³⁶ Ms. Paz started out supporting the initial four municipalities as CTA; however, with the expansion of the Program to six new municipalities in the ZMVS, there was a need for additional support. ICMA hired another CTA, María del Carmen Álvarez. Both Ms. Paz and Ms. Alvarez worked together on the diagnostics and initial support to 10 municipalities. After 3 months, they divided up responsibilities based on their location vis-à-vis the municipalities, in order to minimize travel time.

municipalities in the Dominican Republic. However, due to funding cuts in the Northern Triangle, the final ceiling amount of the project was decreased to \$6,005,111.

Table 18: AMUPREV Budget Modifications and Award Ceiling

Date	Modification	Award Ceiling
Original Award Amount		\$1,499,724
September 27, 2017	\$294,840	\$1,794,564
April 20, 2013	\$300,000	\$2,094,564
September 27, 2013	\$1,550,000	\$3,644,564
May 21, 2015	\$95,755	\$3,740,319
September 23, 2015	\$1,259,681	\$5,000,000
September 18, 2017	\$1,760,000	\$6,760,000
July 10, 2019	\$ (-754,889)*	\$6,005,111

*The Cooperative Agreement was not fully funded. In May 2019, ICMA had to temporarily suspend activities under AMUPREV because we had not received an obligation since September 2017. In July 2019, ICMA received an obligation of \$198,808 to close-out the Project. Total Award Ceiling and Obligated amount at end of Project was \$6,005,111.

ICMA executed a total of \$5,979,942 over the period of ten years at an average of \$600,511 per year. ICMA will adjust the final invoicing based on final approved NICRA rates applicable during the period of performance for fiscal year 2019-2020.

ICMA contributed \$288,672.38 of cost-share during the life of project through various sources. ICMA tapped into its vast membership of over 12,000 local government officials and their professional staffers to participate in the CityLinks™ exchanges. US city and county representatives provided hands-on technical assistance as *pro bono* labor to counterpart municipalities in the five countries where AMUPREV intervened. Additionally, municipalities contributed meeting room spaces, meals, presentation equipment, local ground transportation and office supplies to host CityLinks™ exchanges. Municipalities in Central America also provide cost-share as counterpart contributions to in-kind grants, equipment, and other goods and services. ICMA also received cost-share from NGOs such as the Institute of Religious Studies (ISER), which contributed translation, staff labor hours and material layout services towards materials produced for AMUPREV.

Table 19: AMUPREV Financial Report, 2009-2019

Item	Amount
Total Federal Funds Authorized:	\$6,005,111
Federal Share of Expenditures:	\$5,996,347
Remaining Funds:	\$8,764
Cost-share Required: \$141,569	Cost Share Reported: \$288,672.38

4.3 In-Kind Grants Management

Over the life of project, ICMA provided a total of \$204,694 worth of in-kind grants (See Table 19 below). The program set aside modest amounts of funding (typically \$3,000 to \$5,000 per 2-year period) to achieve three goals: 1) strengthen the institutional capacity of the MVPCs 2) support activities identified in the work plans and 3) support activities identified by municipal associations. Funds were provided “in-kind” to the MVPCs and associations. ICMA purchased materials/supplies through vendors which were then turned over to the MVPCs or associations.

First, AMUPREV provided basic supplies and equipment for MVPC offices, such as tables and chairs, computers, printers, etc. AMUPREV encouraged the local governments to provide space for the MVPC office, as well as furniture and equipment. More often than not, the municipality only provided the space. In addition, AMUPREV provided communications equipment such as video cameras, projectors and speakers for public meetings, to promote the implementation of communications strategies and campaigns led by the MVPCs to promote violence prevention and risk reduction.

To support the second goal, AMUPREV provided support for activities that had been identified in the MVPC Work Plans. Annex 6 shows the variety of grants provided, which included the following types of activities:

- Parades, marches and walks for peaceful co-existence
- Prevention campaigns with local media
- Educational programs
- Recreational programs incorporating lessons on violence prevention
- Sports activities to incentivize a culture of violence prevention
- Cultural activities to incentivize a culture of violence prevention
- Murals/art to promote violence prevention
- Small-scale public infrastructure improvements
- Equipment of public spaces in vulnerable neighborhoods
- Development of local laws and policies to enforce violence prevention
- Surveillance cameras³⁷
- Incentives to local economic development for at-risk populations

The methodology for the selection of MVPC grants was participatory, with selection happening during full MVPC assembly meetings. For the most part, given the small amounts, grants were designed to complement activities which had some municipal or other funding (cost-share). For municipal associations, in-kind grants were provided to support activities that they included in their work plans related to violence prevention and citizen security.

Finally, AMUPREV provided support to associations to help with relevant events or special projects identified by the municipal associations to enable them to play a key role in the national and regional dialogue on crime prevention. Initially, funding was used to improve the equipment of their communications departments, such as cameras, video and sound equipment, computers and projectors, for an average of US\$3,500 per association. AMUPREV also supported training sessions for communications personnel on crime prevention concepts and the role of local governments (an average of \$2,500 per association). During 2017-2019, \$8,000 per municipal association was set aside for support to associations. AMHON, UNGL, AMUPA and FEDOMU took advantage of this amount and funded diverse initiatives, including the provision of software to develop heat maps for the creation of an on-line violence prevention database (UNGL), publication of a violence prevention guide (FEDOMU), support for Security Fairs (FEDOMU) and various training activities. The table below presents the value of in-kind grants provided by AMUPREV over the life of the project.

³⁷ This was a one-time purchase under the project that was done at the request of the mayors in Sonsonate and Suchitoto, El Salvador, with an eye towards building relationships and using the cameras as a complement to community policing initiatives.

Table 20: In-Kind Grants, Total by Country and Year

Country	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Panama	\$4,359	\$19,373	\$4,357							\$28,089
El Salvador	\$13,740		\$2,030	\$15,686	\$7,743					\$39,199
Guatemala			\$11,052	\$28,248	\$8,472					\$47,771
Dominican Republic					\$775		\$14,149	\$3,825		\$18,748
Honduras							\$29,615	\$606	\$40,665	\$70,886
	\$18,099	\$19,373	\$17,439	\$43,934	\$16,990		\$42,754	\$4,431	\$40,665	\$204,694



5.0
OUTCOMES AND LEGACIES

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5.1 Outcomes

As discussed in the introduction, specific outcome indicators for AMUPREV could not be developed due to the incremental and adaptive manner in which contracting, funding and implementation evolved over the ten-year performance period. From the content of the key informant interviews, however, we derived six “categories” of outcomes of AMUPREV’s assistance that contribute to strengthening the role of municipalities in crime and violence prevention. Outcomes in this case are defined as results that key informants identified due to the assistance of AMUPREV that had occurred by the end of project activities in each country.

To reiterate, we do not suggest any cause and effect relationships or direct attribution; we are reflecting the feedback from the key informants about the relationship of project interventions and outputs to the outcomes they experienced and identified, which may suggest change pathways. Note that the outcomes are interdependent and change pathways are nonlinear, although the process that AMUPREV implemented has a logical sequence that was followed in every municipality. That said, the feedback was surprisingly consistent across municipalities, despite the diversity of people, contexts and implementation timeframes (we also identified a number of idiosyncratic outcomes in specific contexts that are shared in the lessons learned section below):

Table 21: Summary of Outcomes

Outcomes	Indicator	Output	Inputs
Changed Mental Models Cambio de Chip	Municipal leadership and cooperation with police to reduce risks	Awareness raising around social prevention, municipal role and police relations	<ul style="list-style-type: none"> • Technical Guide • Training • Planning Methodology • CityLinks™ • Accompaniment by COP Expert & Local Advisors • Communications & Knowledge Platform • National Association Strengthening • In Kind Grants
Agency Protagonismo	Empowered and motivated officials and community leaders	Capacity Building Peer to Peer Exchanges Regional Knowledge Platform	
Involvement in Community Acercamiento	Effective involvement of municipalities in their communities	Diagnostic Communications Implementation	
Alignment Articulación	Multisectoral & interinstitutional alignment around shared goals	Committee structure Planning Process Continuous Improvement	
Regional Cooperation	Regional body dedicated to promoting municipal crime and violence prevention	Regional knowledge sharing network	

Note also that the outcomes discussed below are results of AMUPREV’s inputs and interventions, as distinct from the outcomes of the MVPCs. AMUPREV provided technical knowledge and expertise, capacity building and facilitation, and structure and process to strengthen local government capacity to formulate and implement crime and violence prevention. The MVPCs, led by the municipalities, made all the decisions through a participatory process, defined and prioritized the results they sought, designed activities, secured funding, aligned resources, oversaw implementation, conducted monitoring and self-evaluations, and reported results to the community. An evaluation of the individual performance and outcomes of each MVPC was beyond the budget and scope of this review. The AMUPREV website portal provides a wealth of information about what each of the MVPCs accomplished, and evidence shared by the key informants is provided in the narratives in Section 3 above.

5.1.1 Changed Mental Models (Cambio de “Chip”)

For this report, ICMA’s consultant interviewed a broad range of key informants, many of whom repeatedly used the phrase *cambio de chip* (“mentality change”), a metaphor adopted by the COP comparing the transformation in thinking to changing an “operating system.” The phrase became part of the new language shared by key informants to convey the change in thinking and acting that they experienced under the project and the sense that it was fundamental and permanent. The mentality change that key informants described, however, was not just “intellectual;” it was intensely emotional as well. Many key informants used such words as “love,” “heart,” and “passion,” and several were explicit about their religious motivations. This is important to highlight because cognitive behavior and neuroscience research emphasize the importance of emotion in changing behavior and sustaining it.³⁸

Each person experienced change differently, but it was reinforced by each element of the AMUPREV approach, with CityLinks™ providing the most transformational experience, and the accompaniment of the COP and Country Technical Advisors helping to translate and apply it to their own contexts. Mentality shift was fundamental to the effectiveness of the MVPCs because it contributed to other outcomes—agency, community involvement, alignment, regional cooperation, and trust—that are core elements of self-reliance and sustainability. As one key informant said, “the project goes away, but the ideas stay.”

As described in Section 2, AMUPREV focused on three core concepts that fundamentally changed the way participants understood the problem of crime and violence prevention: focusing on risks rather than crime; the central role of municipal leadership; and working with police. Together, these concepts reframed the problem in a way that created new mental and emotional space for finding and implementing solutions.

Focus on reducing risks. The historical approach to crime and violence has been reaction and repression by centralized police and military forces (especially given weak rule of law and respect for human rights). The magnitude and extent of the problem makes it difficult to see it as something that local governments have the competency or capacity to tackle. Shifting focus to root causes of crime and violence, on the other hand, redirects resources and action toward social, economic and cultural vulnerabilities to crime and/or victimization, which in turn, makes clear the vital role of the local government. Putting the wellbeing of children, youth, women and families at the center changes the mental landscape of what could be done, activates a broader range of potential actors, and reduces barriers to cooperation created by politics and ideology. In addition, differentiating types of prevention levels - primary, secondary and tertiary - helped stakeholders to more effectively identify, assess and devise appropriate solutions. Lastly, the emphasis on reducing risks helped to clarify that programs that may offer social benefits, such as community fiestas or sports leagues, are not prevention activities in and of themselves.

Focusing on risk redirected funding toward programs to support children, youth, single mothers, parents and families.

³⁸ In George Marshall’s *Don’t Even Think About It: Why Our Brains Are Wired to Ignore Climate Change* (p. 105), he says, “Stories perform a fundamental cognitive function: They are the means by which the emotional brain makes sense of the information collected by the rational brain.”

Municipal Leadership Role in Prevention. Reframing the problem as one of risks opens the potential for solutions that coincide with the functions of municipal government (to the extent that they have been devolved and funded under decentralization). Not only do municipalities have a direct policy and technical role in prevention, they have the convening power to bring local actors together. Under AMUPREV, the mayors consistently appointed local officials reporting directly to them to lead the committees, giving them authority to align municipal resources and programs with NGOs, the private sector, churches, central government, and community resources.

Local officials appointed to lead MVPCs:
 9 City Council Members
 6 Vice Mayors (all women)
 6 Advisors to the Mayor
 3 Municipal Secretaries
 2 Directors of Citizen Security (municipal)
 1 Director of Women's Office
 1 Director of Social Affairs
 1 Director of Justice (municipal)

Working with the Police. The very idea of cooperating with police was anathema in every municipal context in which AMUPREV worked. In fact, for the individuals who participated in the CityLinks™ exchanges, the most surprising revelation was observing the police interacting directly with youth and working inside schools. It was not just the radical idea (to them) of working with police that impressed them, but the nature and quality of the interaction and the trust that it generated. In almost every case, the MVPCs intentionally worked with—or tried to work with—the police, whether national or municipal, with training in community policing or not.

Greater interaction with police contributed to an increase in denunciations

One of the most important results of working with the police, highlighted by key informants, was the increase in denunciations, which added to understanding and reducing risks, not to mention facilitating investigation and prosecution, which contributes to reducing impunity. A key to building and maintaining trust amongst the MVPCs, the police and the communities, however, was an explicit policy that the MVPCs would not be involved in any police investigations. A second result of cooperation with police was the ability of MVPC members to enter neighborhoods at risk and to rehabilitate public spaces that had been controlled by gangs.

5.1.2 Agency: empowerment of local authorities and community leaders

“We understood that we could do it.”

Key informants used words like *impulsó* (boosted), *motivó* (motivated), *oxigenó* (breathed life into) and *dinamizó* (energized) to describe the impact of the interventions, and, in particular, the CityLinks™ exchanges. Despite differences in the US context, the realization by participants that the problems faced by American cities were similar to theirs, and that there were concrete solutions that worked (as a result of decades of continuous effort) was genuinely motivating. As one person said, “we felt like we escaped from a trap.” In almost all cases, municipalities replicated and adapted programs and practices through their own efforts, in some cases with ongoing voluntary help from the US city partners. Key informants described being empowered by understanding that the process is incremental and long-term and that they could start on a small scale with existing resources. They saw “how” technical interventions with different purposes were integrated to address a common result. This sense of possibility was reinforced when the MVPCs implemented and evaluated programs on their own and were able to document and report tangible results. That sense of empowerment sustained commitment, fueled determination to overcome obstacles and allowed them to act while learning from their mistakes to develop better programs.

Key informants consistently mentioned four elements that contributed to motivation and empowerment: the ability to manage limited resources more effectively by partnering and aligning; learning “how” to implement prevention by seeing it in practice; the ability to plan strategically by focusing and prioritizing; raising their own revenues for crime and violence prevention investments; and, having the space to learn from mistakes and improve and expand efforts.

Ability to optimize limited local resources through alignment. The sense of helplessness felt by local actors was a function of the enormity of the problem and the paucity of resources and solutions with which to address it. AMUPREV had to overcome the expectation that, as a donor project, it would be providing funding for local activities, when, in fact, AMUPREV had virtually nothing to offer in terms of grants. While this turned a few potential participants away, it ensured that those that did participate were incentivized by their commitment. Removing the local competition for funding that is usually generated by large donor projects allowed the stakeholders to work together and to focus on what they already had—and when they did that, they discovered that there were a lot of untapped resources in the community, all supporting the same overall goal in different ways.

AMUPREV provided a structured process that empowered participants to use this understanding to align resources more strategically and find creative solutions within their own context. In many cases, MCVPs not only adapted models they had seen in the US but also applied ideas from other municipalities as a result of local and regional exchanges and applied them in their own context.

Technical know-how to operationalize prevention concepts.

Key informants emphasized that AMUPREV gave them the knowledge and *know-how* to implement prevention concepts by observing them in practice, (e.g., bridging the “knowing-doing gap”). Rather than choosing a specific solution or technical intervention and then providing technical assistance to implement it, AMUPREV exposed participants to a variety of programs and approaches to crime and violence prevention, through the knowledge portal and local, regional and international city exchanges, which allowed them to identify and adapt approaches that were relevant for their context. Although AMUPREV provided guidance and advice, it made no determinations about the priorities, focus of interventions, or the models for implementing them, but built the capacity, structure and process that allowed local stakeholders to translate their learning to their own context.

“We put into practice what we learned”

Capacity to conduct strategic planning. AMUPREV’s approach was based on municipal planning best practices, applied to crime and violence prevention. The committees provided a way to “work in an orderly and strategic way” and provided “space to act.” The element of the approach most valued by key informants was learning how to focus and prioritize, which was facilitated by a structured process of formulating integrated plans. In the regional context, the tendency of large donor projects is to spend a lot of time on producing paralyzingly comprehensive plans and using data in a descriptive way that fails to offer insight into the dynamics of the context at a local level. Consequently, the assumption that big problems need big money and big solutions prevails. One of the important outcomes of the diagnostic and planning process facilitated by AMUPREV was the empowerment of local actors to agree on a limited number of shared goals and to jointly develop a locally informed, feasible plan that could be funded and implemented by the MVPC and community without large infusions of cash. When municipalities use the planning process for other sectors or for long term planning, it is an indication that the approach has been effective and sustainable.

Ability to continuously learn and improve. Each MVPC established an M&E subcommittee that reported to the Committee as a whole on the implementation and results of prevention investments. The key informants valued the “self-assessment” methodology because results were often greater than expected or because it helped them figure out how to improve a program or interventions next time around. With the perspective that key informants gained from the CityLinks™ exchanges, they understood that there was no single solution. They saw the value in experimenting to see what works best and the M&E subcommittees were central to that task. Co-responsibility among the members also helped to minimize any potential consequences of an unsuccessful program. In addition, since many of the key informants were pleased with the results—even surprised—documenting them and sharing them with the community motivated them, while contributing to the credibility of the committee and the municipality.

Raising Own Revenues. In Nahuizalco, El Salvador, AMUPREV conducted a study of the municipal tax structure and rates for existing municipal services to identify ways to raise additional income to support prevention programs aimed at youth and adolescents. The Project provided technical assistance to revise local regulations and supported a communications campaign to help explain the revised structure.

5.1.3 Effective municipal involvement in communities

Acercamiento, the Spanish word used by key informants, technically translates into English as “rapprochement,” which provides an appropriate connotation for what key informants were doing—“re-approaching,” or getting back to, their communities, where both municipal and state governments have been almost entirely absent. The interactions between the municipality and its citizens, not to mention with the police, were considered one of the most important outcomes of AMUPREV’s assistance, contributing to better understanding of the problems and generating community participation and volunteerism.

Improved understanding of the problem. The participatory diagnostic is an integral element of AMUPREV’s approach to municipal planning and a critical step in helping the MVPCs to understand the nature of the crime and violence problems in their municipalities. The value of the local participatory diagnostic was articulated in a number of ways: it involved municipal officials directly in the communities; contributed to mentality shifts (e.g., challenging assumptions about youth as the problem); informed the definition and prioritization of problems (e.g., revealing that the problem is not gangs but domestic violence); guided the targeting of resources to neighborhoods where risks were highest; and, provided the basis for measuring results. Moreover, the MVPCs were able to gather community knowledge that is not reflected in official data (and is timelier). The process also generated credibility for the municipality through its direct involvement in the communities and contributed to transparency and accountability.

Opening up communities. Many of the key informants expressed amazement that they are able to regularly go into communities they would not have thought of stepping foot in before. It was not that municipalities invited citizens to public consultations and listened to what they said (usually referred to as “citizen engagement”); it was that local officials physically entered high-risk neighborhoods (initially with or represented by police or local and church leaders) and held conversatorios (“conversations”), or simply knocked on doors, asking for information to understand localized problems, and then using it to devise solutions and respond with appropriate programs and services. One key informant in Honduras said, “I used to stay in my office without leaving; now I am always participating in meetings, activities or events in the communities.” Part of the commitment of the MVPC members is to participate in the community events and explain the role of the MVPC. Many said they make a point of bringing their families.

5.1.4 Multisectoral and inter-institutional alignment around common goals

The core principle of AMUPREV is that social prevention is focused on reducing the risks of engagement in or victimization by crime and violence. Understanding this principle brings into focus the need for cross sector approaches because risks traverse the boundaries of social, economic, physical and emotional well-being. Unfortunately, it is also why approaches to risk reduction tend to be fragmented. The committee membership, structure and process together promoted cross-sector and inter-institutional cooperation. Multisectoral and interinstitutional alignment is reflected in effective collective action and new partnerships promoted by AMUPREV.

Effective collective action. Organizing the subcommittees around 4-5 jointly prioritized pillars or objectives broke down the traditional habit of organizing by project. One key informant said it was eye opening to realize that prevention could be funded out of different parts of the municipal budget. The joint diagnostic and planning process allowed different actors, many of whom had not worked together before, to understand the broader dimensions of the problem, the range of resources available to address them, and how they might combined for better results, including expanding coverage, diversifying services, or filling gaps. The planning process facilitated joint prioritization and targeting of scarce resources to areas where the risks were greatest.

The CityLinks™ trips were instrumental in demonstrating practically how multiple partners providing inputs in different technical areas can work together to achieve a common prevention objective. For example, a number of the MVPCs developed integrated services for women victims of violence that combined access to legal and psychological assistance with protection in safe houses and capacity building to improve economic independence. The stronger MVPCs are able to compel central government agencies and international donors to align their programs with their local plans and priorities.

New partnerships. Several key informants described how their relationship with local NGOs changed as a result of cooperation on the MVPCs. Typically, local NGOs seek funding from the municipalities for their own purposes. When local NGOs understood, however, that they could maximize the reach of their existing resources by aligning with other programs and resources, they became partners of the municipality rather than simply recipients. Others gave examples of the Catholic and Evangelical Churches working together with the municipalities on the committees. In Honduras, a number of key informants highlighted the fact that members of all the political parties, from right to left, worked together on the committees. Even more impressive were instances of mayors from different parties working together across municipalities on a common agenda. In Honduras, several of the MVPCs developed strong partnerships with a major university that brought new resources into the communities. In Colon, Panama, the MVPC established a partnership with the local private water company that sponsored a clean-up day and subsequently became a source of sponsorship for other activities. Santa Catarina Pinula developed strategic partnerships among private companies and central government agencies to build a new health clinic in a vulnerable community.

5.1.5 Generation of trust

Trust is difficult to define and assess, so we can only share what we were told about the trust generated by the project and by the MVPCs.

Municipalities' trust in AMUPREV. The trust that the MVPC members felt toward AMUPREV and ICMA contributed substantially to the effectiveness of the project. Many of the key informants highlighted not only

the technical expertise of the COP but his ability to provide firm guidance on implementing the principles (*how*), without telling them *what* they should do. Key informants also praised the Country Technical Advisors who accompanied the MVPC on a daily basis and shared all their ups and downs. The fact that the advisors were local was important to the participants, enabling each advisor to develop those relationships of trust in their assigned municipalities.

Trust within the MVPCs. The inclusive, transparent and accountable process facilitated by AMUPREV contributed to trust among the members of the MVPC, but the CityLinks™ trips were instrumental in creating “esprit de corps;” a group of people from the same region, with different roles, perspectives and positions in society traveling together and sharing an energizing experience. The CityLinks™ trips created bonds that never existed before between individuals who previously had not interacted due to sectoral, institutional or cultural boundaries.

Community trust in the MVPC and municipality. Some key informants focused on the trust that was generated in the community by the MVPCs and the personal involvement of its members in neighborhoods. They said that increased presence in the communities through diagnostics, events and communications gave the municipality credibility and opened more space for them to understand and respond to problems. It also empowered the mayor. The work of the M&E subcommittee was a key factor in maintaining that trust.

Community trust in police. Where there was effective and consistent cooperation with the police, the interaction was positive, especially where the police chief was supportive, and police participated directly in the MVPC. Cooperation with the police was greatly influenced by the CityLinks™ exchanges, and most commonly took the form of School Resources Officers, sports programs, or “Coffee with a Cop.” In a number of municipalities, cooperation with police extended even further to establishing victims services at police stations or Justices of the Peace. Consistency in police leadership and training, however, was one of the biggest challenges across municipalities.

5.1.6 Capacity of National and Regional bodies to support municipal crime and violence prevention

National Municipal Associations. The level of engagement and commitment of the national municipal associations of each country varied. Initially and until about mid-way through the Program, COMURES and ANAM were very active and developed important efforts to disseminate violence prevention strategies among their members. Then, FEDOMU, AMHON, UNGL and AMUPA began to take more initiative. FEDOMU took the greatest advantage of the opportunity to develop technical expertise and, as reported, is now better positioned to work effectively with municipalities and to influence prevention policy at the national level as it affects local governance. As stated by the Executive Director of FEDOMU, Altagracia Tavaréz, the Federation has gained national “prestige” in a way that has elevated their leadership in crime and violence prevention among its members, the central government and international donors and partners. She said, “no other project has had such tangible impact” and that they now have the tools and capacity to provide direct technical assistance to municipalities in crime and violence prevention.

CAMCAYCA. The effort to create a regional body dedicated to, among other key objectives, promoting a municipal prevention agenda, was not surprisingly a challenge. After a false start with a regional partner, IDELCA, and attempts at working with SICA, which did not prove to be an appropriate institutional partner for the objectives of the project, AMUPREV took on the role of facilitating the creation of a Virtual Network of Municipal Associations for the Prevention of Violence (“Red-AMUPREV”) through a strategic set of national and regional meetings and trainings, and including participants in the CityLinks exchanges. As it happened,

the network provided a foundation and low-cost model that was taken up by regional partners to create CAMCAYCA to support an integrated regional agenda into which the Red AMUPREV was incorporated. Established in 2015, with leadership rotating every two years, each national municipal association pays an annual membership fee of US \$ 5,000. The organization moves headquarters to the Country of the Presidency (currently and up March 2020, in Costa Rica with UNGL). UNGL will pass on leadership to AMUPA in the second quarter FY20. The creation of CAMCAYCA was not predictable, emerged from experimentation and adaptation to regional and national changes in leaderships of the associations, which could not have been successful if the project been limited to three or five years. Having the time to experiment, learn and adapt was critical to finding a sustainable solution.

5.2 Legacies

The field visits and interviews conducted between February and September 2019 provided evidence that the work begun under AMUPREV has continued in many of the partner municipalities in different ways. We were able to corroborate some of the evidence through observation or with additional research, but time and resources did not allow us to do so systematically. Moreover, in some municipalities, new USAID projects provided follow on assistance and it was difficult to make any attributions other than what key informants said. The discussion below focuses primarily on Panama, El Salvador and Guatemala, where 5-7 years have passed (whereas only a year to six months have passed since AMUPREV activities ended in the Dominican Republic and Honduras). From the interviews, we identified three kinds of “legacies” of AMUPREV’s assistance—municipal, individual or organizational outcomes that have been sustained or new results that have emerged after the end of project activities:

MUNICIPAL	INDIVIDUAL	ORGANIZATIONAL
<ul style="list-style-type: none"> • Continuity of the MVPCs established with AMUPREV assistance • Crime and violence prevention principles institutionalized in municipal governance • New resources and partnerships developed 	<ul style="list-style-type: none"> • Persistence and spread of the “mentality change” and the “philosophy” of the approach in individuals 	<ul style="list-style-type: none"> • Affiliation of national municipal associations in ICMA’s global network • Sustainability of CAMCAYCA

5.2.1 Municipal Legacies

Continuity of the MVPCs established with AMUPREV assistance. The assessment found that the MVPCs that were established with the assistance of AMUPREV based on its methodology fell into four categories:

- **Consolidated:** Formally constituted committee (approved by Municipal Councils) that is multi-sectoral and inter-institutional, which meets regularly, produces an annual operating plan, oversees and monitors implementation, communicates with communities and influences policy.
- **Active:** Municipal authorities and staff continue to convene stakeholders and/or develop prevention activities and influence municipal plans and policies.

- **Inactive:** Formally constituted committee (approved by Municipal Councils) that is no longer active or has been abandoned by new local authorities that were not supported by AMUPREV.
- **Currently being reestablished.** Former MVPCs that had been disbanded by unsupportive incoming mayors, that are being reestablished by newly elected mayors or by central government agencies.

Of the 29 MVPCs, six are consolidated, 15 are still active, five are inactive and 3 are being reestablished after a change in municipal leadership. Combining the consolidated and active MVPCs with the three coming back on line results in 24 of the 29 MVPC still functioning (about 83%). To be fair, 14 of the active MVPCs are in Honduras and Boca Chica, where implementation came to an end in 2018 or 2019. Looking only at the 14 MVPCs in Panama, El Salvador and Guatemala, however, six are consolidated, one is still active, four are inactive (of which one in El Salvador was never formally approved by the Municipal Council of San Bartolome Perulapía), and three were inactive but are either back on line due to national government intervention (Palencia) or likely to be reactivated due to the return of the previous mayor (San Miguelito and Cobán).

Looking at some of the objective factors that we might assume contributed to the sustainability of the MVPCs, we found an indication that national government policy, reelection of the mayor and engagement with police made a difference. More years of AMUPREV assistance appears to be a factor, but the role of contemporaneous or follow on assistance does not show any pattern. Although only four of the MVPCs supported by AMUPREV have a permanent prevention policy, they are influential, especially in Cobán where the policy prevented a full stop to prevention activities; in the case of San Manuel, the policy is important because it was developed by an opposition leftist mayor. In Panama, there has been no consistent policy regarding municipal violence prevention committees, but with a recent change in national and municipal leadership as a result of elections, AMUPA is revitalizing its focus on MVPCs and prevention. (See table below for details)

Crime and violence prevention principles institutionalized in municipal governance. Institutionalization refers to the integration of prevention in municipal policy, planning, regulations and/or institutions in a way that ensures continuity over time and across administrations. (Note that the items highlighted below do not represent a comprehensive list.)

Local prevention policies or ordinances

- Four MVPCs passed municipal prevention policies: Mixco, Cobán and San Manuel with the help of AMUPREV, and Santa Catarina Pinula subsequently passed a prevention policy with the help of the Guatemala Unit for Prevention of Community Violence (UPVC).
- Two municipalities in El Salvador, Nahuizalco and Sonsonate, passed local prevention-based ordinances to establish rules for public behavior and a guide for municipal community police, which are still being enforced. A booklet printed by AMUPREV is still being used by the CAM in Nahuizalco.
- In TacTic, Guatemala, ordinances for control of bars and restaurants were passed and are still being enforced as a result of systematic analysis of police data on local crime patterns.
- In Santo Domingo Este, the Dominican Republic, the municipality passed a “noise” ordinance to regulate noise levels and closing times for bars and clubs. In part, the idea for the ordinance came from the CityLinks™ exchange with Austin, Texas.



Table 22: Summary of the Status of MCVPs

Municipality	Commitment of Mayor under AMUPREV	Mayor Reelected after AMUPREV ended	Years of AMUPREV Assistance	Contemporaneous or Follow on Assistance	Passed a Prevention Policy	Cooperation with National Police	Benefitted from National Policy or Assistance
Consolidated							
ES Sonsonate	❖	❖	4			❖	❖
ES Nahuizalco	❖	❖	5	❖		❖	❖
ES San José Guayabal	❖	❖	2			❖	❖
GT Mixco	❖		2	❖	❖	❖	❖
GT Santa Catarina Pinula	❖	❖	2		❖	❖	❖
GT San Juan Chamelco	❖	❖	2				❖
Active							
GT TacTic	❖	❖	2	❖		❖	
DR Boca Chica	❖		3			❖	
HN Pimienta	❖		3			❖	
HN San Manuel	❖		3		❖		
HN Villanueva	❖		3	❖		❖	
HN Santa Rita Yoro	❖		1			❖	
HN La Lima	❖		1	❖		❖	
HN Petoa	❖		1				
HN Quimistán			1				
HN San Antonio de Cortés	❖		1				
HN San Francisco de Yojoa	❖		1	❖		❖	
HN Santa Cruz de Yojoa	❖		1				
HN Cantarranas	❖		1				
HN Santa Lucía	❖		1			❖	
HN Valle de Ángeles	❖		1			❖	
Being Reestablished							
PN San Miguelito			3	❖		❖	
GT Coban			3	❖	❖	Muni	
GT Palencia	❖		3	❖		Muni	❖
Inactive							
PN Colon			3	❖		❖	
PN Panama City			3	❖		Muni	
ES San Bartolomé Perulapia		❖	2				
ES Suchitoto	❖	❖	0	❖			
DR Santo Domingo Este			3				

Municipal prevention units, services or dedicated staff

- The ZMVS in Honduras hired the two AMUPREV Country Technical Advisors to continue support to the final nine municipalities until the end of 2019 and is seeking consensus among its members to create a more permanent prevention assistance function by funding staff within the institution to assist all its members.
- When the Municipal Council in Cobán, Guatemala, passed a municipal prevention policy with the assistance of AMUPREV, it also created a prevention unit within the municipality. Unfortunately, the mayor lost his next election and the new mayor disbanded the MVPC and coopted the prevention unit for other purposes. The policy however made it possible for the Municipal Council to continue to fund

prevention and for the municipal staff to implement prevention related activities, even if not referred to specifically as prevention.

- Santa Catarina Pinula, Guatemala changed its municipal structure to create a new office charged with implementing prevention programs for children, youth, women and families, as distinct from the Women's Office, which does not implement programs.
- The MVPCs were instrumental in activating municipal Offices of Women and of Youth by providing budgets for prevention programs that continue to be funded in the annual operating plans.
- In TacTic, Guatemala, the mayor established an office with two psychologists and an assistant to provide services to female victims of violence. He also installed a 911 line.

New projects and actors integrated into prevention committees and plans

- The mayors in Villanueva, San Manuel, Pimienta, Cantarranas, Santa Cruz, San Francisco, La Lima, San Antonio and Santa Lucia (Honduras) direct all new central government, NGO and donor projects to the MVPC for consideration and alignment with the municipal prevention plan.
- Many of the MVPC members mentioned international NGOs or organizations that have joined the committees. In Honduras, World Vision was mentioned more than any other organization as having integrated into the MVPCs where they operate; other organizations that were mentioned included Plan International, UNICEF and the Omidyar Foundation.
- In Honduras, a number of municipalities have effectively integrated the Justices of the Peace into the MVPC for assistance to women victims of violence.
- The mayor of San Jose Guayabal, El Salvador has begun to explore partnership with the National Association of Private Enterprises (ANEP).

Participatory planning process applied to other sectors.

- The planning methodology introduced by AMUPREV has been applied to longer term municipal planning in Boca Chica, Dominican Republic.
- In Honduras, Villanueva and Santa Rita Yoro both decided to develop a two-year municipal plan (2018-2019 and 2019-2021), which is not a formal requirement.
- In San Juan Chamelco, Guatemala, the Mayor has used the planning process introduced by AMUPREV and his learning through other city exchanges to develop a comprehensive long-term integrated plan for development of the municipality.
- In Sonsonate, El Salvador, the municipality began to apply the planning methodology to the education sector, using enrollment, finishing and performance data to identify at risk children and gaps in instruction.



Municipal police role in community or community policing

- In Sonsonate, El Salvador, the mayor attributed their successful deployment of a community police force with the assistance they received through the CityLinks™ partnership with Santa Ana, CA. Although project activities ended in 2015, the mayor brought a group back to Santa Ana in 2017. He said that when

he started the force, he had 5-6 officer and now has 150. Nahuizalco had no CAM during AMUPREV and now has 14 officers. The mayor in San Jose Guayabal has hired 6 CAM officers.

- Santa Catarina Pinula, Guatemala has continued to actively engage the Municipal Police and Municipal Transit Police through the MVPC and prevention activities.
- Santa Rita Yoro, Honduras has incorporated the National Police into its activities and fundamentally believes that it is the best way to achieve success.

New infrastructure and public space

Major public infrastructure projects have been completed in San Juan Chamelco, Guatemala (community center and nature park); Nahuizalco, El Salvador (central plaza and market); Santa Catarina Pinula, Guatemala (health clinic); and, Pimienta, Honduras (parks and sports fields).



Continuity of Programs Replicated from CityLinks™ exchanges

Models that were replicated from CityLinks™ exchanges remain operational and funded include School Resource Centers (Santa Catarina Pinula and Palencia, Guatemala); School Resource Officers; KidWorks (Nahuizalco, San Bartolome Perulapia, El Salvador) Familias Fuertes/Mentoring Programs (San Bartolome Perulapia, El Salvador); physical education programs with police (Panama). Villanueva, Pimienta and San Manuel (Honduras) continue to prioritize their activities based on what they learned from the Place-Based Strategy of San José (CA). Both the mayors of Sonsonate in el Salvador and in San Juan Chamelco in Guatemala keep in touch with their US city counterparts.

Recognition and Awards

- The mayor of TacTic has received recognition and awards from ANAM for best public management (2016), best public information office (2017), and best practices in violence prevention (2018).
- Nahuizalco received recognition as top tourist destination in El Salvador by the Ministry of Tourism at the 2019 International Tourism Fair in Madrid.

New Resources and Partnerships Developed. One of the important legacies of AMUPREV was promoting the ability of MVPCs to proactively find and leverage other resources for prevention outside the regular budget, through a local tax, creative multisector partnerships and more effective cooperation with donors and central government agencies.

- **Municipal tax revenue.** As mentioned above, AMUPREV helped Nahuizalco generate additional revenue which was dedicated to funding prevention activities. The mayor reported that, from 2013 to 2016, revenues increased by 140% (more than \$300,000). The additional revenue has been used to fund scholarships, improve and maintain the municipal park and market, provide lighting, street cleaning and garbage collection.
- **Partnerships and Alliances.** Nahuizalco is again a leader in developing partnerships. The Mayor has not only built infrastructure for commercial activity, but he also worked with local restaurants and businesses to promote a safe and welcoming environment that attracts both residents and tourists to a nighttime food and culture center, raising both private and public revenue for investment. In Honduras,

key informants highlighted partnerships with UNAH, UNICEF and local Justices of the Peace to provide integrated services to women victims of violence.

5.2.2 Individual Legacies

In cases where municipal support for the MVPC ended due to a change in administration, the “philosophy” of prevention was retained in the individuals who brought the thinking, methodologies and capacities to other programs or organizations, either working directly or indirectly on prevention. As one key informant in Cobán said, the “human talent” was still there even if the formal structures or processes were not maintained. The persistence and spread of the individual “mentality change” is also reflected in use of words such as “contagious” and “domino effect” by at least four different people. Some of the examples highlighted include:

- In Panama, many of the former members of the committees in the three cities not only continue to do prevention work in some form, they have also maintained an informal network among themselves that is ready to be activated when the political situation allows. A former PNC officer brought programs to his hometown; a community leader in Colón continues to develop programs for neighborhood youth and spreads the message of peacebuilding and prevention; and, a foundation in Panama City continues to support social programs in Curundu in partnership with the police.
- The success of the Curundu project in Panama City is based on individual leadership, leveraging the experience and learning under AMUPREV to work with police and bring together an array of partners and programs to provide integrated services for vulnerable children in a high-risk neighborhood.
- In many cases, police chiefs and officers were rotated to different municipalities where they reportedly brought their community work experience. Mixco in Guatemala is a concrete example, where a new mayor actually recruited trained municipal police officers.
- In Palencia, Guatemala, despite the demise of the MVPC under a new mayor, former members of the committee applied skills and learning from AMUPREV to reducing teen pregnancy and infant mortality, and the Casa Barrilete continues to provide services to at risk children and youth despite little or no support from the municipality.

5.2.3 Organizational Legacies

National Municipal Associations. Three of the national associations, AMUPA in Panama, AMHON in Honduras and FEDOMU in the Dominican Republic, have become affiliates of ICMA’s global network, which provides ongoing access to knowledge, capacity and partnerships. The partnerships between ICMA and the three associations have been formalized by signed agreements that commit the organizations to:

- Collaborate in the exchange of leading practices and expansion of each organization’s knowledge base
- Expand the international perspectives of each organization’s individual members
- Join resources where appropriate to more effectively foster professional local government management worldwide

In maintaining these relationships, senior officials of each organization attend each other’s conferences; liaisons assigned by the ICMA International Committee and organization staff establish annual work plans and contribute to each other’s publications; and members engage in one-on-one exchanges through the International Management Exchange Program.

UNGL in Costa Rica is partnering with INL to coordinate all prevention activities in key Costa Rican municipalities.

CAMCAYCA. As a new regional organization, CAMCAYCA has managed to remain self-funded since 2015. It has benefited greatly from inheriting the legacy and knowledge based of AMUPREV, giving it immediate credibility and technical capacity in municipal crime and violence prevention policy and practice, as it continues to develop its other strategic pillars. Leadership has rotated twice, with AMUPA taking over in January 2020. In addition, it is a new affiliate of ICMA's global network, providing a substantial boost in access to information and partnerships.



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AMUPREV

Municipal Partnerships
for Violence Prevention
in Central America and
the Dominican Republic

ICMA

Leaders at the Core of Better Communities

6.1 Implementation

Over ten years of implementation the lessons learned are too numerous to detail, but below we highlight those that were identified as most valuable or important by the key informants and AMUPREV project staff.

The CityLinks™ peer-to-peer exchanges were a game changer. The peer-to-peer exchanges were overwhelmingly the most valued interventions under AMUPREV for their impact on motivation and empowerment—but not in the absence of other project interventions such as accompaniment and structured planning. For some participants, the trips and visits were the culmination of their mentality change, whereas for others they were the first “lightbulb.” Of all the interventions, it was the most transformative in recasting the way the problem of crime and violence was understood.

Accompaniment was second only to CityLinks™ in importance to key informants. Accompaniment—an awkward translation of the Spanish *acompañamiento* that encompasses consistent long-term coaching, mentoring and on-the-job training—in a structured process of translating knowledge into action, was essential. The step by step guidance, structured process, facilitation, and problem solving provided by the Country Technical Advisors under the guidance and direct engagement of the COP helped the members of the MVPCs to sustain motivation and forward movement.

Emphasis on municipal governance strengthening and basic planning best practices provided a rational framework for organizing the work. The distinctive value of AMUPREV was its orientation around building municipal structures, processes and capacity. The “content” of the work was crime and violence prevention (“the what”), but “delivery” was about governance (“the how”)—participatory, inclusive, sustainable, accountable and transparent processes and structures.

The focus on risk facilitated cross sector cooperation. By focusing on risks, actors can understand that they have specific role in solving a complex and overwhelming problem that crosses sectors, expertise and institutions, rather than simply as a problem of law enforcement for which the police and justice system are uniquely responsible.

The diagnostic, inventory of local resources, and structured planning process effectively counteracted the tendency to “boil the ocean.” Many of the key informants mentioned the impact of learning how to focus and prioritize results and activities—the “realism” and “feasibility” of the work plans created a sense of possibility and agency they had never felt before, which was reinforced when implementation showed tangible results. As noted in earlier sections, M&E was equally motivating, even when showing that something was not working. A teacher shared that teachers are better at M&E because they already work in a culture of assessment of children and youth. Making that dynamic more explicit could enhance the effectiveness of MVPCs in designing school-based programs.

Local decisions and priorities drove sustained local action. A locally driven process results in the articulation of a unique set of priorities in each community, which does not lend itself to a strategy that is based on investing in the transfer of select “brand name” prevention models developed in other contexts. Facilitating a participatory process that results in a shared plan and priorities, then



exposing the participants to a variety of prevention practices, programs and models, empowers and informs local stakeholders' ability to make decisions about what makes sense for their own distinct context and communities.

Supporting technical service delivery through FEDOMU, AMHON and ZMVS multiplied the results of AMUPREV's interventions in the DR and Honduras. The experience with FEDOMU was distinct from that of the other national municipal associations because its understanding of prevention and its objectives for municipal strengthening were fully aligned with AMUPREV's. It was possible primarily because of the commitment of the association's leadership and staff, which was not always strong or consistent in the other AMUPREV host countries. Putting the association in the lead and facilitating their capacity to directly implement the AMUPREV model resulted in a sort of "next generation" of the methodology that might be further explored as a case study.

Community diagnostics had a greater impact when led by the MVPCs. In the first three countries where AMUPREV worked, the diagnostic step was often done by other implementers working in the same municipal jurisdictions but conducted independently of local government and "presented" to the municipal stakeholders. AMUPREV avoided duplication of effort by using existing diagnostics and data, but not at the expense of the benefits that accrued to municipalities from doing it themselves: knowing more about the communities; discovering that assumptions were wrong; gaining credibility for the municipality; and generating citizen participation. Moreover, the information collected is more granular and timelier than that offered by the Violence Observatories. These benefits were expressed frequently in interviews in Honduras and DR where AMUPREV was able to support the MVPCs in conducting the diagnostics directly with their communities.

The MVPCs and associations needed more support for strategic communications, which was not within the scope of AMUPREV. While AMUPREV devised the communicators network and provided training to support better communications, the solution was neither adequate nor sustainable. Consequently, communications were mentioned only by the communicators themselves, except for one key informant who was municipal council member and is now a member of Congress. Support for MVPCs should place more emphasis on developing communications capacity.

Prevention policy is key to sustainability across administrations. Although only four of the MCVPs have municipal crime and violence prevention policies in place, they play an important role in continuity and sustainability. Two of the strongest MVPCs, Mixco and Santa Catarina Pinula, have prevention policies. San Manuel in Honduras is a first mover in Honduras in having a municipal prevention policy, which is important given the "opposition" character of the municipality. More importantly, in the two cases where the mayor was not reelected, the policy made a difference. In Mixco, the new mayor took the committee and policy in hand immediately. But the experience in Coban probably best exemplifies the value of having a municipal prevention policy. When the incoming mayor disbanded the committee, the existence of a prevention policy that was approved by the Municipal Council, allowed former MVPC members to continue to support prevention, even though the committee was disbanded.

The methodology implemented by AMUPREV is adaptable to local systems. The approach to implementation in each country was informed by the national Municipal Codes, which define the authorities of local governments. In addition, many of the MVPCs relied heavily on community governance structures—*Patronatos* in Honduras, ADESCOS in El Salvador, the COCODES in Guatemala and communities in the DR—to get access to communities and schools and to implement programs at the community level.

Some things just don't change. The idea that sports is an effective prevention strategy per se continues to persist in prevention strategies. In fact, key informants gave examples of soccer leagues that generated violence; or, baseball programs that created unrealistic expectations about opportunity for lucrative sports contracts in the “big leagues” (Panama). Many of the MVPCs learned from experience that sports programs reduced risks only when organized physical activity was used as a vehicle for developing values, teaching life skills or promoting discipline. The conflation of activities that simply have a social benefit with prevention activities that reduce risks is a “feature not a bug.”

There are no “final victories” in prevention but there are a lot of victories. There is no “tipping point” at which investment in prevention is no longer necessary. As learned by the participants, it is a long-term decade long, generational task. Some MVPCs, therefore, have been intentional about incorporating young people and interns as an investment in future leadership, something that should have a stronger emphasis in support to MVPCs.

6.2 Project Management

The expertise, experience and commitment of the Chief of Party had a significant role in the integrity of project implementation and level of results. Mr. Loria-Chaves started as Regional Advisor in 2009 and became COP in 2012, serving until AMUPREV closed out in September 2019—the entire period of performance of the project. This continuity was critical to the effectiveness of AMUPREV because relationships and trust were given time to grow; and, because the learning stayed within the project facilitating incremental and adaptive change based on lessons learned and knowledge of local contexts. The network of long-term relationships that he developed benefitted the facilitation of regional cooperation.

Mr. Loria-Chaves is an economist and expert in municipal development and decentralization, but his background as a university professor in economics was equally beneficial. Technical experts are not often good teachers, but his teaching background, combined with deep technical expertise, contributed to his ability to overcome entrenched mental models in a productive way. In addition, Mr. Loria-Chaves regional experience informs the political economy lens that he used to gauge commitment and identify opportunity to shift power relationships. Many of the individuals interviewed for this report shared their deep respect and gratitude for the commitment and professionalism demonstrated by Mr. Loria-Chaves, using words such as “trust,” “true partner,” and “mentor.” The experience was not only transformational for the counterparts but for Mr. Loria-Chaves himself.

The small grant fund went a long way. Initially, the lack of significant grant funds under AMUPREV was a challenge, given the entrenched expectations of host country counterparts based on decades of donor project experience. In fact, the lack of funds ended up being a success factor, because it made room for the emergence of sustainable incentives such as changed thinking, motivation and empowerment, and focused local counterparts on what they could do with what they had available. The grants were so small (\$3-6,000 per year) that they would not have been much of an incentive anyway. AMUPREV did not talk about the amount of grant funds available and did not make any commitments to their use until after the MCVPs went through the planning process and produced a work plan that included the financial commitments of the municipalities and other committee members. Needless to say, this strengthened the accountability of the MVPCs. AMUPREV would then identify gaps or complementary investments that could enhance the achievement of work plan priorities. A further benefit or result of the limited grants funds, was that stakeholders discovered “social capital” in the form of community commitment and volunteering, the magnitude of which was genuinely surprising for many of the participants.

Flexible USAID management of a regional project allowed for adaptation. AMUPREV worked as a regional project because it was engaged at the municipal, national, and regional levels, able to facilitate both vertical and horizontal cooperation among a common set of actors. It also worked because ICMA's core mission is professionalizing local governance, whose strength is in its membership base of practitioners and its unique capacity to facilitate peer to peer learning across cities and countries. On the other hand, AMUPREV faced the common disadvantages of regional programs as well: regional integration and cooperation are notoriously difficult in Central America and AMUPREV was a very small project; uneven receptivity of bilateral missions and relationships with bilateral programs; and, management from Washington where contracting processes can take longer than in field missions. Consequently, the effectiveness of AMUPREV also depended a great deal on the COR's commitment to the project and willingness to communicate and work closely with ICMA to solve problems and adapt to change.

Inability to plan long term was a constraint to achieving and measuring even greater results. While we are pleased with the results that AMUPREV achieved, at the same time it is clear that, even with a relatively small budget of \$6 million for a 10-year project in five countries and 29 municipalities, much more could have been accomplished were it not for the lack of possibility to plan even in the medium term, temporary suspensions due to difficulty getting obligations, unexpected early terminations, and, in some cases, simply too little time for full implementation.

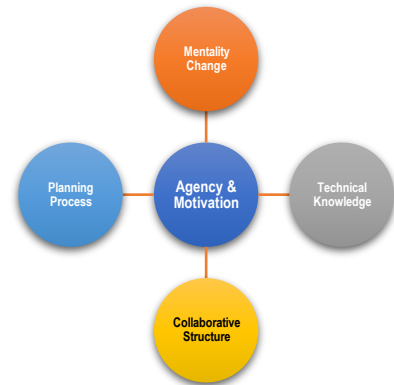


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7.0 Conclusions

AMUPREV provided a framework for putting knowledge into action by integrating interventions that changed mental models, built technical knowledge, created a structure and governance for collaborative action, and provided direction through a structured planning process. Each of these elements encompasses a set of interventions that together supported the agency and empowerment of local actors.



- **Changing mental models.** Mentality change was an essential factor for success, not an end result of the project. Each step in the methodology implemented by AMUPREV promoted an organic process of change in thinking and acting that created agency and motivation in participants. The power of the mentality shift is that it was also “contagious” and spread to actors who did not participate directly in the program.



Raising Awareness



Training & Planning Process



CityLinks™



Implementation & Self Evaluation

- **Building technical knowledge.** The CityLinks™ exchanges exposed participants to practical prevention programs “in the field” and showed them how to implement them, while readjusting the scale to of the problem that put solutions within their power to implement.
- **Creating a collaborative governance structure.** The committees provided the “civic infrastructure” to support cross sector and interinstitutional collaboration, alignment around common goals, and creation of new partnerships, and the governance structure promoted transparency, accountability and communications.
- **Applying municipal governance and planning best practices.** The structured participatory planning process provided a step by step pathway and clear direction for the committee members, that included engaging in communities, using evidence, discovering local financial and social capital, focusing and prioritizing activities to address the highest risks, supporting implementation, and conducting self-assessments to learn from what worked and what did not. It is based on basic principles of inclusive municipal planning that can be used for any sector or problem, is adaptable to local planning regulations and links to long term planning.

AMUPREV’s approach was not to introduce specific solutions to crime and violence problems, but to introduce a process that allowed local actors to define the problems and implement solutions themselves. The most important success factor was the consistency with which all aspects of implementation supported local agency, motivation and capacity to collaborate and act.

Although USAID’s Journey to Self-Reliance policy framework was not in place for almost the entirety of the implementation of AMUPREV, it should be noted that the approach and results are entirely consistent with the principles of the framework. Without the opportunity to reflect more deeply on the intersection, we can say confidently that AMUPREV contributed directly to self-reliance, as defined by USAID’s J2SR policy framework, by developing, strengthening and supporting municipal “capacity to plan, finance, and implement solutions to local development challenges and a commitment to see these through effectively, inclusively, and with accountability.”

ANNEXES



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ANNEX 1: AMUPREV Performance Indicators Summary

USAID/AMUPREV Custom Program Indicators and Target Values																		
Indicator	Type	Data Source	Unit	Reporting Frequency	Base Line	Summary of targets and Results												Comments
						2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total	
1. Best practices on violence prevention are shared with municipal actors in Central America	Output	Program reports	Count	Annually	0	4	1	0	0	7	6	0	5	1	9	0	34	Municipalities in the region use recommendations to inform violence prevention programs. (Includes 29 municipalities directly assisted through AMUPREV and 5 municipalities assisted through other USAID-funded programs, using the AMUPREV methodology).
2. National and regional municipal associations expand or initiate violence prevention programming	Output	Program reports	Count	Annually	0	0	1	0	0	5	0	2	0	0	0	0	8	2010- COMURES, El Salvador. 2013- AGAAI & ANAM, Guatemala; UNGL, Costa Rica; FEDOMU, Dominican Republic; and AMHON, Honduras. 2015 - CAMCAYCA (Regional) and AMUPA, Panama
3. Information gathering, inventory, and secondary research produces key source materials, and a toolbox (print and on the web) to be used by municipal actors; municipalities agree to replicate and/or disseminate the toolbox methodologies	Output	Program reports	Count	Annually	0	4	1	0	0	7	6	0	5	1	9	0	34	Web-based version of Toolbox developed and municipalities present shared experiences at national/regional/international conferences or through AMUPREV Website /Facebook.

4. Project support to one (1) regional or up to five (5) national peer networks that integrate municipal actors including local government authorities, civil society, private sector representatives, and law enforcement personnel.	Output	Program reports	Count	Annually	0	0	1	0	0	3	0	1	2	0	0	1	8	Regional peer network and national peer networks sharing information and best practices on crime/violence prevention initiatives reaching 1,218 municipalities from the Central America Region serving an estimated population of 52.05 million. COMURES, El Salvador- 262 municipalities, pop. 6 million ANAM, Guatemala- 340 municipalities, pop. 16.9 million CAMCAYCA (Regional) AMUPA, Panama - 79 municipalities, pop. 4.25 million AHMON, Honduras- 298 municipalities, pop. 9.5 million FEDOMU, Dominican Republic- 158 municipalities, pop. 10.5 million UNGL, Costa Rica- 81 municipalities, pop. 4.9 million
5. CityLinks partnerships formed with Central American municipalities that engage in information sharing, exchanges, and joint programming.	Output	Program reports	Count	Annually	0	0	1	2	1	0	2	0	1	1	0	1	9	17 visits to Central America and DR; 13 visits to US cities and counties.
6. Incentive (in-kind) fund established to provide support to participating MVPCs and municipalities to obtain materials/supplies and/or engage in activities in support of violence prevention programming.	Output	Program reports	Count	Annually	0	4	1	0	0	7	6	0	5	1	9	0	29	No. of municipalities that received support funds.

USAID/AMUPREV
Custom Program Indicators and Target Values

Indicator	Type	Data Source	Unit	Reporting Frequency	Base Line	Summary of targets and Results												End of Project	Comments
						2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019			
7. Number of municipalities with Municipal Crime Prevention Committees	Output	Program reports	Count	Annually	0	4	1	0	0	7	6	0	5	0	10	0	34	A total of 29 municipalities in 5 countries under AMUPREV. An additional 5 municipalities in the Region received supported under other USAID-funded initiatives using the AMUPREV methodology.	
8. Establishment of a sustainable network of municipal associations to carry on the AMUPREV Web site and regional network	Output	Program reports	Count	Annually	0	0	0	0	0	0	1	0	0	0	0	0	1	Sustainability was achieved for the network in 2019. It is now administered by CAMCAYCA.	

ANNEX 2

List of People Interviewed

City	Name	Position	Traveled to US	MVPC Member
PANAMA				
AMUPREV	Gilberto Toro	Country Technical Advisor	Y	N
AMUPA	Ricardo Dicky Panay	Current Executive Director of AMUPA	N	N
PNC	Jorge Valdespino	Ex-Police Chaplain, Head of Christian Police	N	Y
	Róger Franco	Ex-Police Officer	Y	Y
Panama City	Lizbeth Cunningham Navarro	Ex-Coordinador MVPC. Municipal Social Development Manager	Y	Y
	Octavio Cogley	Ex-Coordinador MVPC. Ex Advisor to the Mayor	Y	Y
	Luz E. Pérez Peña	Ex-Director of Municipal Police of Panama City	Y	Y
	Ezequiel Vargas	MVPC member (Private Sector)	Y	Y
	Daly Ibáñez	MVPC member. (NGO Yo soy Curundú)	Y	Y
San Miguelito	Prof. Rosario Barranco	Ex-Coordinador MVPC. Municipal Administrator	Y	Y
	Ilsa Blanco	Sociologist. Municipal Social Affairs Director	Y	Y
	Denia Alvarado	MVPC member. IDB PROSI Advisor	Y	Y
Colon	Samuel Bennett	MVPC Coordinator. Council member	Y	Y
	Jairo Salazar	Member of Congress (Former Council member)	Y	N
	José Morales Antioco (Bakan)	Community Leader	Y	Y
EL SALVADOR				
AMUPREV	Marisa Fortín	Country Technical Advisor	Y	N
Nahuizalco	Jorge Willer Patriz Castaneda	Mayor	Y	Y
	Abel Garcia	Chief of CAM	N	N
Sonsonate	Alcalde Roberto Aquino	Mayor	N	Y
	Silvia Gomez	School Director	N	Y
	William Cruz	Ex Municipal Councilmember, former CCSC Coordinador	Y	Y
San José Guayabal	Mauricio Vilanova	Mayor	Y	N
	Dinita Ramirez	MVPC member. Principal of Municipal Kindergarten	N	Y
Suchitoto	Pedrina Rivera Hernandez	Mayor	Y	Y
San Bartolomé Perulapia	Cristian Marvin Sermefio Arias	Ex-Mayor	Y	Y
	Astrid Fuentes	Municipal Secretary 2018-2021	N	N
	Rosy Ponce	Municipal staff	N	Y
	Veronica Calles	Municipal staff	N	Y
	Casey Henríquez	Former Municipal Secretary	Y	Y
GUATEMALA				
AMUPREV	Karin Pena	Country Technical Advisor	Y	N
	Neida Mollinedo	Country Technical Advisor	Y	N
ANAM	Gerson López	Ex-Executive Secretary	N	N
AGAI	Leticia Sontay	Former AGAAI Communicator	Y	N
Palencia	Ramiro Perez	Ex-Mayor	Y	Y
	Miriam Montenegro	Health Ministry Director for Palencia	N	Y
	Juan de Dios Pinera	MVPC member, Casa Barrilete	Y	Y
	Jorge Alfredo Lemus	Ex-Director Transit Police	Y	Y
	Marco Tulio Alvizures	MVPC Coordinator. Ex-City Councilmember	Y	Y
Santa Catarina Pinula	Victor Alvarizaes	Ex-Mayor	N	Y
	Pedro Pena	MVPC Coordinator. Ex-City Councilmember.	Y	Y
	Irma Yolanda Ochoa Gonzales	Community Leader, MVPC member	Y	Y
	Juan Ramirez,	Chief of Transit Police	N	N
	Juan Carlos Garcia	Municipal Police Chief	N	Y
	Pastor William	School Director	N	Y
	Nery Edmundo Garcia	Community Leader, MVPC member	Y	Y
Mixco	Ana Ligia Castillo	Psychologist	Y	Y
	Robert Zapeta	MVPC Coordinator. Director of Municipal Security	N	Y
	Pablo Morales	Chief of Municipal Transit Police	N	Y
	Veronica Pérez	Municipal Social Development Coordinator	Y	Y
Coban	Mario Hernandez Chenal	Ex-Municipal Office of International Cooperation	Y	Y
	Sra. Magaly Paz de Lucas,	Director, Asociacion de Marimbas	N	Y
	Marco Tulio Sierra Lemus	MVPC Coordinator. City Councilmember.	N	Y
	Amilcar Salvador	Ex-City Councilmember	Y	Y
San Juan Chamelco	Ervin Tut Quim	Mayor	Y	Y
	Mildred Lem Tot	Member of Cultural Asociacion	Y	Y
TacTic	Edin Rolando Guerrero Milian	Mayor	Y	Y
	Rony Oswaldo Caal	Ex-VP COMUPRE. Community Leader	Y	Y
DOMINICAN REPUBLIC				
AMUPREV	Joaquín de la Cruz	Country Technical Advisor	Y	N
	Henry Rodriguez Castellanos	Country Technical Advisor. Ex Viceminister of Internal Affairs and Police (MIP)	N	N
FEDOMU	Abraham Perez	Communications Officer	N	N
	Altagracia Tavarez	Executive Director	N	N

	Amaury Bello (andres)	Technical Coordinator of ASOMUREO	N	N
	Vilma Contreras	Inter-institutional Relations Coordinator	N	N
	Rafael Almonte	Lawyer, Member of National Roundtable	N	N
	Jonathan Aquino	Communications Officer	N	N
	Domingo Del Pilar	Communications Director	N	N
MIP	María Sued	Advisor, Lead for National Roundtable	N	N
Santo Domingo Este	Jacinta Estévez	Vice Mayor. Coordinator of MVPC	Y	Y
	Raquel Cruz	Deputy Attorney General Santo Domingo Province	N	Y
	Luisa Taveraz	Municipal Technical Secretary	N	Y
	Isidro Galán	Municipal Director of Social Wellbeing	N	Y
	Jessica Cruz	Assistant to the Vice-Mayor	N	Y
	Pedro Lorenzo	MVPC member. Municipal Officer for Youth Affairs	N	Y
	Jesús Corona	Youth Mayor	Y	Y
Boca Chica	Rahdames Castro	Mayor (Deceased)	N	Y
	Rodolfo Castillo	Health Ministry delegate to municipalities	Y	Y
	Margarita Castillo	Council Secretary, lawyer	Y	Y
	Lucía Florentino	MVPC Coordinator. Director of Municipal Citizen Security Office	Y	Y
	Carlos Regu	member of Youth Police	N	N
	Julio Beato	Director Cultural Center	N	Y
	Formerio Rodríguez	Artist and writer (About Boca Chica)	N	Y
HONDURAS (504)				
AMUPREV	Victoria Paz	Country Technical Advisor. Member of San Francisco MVPC	Y	Y
	María del Carmen Álvarez Aguilar	Country Technical Advisor	N	N
	Cindy Posas Meza	Country Technical Advisor	N	N
GOH	Nery Cerrato	Deputy Health Secretary, former AMHON President	N	N
Congress	Alma Cruz	Deputy, former San Manuel MVPC Coordinator	Y	Y
AHMON	Juan Carlos Amaya	Social Development Director	N	N
	Alvaro Morales	Communications Officer	N	N
SERCAM	Guadalupe Lopez	SETCAM Director. Former Executive Director and President of AMHON	N	N
PNC	Alberto Nelson Osorio	Ex-Police Chief and MVPC Member of Santa Lucía	N	Y
ZMVS	Diana Pineda	Director of Mancomunidad	Y	N
Pimienta	Dr. Raul Ugarte	Mayor	N	Y
	Alejandro Marmol	Coordinator, MVPC	Y	Y
	Juan Gabriel Lizardo	Professor	Y	Y
San Manuel	Arturo Castro	Mayor	N	Y
	Tesla Antúnez	Coordinator, MVPC (Vice-Mayor)	N	Y
Villanueva	Dr. Walter S. Perdomo	Mayor	N	Y
	Jacqueline Lopez	Vice Mayor	N	Y
	Dalia Morel Mejía	Coordinator, MVPC. Director of Municipal Justice Office	Y	Y
	Ana Rosa Cartagena	Office of Women	N	Y
Santa Rita Yoro	Mario Alexis Caballero	Mayor	Y	Y
	Joel Cruz Maldonado	MVPC Coordinator, Planning Office	N	Y
	María Jiménez	Vice Mayor	N	Y
La Lima	José Santiago Lopez	Mayor	N	Y
	Fernando Fernández Rivera	Coordinator, MVPC. Mayor's Advisor for Citizen Security	N	Y
Petoa	Roberto Santos Guzman	Mayor	N	Y
	Yamileth Enamorado	MVPC Coordinator. Municipal Secretary	N	Y
	Juan Ramón Rosa	Secretary of MVPC. Director of Municipal Human Resources	N	Y
	Evelyn Flores	Municipal Director of Sports and Youth	N	Y
	Erika Morel	Municipal Director of Office of Women	N	Y
Quimistán	José Guevara Escalante	Mayor	N	Y
	Itzel Diana Duarte	Coordinator of MVPC. Vice-Mayor	N	Y
	Lidia Figueroa	Secretary of MVPC & Director of National Registry of Persons	N	Y
	Lourdes Recinos	Municipal Director of Office of Women. MVPC Communications Coordinator	N	Y
	Julio Lozano	Coordinator GOH "Programa Mejores Familias"	N	Y
San Antonio de Cortés	Dr. Santos Murillo	Mayor	N	Y
	Flor de Liz Fernández	Vice Mayor, Coordinator of MVPC	N	Y
	Pedro Reyes	Secretary of CMPV	N	Y
	Julian Quiroz	District Education Director	N	Y
	Ramon Abad	High School Teacher	N	Y
San Francisco de Yojoa	Atty. Alfredo Cerros Rivera	Mayor	N	Y
	Iris Suyapa Paz Lorona	Vice Mayor, MVPC Coordinator	N	Y
	Gerson Cardona	Director of Municipal Communications Office	N	Y
Santa Cruz de Yojoa	Marlon Pineda	Mayor	N	Y
	Betty Pinera	Vice Mayor, MVPC Coordinator	N	Y
	Angelica Maradiaga	Municipal Security Observatory Coordinator	N	Y

	Ernesto Reyes	Municipal Secretary, Lawyer	N	Y
	Federico Enamorado	MVPC Secretary, lawyer	N	Y
Cantarranas	Francisco Gaitán	Mayor	N	Y
	Maritza Suyapa Calix	Vice Mayor. Coordinator of Education Sub-committee	N	Y
	Marco Guzmán	MVPC Coordinator, Councilmember	N	Y
Santa Lucía	Julio Avilez	Mayor	N	Y
	Nirsa Osorio	Municipal Education Director		Y
	Sulay Espinoza	Municipal Secretary, MVPC Coordinator	N	Y
Valle de Ángeles	Wilfredo Ponce	Mayor	N	Y
	María Luisa Toro	MVPC Coordinator, Dir Public Affairs	N	Y
	Brenny Argañal	Councilmember. Professor	N	Y
	Juan Gonzalez	Municipal Communications Director	N	Y
	Alonso Gonzalez	President of Patronatos	N	Y
	Mariana Ponce	Human Rights Sub-Coordinator. Community Leader.	N	Y
	Katrina Salgado	Councilmember, Director of Public Health	N	Y
AMUPREV				
ICMA	Isabelle Bully Omictin	Director of Global Programs		
ICMA	Carlos Loria-Chaves	Chief of Party		
ICMA	Francisco Astacio	Communications Coordinator		

ANNEX 3: Monthly and Quarterly Bulletins 2011-2019

No.	Date	Year	URL
1	Jan	2011	http://amuprev.camcayca.org/boletines/?id=2
2	Feb	2011	http://amuprev.camcayca.org/boletines/?id=3
3	Mar	2011	http://amuprev.camcayca.org/boletines/?id=4
4	Apr	2011	http://amuprev.camcayca.org/boletines/?id=5
5	May-Jun	2011	http://amuprev.camcayca.org/boletines/?id=6
6	Jul	2011	http://amuprev.camcayca.org/boletines/?id=7
7	Aug-Sep	2011	http://amuprev.camcayca.org/boletines/?id=8
8	Oct-Dec	2011	http://amuprev.camcayca.org/boletines/?id=9
9	Jan-Mar	2012	http://amuprev.camcayca.org/boletines/?id=11
10	Apr-Jun	2012	http://amuprev.camcayca.org/boletines/?id=12
11	Jul-Sep	2012	http://amuprev.camcayca.org/boletines/?id=13
12	Oct-Dec	2012	http://amuprev.camcayca.org/boletines/?id=14
13	Jan-Mar	2013	http://amuprev.camcayca.org/boletines/?id=15
14	Apr-Jun	2013	http://amuprev.camcayca.org/boletines/?id=16
15	Jul-Sep	2013	http://amuprev.camcayca.org/boletines/?id=17
16	Oct-Dec	2013	http://amuprev.camcayca.org/boletines/?id=18
17	Jan-Mar	2014	http://amuprev.camcayca.org/boletines/?id=19
18	Apr-Jun	2014	http://amuprev.camcayca.org/boletines/?id=20
19	Jul-Sep	2014	http://amuprev.camcayca.org/boletines/?id=22
20	Oct-Dec	2014	http://amuprev.camcayca.org/boletines/?id=33
21	Jan-Mar	2015	http://amuprev.camcayca.org/boletines/?id=34
22	Apr-Jun	2015	http://amuprev.camcayca.org/boletines/?id=35
23	Jul-Sep	2015	http://amuprev.camcayca.org/boletines/?id=36
24	Oct-Dec	2015	http://amuprev.camcayca.org/boletines/?id=37
25	Jan-Mar	2016	http://amuprev.camcayca.org/boletines/?id=39
26	Apr-Jun	2016	http://amuprev.camcayca.org/boletines/?id=40
27	Jul-Sep	2016	http://amuprev.camcayca.org/boletines/?id=41
28	Oct-Dec	2016	http://amuprev.camcayca.org/boletines/?id=42
29	Jan-Mar	2017	http://amuprev.camcayca.org/boletines/?id=43
30	Apr-Jun	2017	http://amuprev.camcayca.org/boletines/?id=44
31	Jul-Sep	2017	http://amuprev.camcayca.org/boletines/?id=45
32	Oct-Dec	2017	http://amuprev.camcayca.org/boletines/?id=46
33	Jan-Mar	2018	http://amuprev.camcayca.org/boletines/?id=47

34	Apr-Jun	2018	http://amuprev.camcayca.org/boletines/?id=48
35	Jul-Sep	2018	http://amuprev.camcayca.org/boletines/?id=49
36	Oct-Dec	2018	http://amuprev.camcayca.org/boletines/?id=50

ANNEX 4: Videos, Tools and Products

MONTH/YEAR	MUNICIPALITY	Country	Link
LIST OF VIDEOS: MUNICIPAL EXPERIENCES ON VIOLENCE PREVENTION			
Dec. 2010	San Miguelito (Panama)	Panama	http://amuprev.camcayca.org/multimedia/noticias.php?id=11
Dec. 2010	Sonsonate (El Salvador)	El Salvador	http://amuprev.camcayca.org/multimedia/noticias.php?id=12
Dec. 2010	Santa Tecla (El Salvador)	El Salvador	http://amuprev.camcayca.org/multimedia/noticias.php?id=13
Dec. 2010	Puerto Cortés (Honduras)	Honduras	http://amuprev.camcayca.org/multimedia/noticias.php?id=14
Nov. 2011	San Jose (Costa Rica)	Costa Rica	http://amuprev.camcayca.org/multimedia/noticias.php?id=14
Aug. 2012	Santa Catarina Pinula (Guatemala)	Guatemala	http://amuprev.camcayca.org/multimedia/noticias.php?id=48
Sep. 2014	Choloma (Honduras)	Honduras	http://amuprev.camcayca.org/multimedia/noticias.php?id=145
Nov. 2014	Palencia (Guatemala)	Guatemala	http://amuprev.camcayca.org/multimedia/noticias.php?id=156
Dec. 2014	Taller Policía Comunitaria a Policías Municipales de Guatemala	ComPoliciaican Republic	http://amuprev.camcayca.org/multimedia/noticias.php?id=159
Feb. 2015	Cartago (Costa Rica)	Costa Rica	http://amuprev.camcayca.org/multimedia/noticias.php?id=161
Feb. 2015	Regional: La red AMUPREV	Regional	http://amuprev.camcayca.org/multimedia/noticias.php?id=167
Sep. 2015	Coban (Guatemala)	Guatemala	http://amuprev.camcayca.org/multimedia/noticias.php?id=178
Jan. 2018	Experience in HONDURAS with AMHON, ZMVS and three municipalities (Honduras)	Hominican Republic	http://amuprev.camcayca.org/multimedia/noticias.php?id=230
Mar. 2018	Experience in DR with FEDOMU and two municipalities	Dominican Republic	http://amuprev.camcayca.org/multimedia/noticias.php?id=234
Date Submitted	Title	Country	URL
List of Tools and Products			
August 2, 2015	Unidad de Policía Pacificadora del Estado de Río de Janeiro, Brasil.	Brazil	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=122
July 7, 2017	Plan Municipal de Prevención de la Violencia - II Semestre 2017, Santo Domingo Este, República Dominicana.	Dominican Republic	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=146
December 22, 2017	Plan Municipal de Prevención de la Violencia de Boca Chica 2017 (DR)	Dominican Republic	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=145
October 16, 2017	Guía para la Prevención de la Violencia desde los Gobiernos Locales en la República Dominicana. FEDOMU, USAID/AMUPREV-ICMA	Dominican Republic	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=151
August 21, 2018	Jornadas de capacitación a docentes y funcionarios municipales para mejorar la prevención contra la trata de personas y la explotación sexual comercial	Dominican Republic	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=169
August 21, 2018	Carta Didáctica: Sensibilización y Detección de Trata de Personas y Explotación Sexual Comercial en el Ámbito Escolar	Dominican Republic	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=168
August 21, 2018	Presentación Sensibilización y Detección de Niños, Niñas y Adolescentes en situación de Trata y Explotación Sexual Comercial	Dominican Republic	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=167
August 21, 2018	Casos Hipotéticos de víctimas de trata de personas	Dominican Republic	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=166
August 21, 2018	Comic educativo para la prevención de la trata y tráfico de niños, niñas y adolescentes	Dominican Republic	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=163
May 27, 2010	Plan Estratégico Participativo para la Prevención de la Violencia . Nahuizalco 2010-2012	El Salvador	https://camcayca.org/wp-content/uploads/2020/06/1A-MODULO-1-final-Nahuizalco.pdf https://camcayca.org/wp-content/uploads/2020/06/1B-MODULO-2-final-Nahuizalco.pdf https://camcayca.org/wp-content/uploads/2020/06/1C-MODULO-3-final-Nahuizalco.pdf
March 4, 2014	SISTEMATIZACIÓN DE BUENAS PRÁCTICAS AMUPREV: PROYECTO DE ATENCIÓN TEMPRANA	El Salvador	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=69
May 22, 2014	Elaboración de Mapas de Riesgo Social del Municipio de Ayutxtepeque (El Salvador)	El Salvador	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=81
January 31, 2015	Plan de Trabajo Participativo 2015 del Comité Municipal de Prevención de Violencia (CMPV) de San Bartolomé Perulapúa. El Salvador.	El Salvador	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=121
February 26, 2015	Plan de Trabajo Participativo 2015 del Comité Municipal de Prevención de Violencia (CMPV) de San José Guayabal. El Salvador.	El Salvador	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=108
September 7, 2016	GUÍA PARA LA EJECUCIÓN DE UN PROGRAMA DE MENTORÍA PARA LA PREVENCIÓN DE VIOLENCIA Y MEJORA DE LA CONVIVENCIA BAJO LIDERAZGO MUNICIPAL	El Salvador	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=135
January 30, 2013	ALCOHOL Y DROGAS EN LA ESCUELA GUÍA PRÁCTICA PARA EL DOCENTE	Guatemala	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=52
November 14, 2014	La Política Pública Municipal para la Seguridad Ciudadana y la Prevención de la Violencia del Municipio de Mixco 2014-2029	Guatemala	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=87
March 6, 2015	Plan Operativo de la Subcomisión Municipal de Seguridad con Enfoque en Prevención de la Violencia de Santa Catarina Pinula 2015	Guatemala	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=110
March 6, 2015	Plan Operativo Semestral Comisión Municipal de la Prevención de la Violencia 2015, San Juan Chamelco, Alta Verapaz, Guatemala	Guatemala	https://camcayca.org/wp-content/uploads/2020/06/2-PLAN-OPERATIVO-SEMEMSTRAL-CMPV-SAN-JUAN-CHAMELCO-FINAL.pdf
March 6, 2015	Plan Municipal de Prevención de la Violencia de Palencia 2015	Guatemala	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=109
February 18, 2016	Manual de Indicadores de la Municipalidad de Santa Catarina Pinula, Guatemala. Agosto 2015.	Guatemala	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=124
September 30, 2016	Plan Operativo 2016 Comité Municipal de Paz y Convivencia. Municipalidad de Villanueva, Cortés, Honduras.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=136
September 30, 2016	Plan Municipal de Prevención de la Violencia. Comité Municipal de San Manuel Cortés, Honduras.	Honduras	https://camcayca.org/wp-content/uploads/2020/06/3-Plan-Municipal-de-Prevenci%C3%B3n-de-San-Manuel-Cort%C3%A9s.pdf
November 3, 2016	Plan Municipal de Prevención de la Violencia, Período 2016, Pimienta, Cortés (Honduras)	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=138
June 16, 2017	Plan del Comité Municipal de Paz y Convivencia 2017 de Villanueva, Cortés (Honduras).	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=144

MONTH/YEAR	MUNICIPALITY	Country	Link
July 11, 2017	Política Municipal de Convivencia y Prevención de Violencia del municipio de San Manuel, Cortés, 2017, Honduras.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=149
July 11, 2017	Plan Operativo Anual Junio-Diciembre del 2017 Comité Municipal de Convivencia Ciudadana San Manuel, Cortés, Honduras.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=148
July 11, 2017	Plan Municipal "Juntos Por la Paz" 2017. Comité Municipal Juntos por la Paz, Pimienta, Cortés, Honduras.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=147
September 1, 2017	Sistematización de la Experiencia Municipios de Villanueva, San Manuel y Pimienta Departamento de Cortes, Honduras.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=150
May 30, 2018	Plan Operativo Anual enero-diciembre del 2018, Comité Municipal de Convivencia Ciudadana San Manuel, Cortés.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=158
May 30, 2018	Plan del Comité Municipal Juntos por la Paz, Municipalidad de Pimienta, Cortés, Honduras.	Honduras	https://camcayca.org/wp-content/uploads/2020/06/5-Plan-Municipalidad-de-Pimienta-2018-2019.pdf
May 30, 2018	Plan Operativo Anual Enero-Diciembre de 2018 Comité Municipal Paz para mi Ciudad Santa Rita, Yoro	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=157
May 30, 2018	Plan Operativo Abril-Diciembre 2018 -2019 Comité Municipal de Paz y Convivencia, Municipalidad de Villanueva, Cortés, Honduras.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=156
September 14, 2018	Plan del Comité Municipal Fortaleciendo la Paz de Petoa, Santa Bárbara	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=171
September 14, 2018	Plan Municipal de Prevención Limeños por la Paz	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=170
September 17, 2018	Plan Municipal por un Futuro de Esperanza de San Francisco de Yojoa, Cortés.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=176
September 17, 2018	Plan Municipal de Paz y Convivencia de la Nueva Santa Cruz (CMPCNSC) de Santa Cruz de Yojoa, Cortés.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=175
September 17, 2018	Plan Municipal Unidos de Paz (CMUP) de San Antonio, Cortés.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=174
September 17, 2018	Plan Municipal de Prevención de la Violencia y fomento a los Derechos Humanos de Cantarranas.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=173
September 17, 2018	Plan Municipal: " Todos somos amor, todos somos Quimistán.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=172
October 8, 2018	Plan Municipal de prevención de la violencia de municipio de Santa Lucía 2018	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=177
November 28, 2018	Plan Municipal de Prevención de la Violencia del municipio de Valle de Ángeles 2018.	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=184
February 27, 2019	Guía Metodológica para el Diseño, Conformación e Implementación de un Comité Municipal para Prevenir la Violencia	Honduras	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=185
June 27, 2016	Guía para el diseño, implementación y regulación de las actividades de una Instancia Municipal de Prevención de la Violencia	Regional	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=133
October 4, 2016	Propuesta de un Reglamento para el funcionamiento de un Comité Municipal de Prevención de la Violencia CMPV	Regional	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=137
May 21, 2014	Guía Para Seleccionar Información Sobre la Prevención de la Violencia a Compartir a Traves de la Red	Regional	http://amuprev.camcayca.org/biblioteca/?id=78
June 1, 2011	Plan de Acción 2011: Conmigo San Miguelito Crece (Panamá)	Panamá	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=131
June 1, 2011	Plan de Acción 2011: Por el Colón que queremos (Panamá)	Panamá	http://amuprev.camcayca.org/biblioteca/publicacion.php?id=128
September 6, 2012	Plan Anual de Trabajo. CMPV San Miguelito 2012-2013 (Panamá)	Panamá	https://camcayca.org/wp-content/uploads/2020/06/6A-Plan-de-accion%C3%ACn-SM-2012-2013-FA.pdf
July 10, 2012	Plan Anual de Trabajo. CMPV Colón 2012-2013 (Panamá)	Panamá	https://camcayca.org/wp-content/uploads/2020/06/7-Plan-de-trabajo-de-Colon-final-2012.pdf
October 2, 2012	Plan de Acción: Con tu Decisión Construimos la Paz. CMPV Ciudad Panamá (2012)	Panamá	https://camcayca.org/wp-content/uploads/2020/06/8-PdA-2012-1-CMPV-Panama-City.pdf

ANNEX 5: AMUPREV Success Stories by Country

Numbe	Country	Title	URL
1	Costa Rica	Costa Rica, POLICÍA COMUNITARIA	http://amuprevamcava.org/his/triashi/storias/?id=12
2	Costa Rica	(Cantones) Aguirre, Desamparados, Heredia, Limón, REDES PARA LA CONVIVENCIA, COMUNIDADES SIN MIEDO	http://amuprevamcava.org/his/triashi/storias/?id=10
3	Costa Rica	San José, POLÍTICA DE SEGURIDAD CIUDADANA Y LA PREVENCIÓN	http://amuprevamcava.org/his/triashi/storias/?id=11
4	Costa Rica	Costa Rica, POSICIÓN GREMIAL ANTE LA PREVENCIÓN DE LA VIOLENCIA Y LA PARTICIPACIÓN MUNICIPAL	http://amuprevamcava.org/his/triashi/storias/?id=13
5	Costa Rica	Costa Rica, APOYO DE ORGANIZACIONES INTERNACIONALES A LAS CAPACIDADES MUNICIPALES EN MATERIA DE PREVENCIÓN DE LA VIOLENCIA	http://amuprevamcava.org/his/triashi/storias/?id=14
6	Costa Rica	Costa Rica y Regional, COMPONENTE DE SEGURIDAD CIUDADANA	http://amuprevamcava.org/his/triashi/storias/?id=15
7	Costa Rica	La Región Centroamericana, APOYO DEMUCA-FLACSO	http://amuprevamcava.org/his/triashi/storias/?id=17
8	El Salvador	San Salvador, Apopa, Ayutlaxtepeque, Antiguo Cuscatlán, POLÍTICA Y ORDENANZA METROPOLITANA DE PREVENCIÓN DE LA VIOLENCIA EN EL AREA DE SAN SALVADOR	http://amuprevamcava.org/his/triashi/storias/?id=18
9	El Salvador	Santa Teda, POLÍTICA MUNICIPAL DE PREVENCIÓN Y CONVIVENCIA CIUDADANA DE SANTA TECLA	http://amuprevamcava.org/his/triashi/storias/?id=19
10	El Salvador	Armenia, Itzaco, Santa Teda, San Salvador, PROYECTO DE PREVENCIÓN DE LA VIOLENCIA Y EL CRIMEN A NIVEL COMUNITARIO, RTI-USAD	http://amuprevamcava.org/his/triashi/storias/?id=20
11	El Salvador	Nahuizalco, CONSEJO DE PREVENCIÓN DE LA VIOLENCIA Y SEGURIDAD CIUDADANA	http://amuprevamcava.org/his/triashi/storias/?id=23
12	El Salvador	Concepción de Ataco, Consejo de Prevención de la Violencia y Seguridad Ciudadana	http://amuprevamcava.org/his/triashi/storias/?id=37
13	El Salvador	Ilopango y San Martín, Programa Veda de Armas	http://amuprevamcava.org/his/triashi/storias/?id=44
14	El Salvador	San Martín, Comisión de Prevención y Combate de la Violencia a Nivel Municipal	http://amuprevamcava.org/his/triashi/storias/?id=45
15	El Salvador	Itzaco, Mesa de Prevención de la Violencia y del Crimen a Nivel Comunitario	http://amuprevamcava.org/his/triashi/storias/?id=48
16	El Salvador	Zaragoza: Consejo Municipal de Prevención	http://amuprevamcava.org/his/triashi/storias/?id=55
17	El Salvador	Soyapango, Consejo Municipal de Seguridad y Convivencia Ciudadana (CONSECOSOY)	http://amuprevamcava.org/his/triashi/storias/?id=56
18	El Salvador	Historia de éxito El Salvador: Participación ciudadana en Tardes de Convivencia fortalecen prevención de la violencia en el municipio de Sonsonate	http://amuprevamcava.org/his/triashi/storias/?id=64
19	El Salvador	Historia de éxito El Salvador: Fortalecimiento del Consejo de Prevención Social y Seguridad Ciudadana del Municipio de Nahuizalco, a través de una campaña de medios de publicidad apoyada por AMUPREV	http://amuprevamcava.org/his/triashi/storias/?id=61
20	El Salvador	Historia de éxito Nahuizalco, El Salvador: Fortalecimiento de Policía Comunitaria a través del hermanamiento con la ciudad de Santa Ana, California	http://amuprevamcava.org/his/triashi/storias/?id=62
21	El Salvador	Historia de éxito El Salvador: Fortalecimiento del Programa de Policía Escolar en las escuelas del Municipio de Sonsonate, a través del hermanamiento con Santa Ana, California	http://amuprevamcava.org/his/triashi/storias/?id=63
22	El Salvador	San Salvador, PUNTOS DE ATENCIÓN SOCIAL	http://amuprevamcava.org/his/triashi/storias/?id=21
23	El Salvador	Historia de éxito El Salvador, Sonsonate: USAID/AMUPREV-ICMA en inauguración de aula de refuerzo escolar entrega Tablets a Programa Municipal "Coquito" de Atención Temprana	http://amuprevamcava.org/his/triashi/storias/?id=73
24	El Salvador	Historia de éxito El Salvador, Ayutlaxtepeque: Con apoyo de USAID/AMUPREV-ICMA, Comisión Municipal de Prevención de Violencia realizó Maratón por la Paz	http://amuprevamcava.org/his/triashi/storias/?id=75
25	El Salvador	El Salvador y Guatemala, RTI Internacional y El Centro de Estudios para la Cooperación Internacional (CECI)	http://amuprevamcava.org/his/triashi/storias/?id=34
26	El Salvador	Historia de éxito El Salvador, Nahuizalco: USAID/AMUPREV-ICMA entrega Tablets a Programa Municipal de Atención Temprana Centro Escolar Los Lucas	http://amuprevamcava.org/his/triashi/storias/?id=76
27	El Salvador	Historia de éxito (En idioma Inglés): AMUPREV supports the implementation of the Gang Reduction and Intervention (GRIP) program in schools in Nahuizalco and Sonsonate, El Salvador.	http://amuprevamcava.org/his/triashi/storias/?id=77
28	El Salvador	Sonsonate, PROGRAMA DE SEGURIDAD CIUDADANA. Estrategias de Seguridad Ciudadana y Convivencia	http://amuprevamcava.org/his/triashi/storias/?id=22
29	Guatemala	Ciudad Guatemala, Villanueva, Frajanes, Escuintla, TRABAJO CON JÓVENES EN RIESGO. ASOCIACIÓN GRUPO CEIBA	http://amuprevamcava.org/his/triashi/storias/?id=24
30	Guatemala	Ciudad de Guatemala, AREA CULTURAL DE LA PAZ OFICINA DE DERECHOS HUMANOS DEL ARZOBISPADO DE GUATEMALA (ODAHG)	http://amuprevamcava.org/his/triashi/storias/?id=25
31	Guatemala	Santa Catarina Pinula, Programa "Educación: Prioridad Municipal"	http://amuprevamcava.org/his/triashi/storias/?id=46
32	Guatemala	Historia de éxito Santa Catarina Pinula, Guatemala: Implementación de Campaña ¡Pasa contra los Niños! Usted Vale, realizada por la Comisión de Seguridad y Prevención de la Violencia con el apoyo de AMUPREV USAID/ICMA	http://amuprevamcava.org/his/triashi/storias/?id=72
33	Guatemala	Historia de éxito (En idioma Inglés): Local government police and the community coordinate efforts in Santa Catarina Pinula to launch Campaign Against the Sale and Use of Alcohol, Tobacco and other drugs to Minors	http://amuprevamcava.org/his/triashi/storias/?id=78
34	Honduras	Ocosingo, La Ceiba, Roatán, PROYECTO FORTALECIMIENTO DE LA GOBERNABILIDAD DEMOCRÁTICA LOCAL EN HONDURAS	http://amuprevamcava.org/his/triashi/storias/?id=26
35	Honduras	Puerto Cortés, FUNCIONAMIENTO DEL CENTRO DE MONITOREO, SEGURIDAD Y EMERGENCIAS DE LA MUNICIPALIDAD DE PUERTO CORTÉS, HONDURAS Y LA POLÍTICA MUNICIPAL DE PREVENCIÓN DE LA VIOLENCIA	http://amuprevamcava.org/his/triashi/storias/?id=27
36	Nicaragua	Municipios de Managua, PROGRAMA DE SEGURIDAD CIUDADANA, POLICIA NACIONAL DE NICARAGUA	http://amuprevamcava.org/his/triashi/storias/?id=28
37	Nicaragua	Nueva Guinea, HACIA UNA POLÍTICA MUNICIPAL DE PREVENCIÓN DE DELITO	http://amuprevamcava.org/his/triashi/storias/?id=29
38	Nicaragua	Managua y sus otros Distritos, JUVENIL Y PREVENCIÓN DE LA VIOLENCIA INSTITUTO NICARAGUENSE DE JUVENTUD	http://amuprevamcava.org/his/triashi/storias/?id=30
39	Nicaragua	Jinotepe, Modelo de Prevención Comunitaria del Delito	http://amuprevamcava.org/his/triashi/storias/?id=41
40	Nicaragua	León, Programa de Prevención del Delito	http://amuprevamcava.org/his/triashi/storias/?id=42
41	Nicaragua	Esbell, Pueblo Nuevo, San Juan de Limay, CASA MUNICIPAL DE ADOLESCENTES Y JÓVENES	http://amuprevamcava.org/his/triashi/storias/?id=31
42	Panamá	Distrito de San Miguelito. ABORDAJE DE LA SEGURIDAD CIUDADANA: PRIORIDAD DE LA AGENDA DEL GOBIERNO LOCAL	http://amuprevamcava.org/his/triashi/storias/?id=33
43	Panamá	Alcance Positivo - Panamá	http://amuprevamcava.org/his/triashi/storias/?id=40

44	Panamá	Colón, Chiriquí, Panamá, David y San Miguelito. PROGRAMA DE SEGURIDAD INTEGRAL	http://amuprevamcava.org/historias/stories/?id=32
45	Panamá	Historia de éxito Panamá: Centro de Alcance "Por Mi Barrio Santa Librada", un esfuerzo integrado de prevención de la violencia en el Municipio de San Miguelito	http://amuprevamcava.org/historias/stories/?id=66
46	Panamá	Historia de éxito Panamá: AGUASEO, una empresa con responsabilidad social que trabaja para prevenir la violencia en el Municipio de Colón	http://amuprevamcava.org/historias/stories/?id=67
47	Panamá	Historia de éxito Panamá: Bambú Limpio, Bambú Seguro, prevención de la violencia al ritmo de "Reggae" en el Municipio de Colón	http://amuprevamcava.org/historias/stories/?id=68
48	Panamá	Historia de éxito Panamá: Policía Municipal trabaja para prevenir la violencia de cerca con la comunidad, educando y forjando en valores a niñas y niños a temprana edad	http://amuprevamcava.org/historias/stories/?id=70
49	Panamá	Historia de éxito Panamá: Policía trabajando de cerca con la comunidad y los centros escolares busca un cambio de actitud en los jóvenes prevenir la violencia en el Municipio de Panamá	http://amuprevamcava.org/historias/stories/?id=69
50	Panamá	Historia de éxito Panamá: Proyecto Melamorfosis, oportunidad para fortalecer la prevención de la violencia por medio del cambio de actitud de jóvenes y padres de la Escuela República de Yugoslavia, San Miguelito	http://amuprevamcava.org/historias/stories/?id=65
51	Regional	Guatemala, El Salvador y Honduras. Proyecto de Prevención de la Violencia juvenil con perspectiva regional, municipal y local. Alianza Joven Regional USAD/SICA, Creative Associates International, Inc	http://amuprevamcava.org/historias/stories/?id=35
52	Regional	Municipios Fronterizos de la Región Centroamericana, Programa Regional de Seguridad para Fronteras (SEFRO), bajo el Tratado Marco de Seguridad Democrática, Sistema de Integración Centroamericana (SICA)	http://amuprevamcava.org/historias/stories/?id=36
53	Other	Québec, Reforma Policial: La experiencia de Québec/Canadá	http://amuprevamcava.org/historias/stories/?id=43
54	Other	Peñalolén, Plan Comunal de Seguridad Ciudadana	http://amuprevamcava.org/historias/stories/?id=47
55	Other	Ayuntamiento de Barcelona, La experiencia de Barcelona en la Prevención de la Violencia	http://amuprevamcava.org/historias/stories/?id=49
56	Other	Programa Municipal de Atención Integral a la Violencia de Género	http://amuprevamcava.org/historias/stories/?id=50
57	Other	Municipalidad de Rosario, Argentina: La Guardia Urbana Municipal: un actor clave en la atención y prevención de la violencia hacia las mujeres	http://amuprevamcava.org/historias/stories/?id=51
58	Other	Municipio de San Juan (Puerto Rico), Prevención y Educación: lo mejor contra el "Bullying"	http://amuprevamcava.org/historias/stories/?id=52
59	Other	Cultura Ciudadana, Programa Contra la Violencia en Santa Fé de Bogotá	http://amuprevamcava.org/historias/stories/?id=53
60	Other	Municipalidad de San Isidro (Argentina): Programa Municipal de Cuidado Comunitario	http://amuprevamcava.org/historias/stories/?id=57
61	Other	Perú, Municipalidad de Villa El Salvador: Programa de Seguridad Ciudadana	http://amuprevamcava.org/historias/stories/?id=59
62	Other	Chile, Viña del Mar: Funcionamiento del Departamento de Seguridad Ciudadana en la Alcaldía Municipal	http://amuprevamcava.org/historias/stories/?id=60

Note: Descriptions of success stories can be found under the heading, "Fichas Técnicas," below the picture. The option to download the information contained in the "Fichas Técnicas" as a word file (download complete document) is not available.

Annex 7: LIST OF ACTIVITIES INSPIRED BY CITYLINKS™ EXCHANGES (2009-2019)

Exchange	US City	Month/Year	City/Country	Activities Supported by AMUPREV In-kind Grants	Activities developed with MVPCs' own resources
1	Santa Ana (CA)	October 2011	Sonsonate (El Salvador)	Coexistence nights to promote a sense of citizen trust and safety in at-risk neighborhoods	Incorporation of Chamber of Commerce to design and implement Citizen Security Strategy
		January 2013		KidWorks Program (After school program)	
		October 2011	Nahuizalco (El Salvador)	Public campaign to raise awareness on violence prevention; KidWorks	Ordinance to improve coexistence; KidWorks
		January 2013		KidWorks Program (After school program)	
2	Pinellas County (FLA)	Sept. 2012	Colón (Panama)	Public campaign to raise awareness on violence prevention	Bambu Limpio (neighborhood rehabilitation)
		Sept. 2012	San Miguelito (Panama)	Sports equipment (team shirts, balls, etc) to implement tournaments with police participation and mentoring (Police Athletic League Model)	KidWorks, Parents Academies, Support Center for Mistreated Women, Youth Development Action Plans, Peace Fairs
		Sept 2012		Neighborhood Watch in communities at risk	
3	Arlington (TX)	Sept. 2012	Panama City (Panama)	Public campaign to raise awareness on violence prevention	KidWorks and involvement of Municipal Police with kids at risk (road safety programs, sports, community events)
4	Santa Ana (CA)	April 2013	Santa Catarina Pinula (Guatemala)	Campaign to encourage the ban on selling substances to minors at schools in at risk neighborhoods	Community Policing initiatives with Transit and Municipal Police Departments; School Resource Center
		April 2013	Palencia (Guatemala)	KidWorks and involvement of Municipal Police with kids at risk	Community Policing by Municipal Transit Police Department
		April 2013	Mixco (Guatemala)	Improvement of environment in a high-risk neighborhood	Promotion and dissemination of local policy to develop violence prevention activities
5	Alexandria (VA)	August 2014	Suchitoto (El Salvador)	Access to art for kids at risk	Improvement in the coverage of cameras in the tourist area of the city and data analysis

Exchange	US City	Month/Year	City/Country	Activities Supported by AMUPREV In-kind Grants	Activities developed with MVPCs' own resources
		August 2014	San Bartolomé Perulapía (El Salvador)	Gang Reduction and Intervention Program (GRIP): Incentives to at risk students for behavior improvements	Use of sport (soccer) to promote values and peaceful co-existence for children and parents; KidWorks; School Resource Officers
		August 2014		Team games directed to at risk schools for the promotion of peaceful co-existence	
		April 2015	San José Guayabal (El Salvador)	Support for habilitation of a Casa de la Juventud (Youth House)	Use of sport (track) to promote values and peaceful co-existence for children and parents
		August 2014		Team games directed to at risk schools for the promotion of peaceful co-existence	
6	Stockton (CA)	August 2015	Cobán (Guatemala)	" Violence Against Women Awareness Challenge" (Monitoring of prevention plans for educational establishments, training of teachers; development of training modules and workshops with Primary Education Teachers).	Development of the "Youth in Action Program", which develops sports, cultural and artistic activities in schools; vocational development programs and neighborhood festivals; Municipal Prevention Unit.
		August 2015	Tac Tic (Guatemala)	Ordinance that establishes a regulation to promote a culture of crime and violence prevention	Dissemination of local ordinance promoting a culture of crime and violence prevention; Women's Center; Municipal Office for Child and Youth Protection; Alcohol Sales Regulations
		August 2015	San Juan Chamelco (Guatemala)	Materials to support soccer tournament to promote values and peaceful co-existence for children and parents	School marches to call for peace in communities
		August 2017	Villanueva (Honduras)	Support for integrated development (Community Center in Colonia Buena Vista) serving at risk neighborhoods	Recreational activities developed in communities at risk with participation of police officers, municipal officials, teachers and parents to improve coexistence
7	San Jose (CA)	Nov. 2018	Villanueva (Honduras)	Violence Against Women Awareness Campaign	Citizen and student parades to call for peace in communities; Place-based violence prevention strategies
		August 2017	Pimienta (Honduras)	Lighting of Recreational Areas: soccer field and two parks for children with recreational equipment	Soccer tournaments to promote values and peaceful co-existence for children and parents; Place-based violence prevention strategies

Exchange	US City	Month/Year	City/Country	Activities Supported by AMUPREV In-kind Grants	Activities developed with MVPCs' own resources
		August 2017		Coffee with a Cop	
		Nov. 2018		Safe Recreation Spaces for Children and Youth	
		Nov. 2018		Murals for Peace	
		August 2017	San Manuel (Honduras)	Coffee with a Cop	Soccer tournaments to promote values and peaceful co-existence for children and parents; Place-based violence prevention strategies
		August 2017		Murals for Peace	
		Nov. 2018	Santa Rita Yoro (Honduras)	Campaign to raise awareness on violence prevention including: Anti violence and coexistence workshops with students, sexual education and child abuse workshops, youth education tutors, domestic violence education workshops and self-esteem classes for mothers	Drawings contest with themes related to peace and violence prevention for schoolchildren in high risk neighborhoods
8	Austin (TX)	Nov. 2017	Santo Domingo Este (Rep. Dominicana)	Noise reduction sonometers and calibrator	Visits of middle-school students to maternal and children's hospitals as a deterrant to adolescent pregnancy
		Nov. 2017		Campaigns to promote and incentivize participation in activities in communities at risk on issues such as preventing teenage pregnancy, alcoholism and drug addiction, as well as school dropout. (Two campaigns were conducted - one aimed at youth and the other at the entire municipal population).	Delivery of equipment and materials to children at risk of school desertion.
		Nov. 2017	Boca Chica (Rep. Dominicana)	Murals for Peace	Implementation of Youth Police Unit
		Nov. 2017		Youth Multipliers Program: workshops promoting prevention of psychosocial risks	Support drama workshops in schools in at-risk communities to promote values and peaceful coexistence.

Exchange	US City	Month/Year	City/Country	Activities Supported by AMUPREV In-kind Grants	Activities developed with MVPCs' own resources
				with 252 youth leaders in the community through a series of 6 workshops	