UNITED NATIONS TRUST FUND FOR HUMAN SECURITY

Strengthening of Human Security through the promotion of coexistence and the improvement of citizen security in 3 municipalities of Sonsonate

FINAL PROJECT REPORT

Program Title: Strengthening of Human Security through the promotion of coexistence and the improvement of citizen security in 3 municipalities of Sonsonate **MDTF Atlas Project number** 00047610	**Country:** El Salvador **Location:** Municipalities of Sonsonate, Acajutla and Sonzacate **Topics:** Human Security / Citizen Security

UN responsible organization : UNDP **Participating Organizations**: UNDP, ILO, PAHO, UNICEF	**Implementing Partners:** • National Public Security Council • Mayoralty of Sonsonate • Mayoralty of Sonzacate • Mayoralty of Acajutla

Program / Project costs MDTF funds: 2,334,960.00 United States dollars • *UNDP 1,261,000.00* • ILO 145,000.00 • UNICEF: 426,000.00 • PAHO 330,000.00 TOTAL: 2,334,960.00 United States dollars	**Project Duration** **Total duration time:** 33 months **Starting date:** March 2008 **Original deadline:** August 2010 **Modified deadline**: June 2010 **Operational closure date:** June 30th, 2011 **Expected financial closure date:** June 30th, 2011

Final Program/Project Evaluation Complete evaluation **Yes** No Date: 22/11/2011 Evaluation Report - Annex **Yes** No	**Submitted by:** o Name: Marcela Smutt o Title: Coordinator of the Democratic Governance Area, UNDP o Participating organization: UNDP o Contact information marcela.smutt@undp.org

I.   PURPOSE

The project is oriented towards improving human security and ensuring human rights as substantive elements for the holistic development of the Sonsonate, Sonzacate and Acajutla municipalities, in the Department of Sonsonate. The overall objective is "To improve human security and ensure human rights as part of the holistic development of 3 municipalities in the department of Sonsonate." The expected project outcomes are organized into seven specific objectives (S.O.):

S.O. 1)   There has been improvement on the coordination, complementarity and effectiveness of State and civil society institutions for violence prevention and the promotion of coexistence and citizen security

S.O. 2)   There has been an increase in the number of people who use public spaces safely.

S.O. 3)   There has been an increase in protective factors against breaches of the rights of children, teenagers and young people.

S.O. 4)   Strategies have been consolidated for the prevention and reduction of armed violence.

S.O. 5)   Relevant institutions and mechanisms that count with inputs to reduce mortality and morbidity caused by road accidents.

S.O. 6)   State institutions at the local level count with mechanisms and tools for the comprehensive care of domestic and sexual violence.

S.O. 7)   There has been institutional strengthening of the mechanisms for the design and implementation of actions to reduce gender gaps in access to employment and representation in decision-making.

Fund assessment strategies
As stated in the project document, the assessment of the impact and results was performed by an outside consulting firm, which performed two measurements: the first, before starting the activities, and the second, in the first quarter of 2011 with the purpose of recording possible changes for each indicator. The monitoring and follow up of the activities and results was developed according to the annual work plans and a joint monthly programming. Implementing agencies and the project coordination unit provided constant monitoring to the development of plans, and periodically exchanged information to comprise the required reports. This information allowed the Inter-agency Committee and the Project Directive Committee to make timely decisions to carry out the necessary adjustments and modifications to achieve specific objectives and outputs. An expert, who was hired to this end, systematized the experience and the lessons learned from the project. The information in the reports for monitoring and follow up, systematization and impact assessment and the results have been recorded in a final report according to the requirements of the Fund, Before beginning the second phase, the annual and final financial and narrative reports were sent to the Fund, stating the results achieved in implementing the first phase, which have been prepared by the agencies using a common format, and they were approved by the different levels that make up the structure of the Project. The Administrative Agent (UNDP) has prepared the consolidated narrative and financial reports based on reports submitted by each UN agency, and has provided these consolidated reports to the UNTFHS. An annual assessment meeting was held, with the participation of Mayoralties, The Embassy of Japan and UN Agencies. During this meeting, the obtained results were presented.

Approach for achieving the objective of human security;
From a human security approach, the objective is reducing vulnerabilities and addressing threats that may impair people, as a prerequisite for taking advantage of their freedoms and opportunities which contribute to human development, within a context that allows people to live their lives free from fear, from misery and with dignity. To this end, a local management model of public security and social cohesion was implemented. Said model coordinates the creation of partnerships, the development of diagnoses, developing and evaluating comprehensive municipal policies aimed at improving the quality of life of the population (living free from misery), decreasing insecurity (living free from fear), and promoting a culture of peace that respects the human rights of the population (living with dignity). This framework promoted the empowerment and participation of local actors in implementing strategies for the prevention of crime, violence towards women, domestic violence, violence towards children and adolescents, interpersonal conflicts, gun violence, and road accidents

as responses to the problems identified in the three municipalities, focusing interventions on the territorial sectors most vulnerable to violence.

Principal Implementing Partners
<u>Local level</u>
- ✓ Mayoralties of Sonsonate, Acajutla and Sonzacate
- ✓ The Citizen Security and Coexistence Committees from Sonsonate, Acajutla and Sonzacate that comprise the local level public institutions: Municipalities, National Civilian Police (PNC), General Ombudsperson Office (PGR), ISDMU, Ministry of Education (MINED), Culture Houses of the Culture Secretariat, The Student Circle of the Social Inclusion Secretariat, Attorney General's Office (FGR), Pre-Paz Office of the Ministry of Public Safety and Justice (MSPJ), Family Court, Juvenile court, IML, ISNA, MSPAS, MDN, INDES, The Sonsonate Jorge Mazzini Hospital, CNSP, VMT, Governance, MTPS, Basic System of Health Care (SIBASI) of the Ministry of Public Health and Welfare , CONAMYPE.
- ✓ Community Development Associations from Santa Eugenia, El Sauce, Zedan, La Ponderosa, (Sonzacate), 14 de diciembre, Atonal, Mejicanos, San Genaro, Santa Marta, Belén, El Balsamar, Villa Lilian, Jardines de Sonsonate, Veracruz, Buenos Aires, Sensunapán, Altos de San Antonio, San Francisco de Asís, El Pilar, Rio Julupe, La Esperanza, Campo Amor, San Antonio, San Rafael, Landovar, Tatopa, Espíritu Santo y Las Delicias , Angélica, mercado el Ángel, Barrio el Centro, Barrio El Ángel (Sonsonate), Acaxial-1y 2, IVU, San Julián, Lúe, El Astillero, Raza, Reina, Metalio, Punta Remedio (Acajutla)

<u>National level</u>
- ✓ National Public Security Council, currently, the National Youth Council (CONJUVE)
- ✓ National Commission for Micro and Small Enterprises (CONAMYPE), the Olympic Committee of El Salvador (COES), Culture Secretariat of the Presidency of the Republic, PNC, MJSP, MITRAB, ISDEMU, ISNA, VMT, MINED
- ✓ International organizations: coordination between ILO and GTZ on the issue of youth entrepeneurship and youth training.

Project beneficiaries
The initial diagnoses facilitated the identification of the main threats to security and coexistence, the territorial areas most affected by crime, insecurity and road accidents, and the groups most vulnerable to violence. From this information the project's efforts were focused on the following beneficiaries 1) public institutions, 2) population of the critical areas and 3) the most vulnerable people (women, youth, children and adolescents) and institutes and school centers with violence problems.

II. VALUATIONS OF PROJECT RESULTS

Changes between achieved and proposed objectives
The project implemented the objectives according to the initial planning, and did not record any substantive change.

Changes in the activities to achieve the proposed objectives
During the project implementation, there were changes that affected the development thereof, such as changes in national and municipal governments (Sonzacate and Acajutla), in institutional representatives both locally and nationally. The government in office drove new policies for security , gender, labor, etc., and it has been necessary to adapt the project's processes and activities to these new approaches. The risks associated to changes in local and central government had been foreseen, but the transition times and response of the new authorities to the program goals of the project were underestimated . For the changes in activities, the following can be mentioned: a) due to local conditions, only one system for victim follow up on a per case basis has been set up in the PNC. This has not been possible in all the institutions of the justice system, b) the USAID cooperation agency has trained justice sector institutions on the crime theory, c) various aspects of the national gender policy have been incorporated into the municipal citizen security policies. Hence, the effort was aimed towards building a gender agenda in the territories instead of a municipal policy. Within this context, all planned activities were carried out according to the local and national conditions encountered.

Contribution of the project results to national goals and objectives
The project has contributed to the goals and objectives as follows:
- ✓ The methodology was presented to Prevention Cabinet, who has shown interest in replicating it in other municipalities.
- ✓ Partnerships with public institutions have been fostered, thereby promoting an agreement between national and local policies on citizen security and coexistence, encouraging public investment (financial and human resources) for the development of local action (increase in the number police officers, VMT investment in road signs, MITRAB technical support in the creation and development of community art and cultural programs, Culture Secretariat, etc.)
- ✓ The campaign slogan has been adopted by municipalities that are not in the framework of the project. The MJSP has taken up this concept for the development of firearms bans in 20 municipalities.
- ✓ Several developed programs and plans under the project have been regarded by the institutions as new experiences due to their approach, methodology, which have yielded positive results, and they could be replicated in other municipalities (También Soy Persona, Community art and culture Schools, municipal art, culture and sport festivals, Scholarship system to promote first work experiences, etc.)
  Agencies have encouraged the creation of partnerships with the holders of national institutions, to promote an agreement between new national and municipal policies on citizen security and coexistence, thereby encouraging public investment (financial and human resources) for the development of local actions (PNC, MOP, MTPS, Culture Secretariat, MINED, ISNA, etc.)
- ✓ The Directorate of the PNC is interested in gathering some aspects from the proximity police experience to build their own model and replicate it in other municipalities. Likewise, CONAMYPE replicated the Sonsonate female entrepreneurship window model in their own "Ciudad Mujer" model that is being built in the Colon municipality.
- ✓ The project generated a novel experience that contributed to achieving the goal of democratic governance established under United Nations Assistance Framework (UNDAF)
- ✓ Institutionalization of Programs for coexistence and violence prevention at community, school and family levels (recovered public spaces, community art and culture schools, sports festivals, training parents in the proper care of children)
- ✓ The chosen municipalities count with a methodology for developing local policy within the framework of the Law for the Protection of Children and Adolescents (LEPINA)

✓ Local activities respond to the national strategy for the social prevention of violence in the territories, the national justice, citizen security and coexistence Local activities respond to the national strategy for social prevention of violence in the territories, the national justice policy, citizen security and coexistence..

Contributions of local actors

The contribution of local and national actors has been key to the success of the project. Among said contributions, it is worth pointing out the willingness and political leadership of local governments, which have facilitated the creation of new municipal units required for the joint development and institutionalization of policies and plans for citizen security and coexistence, the investment of public resources in implementing different strategies, as well as the support and/or adoption of new regulations. The Nations System Agencies have generated a series of strategic partnerships that were practically nonexistent prior to their execution. Throughout its implementation conventions and agreements have been established between municipal and national government institutions such as PNC, MJSP, ISDEMU, ISNA, CONAMYPE, MTPS, VMT, the Culture Secretariat of the Presidency of the Republic, and other state institutions such as The Human Rights Ombudsman's office. There has also been work in the coordination of said partnerships with civil society and business associations like the Chamber of Commerce. Furthermore, state institutions have undertaken the sustainability and replication of these initiatives in other municipalities.

Main beneficiaries and sharing mechanism

The direct beneficiaries of the project have been:

Public institutions with greater emphasis on municipal Mayoralties, PNC, ISDEMU, Culture Houses of the Culture Secretariat, MINED, ISNA, MITRAB, Health Units, MSPAS, MJSP, Hospital, IML, SIBASI, CONAMYPE, VMT. The project strengthened the technical and operational capabilities of these institutions in the design, development and monitoring of policies and plans for citizen security and coexistence, by creating opportunities for coordination (Municipal Citizen Security and Coexistence Committees and specialized Subcommittees), the establishment of partnerships between local and national levels, the organization of new municipal units (unit of employability, youth, women, coexistence, etc.), donation of equipment and training processes in the local management of citizen security (75); in data analysis (15 PNC agents and mayoralties);

in updating and implementation of traffic regulations (60 PNC agents); in gun reporting, control, etc. (360 PNC and CAM agents); in analyzing information (100 patrols chiefs); in procedures for reporting and caring for victims of domestic violence and sexual violence (50 PNC and CAM agents); in municipal ordinance procedures (80 CAM agents); in basic procedures (65 CAM agents); in crime scene preservation (75 PNC patrol chiefs); in developing social programs on violence prevention from school, family and the community (30 operators of municipal units, PNC and teaching staff of schools and universities) ; in working environment and conflict transformation (30 ISDEMU operators).

The resident population of the 13 critical areas (88 345 h. Girls, children, adolescents, youth, women and seniors), by creating mechanisms for coordinating with public institutions and NGO's (Zonal Coexistence Commissions and signing of agreements) for the design, development and monitoring of plans for areas, establishment of public service offices (11), video surveillance cameras (12 cameras), construction and renovation of public spaces (6), the organization of Community legal advice services (7), extra tuitions (4), (90) Community art Schools, creating a painting club (2), development of training processes aimed at leaders on the local management of security violence prevention (85), conflict resolution, (120), teamwork and community partnerships (232), development of coexistence activities (134 night-time mixer events, with the participation of 7,000 people, 10 community sports, culture and art festivals attended by 5,000 children, adolescents, youths, and parents, a municipal festival with the participation of 5 municipalities and 500 athletes, among others), training leaders and families in parenting practices (1,755 people), strengthening school centers and their students in developing social projects (431 people).

<u>The people most vulnerable to violence, such as women, children, adolescents and young people from school centers and communities in critical areas</u> through the development of specific programs: 800 young people aged 16-24 were trained with career counseling and on life-skills (350), vocational training (400), with scholarships for creating first work experiences (25); with seed money and business plans (100); 110 young people 13 to 24 years old in community sports management (60) and directing community art schools(90); 250 young people in leadership and participation; 5,000 students (7-19 years old) from 10 schools benefited from the road safety program; 170 trained in school and community guides; 1,500 students (14-20 years old) from the Thomas Jefferson institute benefited from the coexistence and security activities. 120 girls and adolescents benefited from leveling rooms, the municipal computer center aimed at improving the skills of young people for employability (104); 319 students (7 to 18 years old) from 12 school centers and institutes with prevention projects (grant funds; 150 leaders trained as facilitators and/or multiplier of the "También Soy persona" program, which has benefited 1,414 families from critical areas. 250 women trained in leadership; 255 women leaders trained in complaints procedures for domestic and sexual violence; 15 women's groups were funded for the development of businesses.

A local model of participation was designed, which articulates three coordination areas:

1) **Municipal Citizen Security and Coexistence Committee**, chaired by a councilor appointed by the mayor, which takes a secretariat role. It includes representatives from public and private sectors and it drives policies and plans for the prevention of violence ,

2) **Sub-commissions** coordinated by secretariats in charge of those responsible for municipal units (women, CAM, youth, etc.). It facilitates coordination among its members, monitors agreements, etc. The representatives of institutions and civil society participate according to their work, their functions and the issues they address. These sub-commissions design and implement specific plans (crime and insecurity prevention, domestic violence prevention, culture and sport, interpersonal conflict prevention, etc.) which have been approved by the Committee. They report regularly to the Committee on the progress and results of the plans, and

3) **Zonal coexistence committees**, which counts with the participation of leaders, women, youth, institutions that are located or work in a given territorial area, to work associatively between communities. These spaces are coordinated by leaders from the critical intervention areas, and are supported in their management by the secretariat in charge of promoters from the mayoralty. These commissions develop and provide follow-up to the territorial (area) plans, in coordination with the sub-commissions. This model facilitates the organization, participation, empowerment and scaffolding among local actors, according to their work, duties and interest. It allows constant communication between the three spaces, which ensures consistency and complementarity between the different strategies and plans for the prevention of violence; it streamlines decision-making and the implementation of work plans in specific areas and priority territories; it strengthens the local management of municipal governments and the integration of different mayoralty units to support the Committees. This model contributes to the institutionalization and sustainability of local efforts.

Project contribution to the results
The project has created the conditions for local governments to face the threats and challenges identified in a comprehensive manner, through: a) the establishment of partnerships between the public and nonpublic sectors, both at municipal and national levels, b) the creation and organization of coordination spaces that articulate

institutions, NGO's and communities in the design and development of policies and plans for citizen security and coexistence, c) the organization of new municipal units to coordinate and articulate prevention programs, d) strengthening the technical and operational capacity of local actors on issues of interest, e) support the building of trust between citizens and institutions and e) the expertise of UN agencies in the area of interest .

Contribution of other resources to the project
The results of the experience have attracted investment from other cooperators, such as the mayor of Santa Ana California (USA), who will strengthen the mayoralty of Sonsonate through decentralized cooperation. Other agencies have also worked in the municipality of Sonsonate, such as GIZ, with employment opportunities for young people, and USAID, who have worked with criminal investigation,

III. ASSESSMENT AND LESSONS LEARNED

Assessment of results
The methodology used for the implementation of the project consisted of four stages: 1) development of diagnoses to better understand the situations that affect citizen security and coexistence, 2) identifying the principal threats to citizen security and coexistence in the municipalities, 3) building partnerships and designing municipal policies and plans for citizen security and coexistence, and 4) developing, monitoring and measuring citizen security and coexistence plans in the municipality. The systematization and impact assessment have shown:

- Empowerment of local public and private actors in the development of municipal policies for citizen security and coexistence. "Insecurity was previously regarded as strictly a police matter. The project changed this point of view and created a new, broader, and more comprehensive vision among other actors, in how institutions perceive themselves and what their role should be in this collective building of citizen security and coexistence"(Source: systematization)
- Increased perception of security by residents, especially in neighborhoods (+9% Sonzacate, +5.7% Acajutla, +8.3% Sonsonate); trust in the police (+6.4% Sonzacate and Acajutla, +5.2% Sonsonate) and an increase in reported crimes (+6% in Sonzacate). The establishment of the PNC public service offices in critical areas contributed to these results. (Source: Impact measurement).
- Increase in unfavorable opinions regarding violence towards children (+6.6% Acajutla, +1.2% Sonsonate), where the "También soy persona" program was more intensely implemented. Likewise, there was an increase in unfavorable opinions regarding violence towards women (+4.3% Acajutla, +7.2% Sonzacate and +10.3% Sonsonate). (Source: Impact measurement).
- Increased trust between neighbors, (+6.4% Acajutla, Sonsonate and 5.8 +8.5% Sonzacate), which contributes to building greater social cohesion.
- The use of safe places was promoted.
- Decrease in crimes reported in Acajutla (-15%), Sonzacate (-45%) and Sonsonate (-22%), as well as a decrease in deaths caused by road accidents in Sonsonate (-57%) and Acajutla (-15%) in 2010 compared to the previous year.

Favorable results have been achieved, but there are still significant challenges ahead:
- Coordinating national and local policies: the general agreement on national policy approaches (security, violence prevention, employment, economy, culture, road safety, women, children, youth, etc.) and on municipal citizen security and coexistence policies have allowed the start of joint efforts between the various territorial authorities. I has gone one step ahead and tried to build in reverse: from the bottom

(local governments) up (governance-local governments). It is necessary to strengthen these partnerships and coordination.

- Improving the information system: Improving the institutional information system that allows for the access to specific data (municipal, sectorial) and broadening the analysis, integrating other indicators for the measurement of intervention areas (security, prevention, economy, etc.) in order to measure the results and impact of joint efforts.

- Consolidating the new work schemes: proximity police, programs for employability, entrepreneurship, culture, art, female entrepreneurship window, etc., which involve the development of new procedures and responsibilities, from an inter-agency and citizen participation approach.

- Ensuring sustainability: the project has encouraged the construction of certain work spaces and the recognition of actors that have given a sense of identity to the collective construction of the prevention of violence. There has also been commitment from local actors and many of the national actors involved to incorporate the project interventions to their work schedule. However, this is not enough to ensure the sustainability of the initiative. The institutional change, political willingness, the involvement and the ownership expressed by the three mayors, to a greater or lesser extent depending on the location, seem to not be enough. The need of counting with the financial resources that allow for the sustainability of at least most of the initiatives is joined by the uncertainty caused by the upcoming municipal elections, the political changes that may take place afterwards, and knowing to what extent continuity of the project can be taken on by the central government .

- Strengthening citizen participation: this period has strengthened social networks (organization, awareness and cooperation between communities, women, men, youth-), and the interrelationship between public and nonpublic institutions in preventing various forms of violence and providing access to development opportunities. It is important to continue building these capacities in critical areas to consolidate citizen empowerment and leadership, as well as social cohesion in these places.

Implementation constraints, including plans to address them.
- ✓ The emergencies caused by floods which affected municipalities were specific events that delayed the development of the project.
- ✓ The process of working with committees, sub-commissions and zonal commissions have demanded constant reflection and time to improve the organization and communication between these coordination and implementation spaces, to avoid the dispersion of efforts.
- ✓ Project implementation has been affected by the delays in obtaining approval for a time extension (6 months) and in the transfer of the second disbursement for the project.
- ✓ The creation of inter-agency cooperation within the framework of the project was a challenge that required a process of constant reflection between the agencies of the United Nations system, by establishing monthly meetings. This process has facilitated the coordination of actions at the municipal level, building common tools, focusing actions in critical areas, among others.
- ✓ The lack of proper organization from local governments to respond to new challenges has hindered the development of the project. The development of training processes, and the creation and institutionalization of these specialized units was necessary to overcome this risk.
- ✓ The absence of and/or dysfunctional Community Development Associations in some critical areas were elements that restricted the empowerment and participation of the inhabitants in the undertaking of the project
- ✓ The risks associated to changes in local and central government had been foreseen, but the transition times and response of the new authorities to the program goals of the project were underestimated .
- ✓ This project in 2009, the CNSP decided to delegate the implementation of the UNDP project, which allowed for an easier implementation.

Lessons Learned

- ✓ The empowerment of mayors as leaders of the process has been key for achieving their commitment to the project and for having local governments take ownership of said commitments.
- ✓ The creation of new organizational structures, inter-agency coordination, as well as the development of new work practices, has generated some resistance to change from local actors, which has been overcome by a collective and constant reflection on said practices.
- ✓ Knowledge of the problems and the threats to security and coexistence has been extremely important for the design of plans and strategies, focusing interventions on critical areas and vulnerable groups, specifically youth and women.
- ✓ The establishment of a Coordination Unit at the municipal level has strengthened the relationship with local governments and other actors in the planning, development and monitoring of the processes. It is important to define the profile interagency coordinating and clarifying the role of Project Coordinator and the level of delegation that each agency establishes its components in order to facilitate implementation in the field.
- ✓ It is important to learn to adapt to the different styles and paces of each municipality, as well as to the relationship they establish with various local institutions.
- ✓ The permanence of the institutional representatives at the local level has helped to deepen and consolidate the expertise developed within the framework of this project.
- ✓ The sustainability of actions has one key actor: the local security and prevention committees or councils. These spaces allow changing the logic from national to local levels and they improve inter-agency coordination.
- ✓ Inter and intra-institutional coordination and articulation should be strengthened or created from specific actions in the territory.
- ✓ The three levels of the State, national, regional and local, have different political times and structures. Therefore, the territorialization of policies depend on the creation of lasting partnerships so that national agreements reach the local level. Poor coordination between these three levels can ruin local efforts.
- ✓ This coordination must be developed so that maintaining the partnerships does not end up depending solely upon the personal willingness of certain people.
- ✓ It is necessary to strengthen the technical capacity of public institutions according to their areas of competence.
- ✓ A real and sustained effort involves the shared participation and responsibility of the citizens.
- ✓ It is essential to allocate national and municipal financial resources
- ✓ It is very important to strengthen the decentralization of resources and services on a local level, as a necessary commitment in strengthening human security in the municipalities.

In this site please finds some of the documents that were printed and published for the project:
http://www.pnud.org.sv/2007/sc/content/blogcategory/0/88/

- • Ciudades Seguras. La experiencia de Acajutla. Herramientas para la gestión local
- • Ciudades Seguras. La experiencia de Sonsonate. Herramientas para la gestión local
- • Ciudades Seguras. La experiencia de Sonzacate. Herramientas para la gestión local
- • Ciudades Seguras. El ABC de la convivencia y la seguridad ciudadana. Herramientas para la gestión local

List of abbreviations and acronyms that has been used in the report:

CCSJ	Justice Sector Coordinating Commission
CNSP	Public Safety National Council
COES	Olympic Committe of El Salvador
CONASEVI	Road Safety National Committee
COSEVI	Road Safety Committee – Departmental
CSJ	Supreme Court of Justice
FGR	General Attorney's Office
GTZ	German Technical Cooperation
IML	Legal Medicine Institute
INDES	National Sports Insitute
ISDEMU	National Insitute for Women Development
ISNA	National Institute for the Integral Development of Childhood and Adolescence
ISSS	Salvadoran Social Security Institute
MINED	Ministry of Education
MOP	Ministry of Public Works
MITRAB	Ministry of Labor
MSPAS	Ministry of Public Health and Social Assistance
MSPJ	Ministry of Public Safety and Justice
ILO	International Labor Organization
PAHO/WHO	Pan American Health Organization/World Health Organization
PGR	General Ombudsperson's Office
PNC	National Civilian Police
UNDP	United Nations Development Programme
SWISSCONTACT	Swiss Technical Cooperation
UNICEF	United Nations Children's Fund
UTE	Executive Technical Unit of the Justice Sector
UCP	Project Coordination Unit
VMT	Transportation Vice Ministry

Project Assessment

	Indicators	Baseline indicators	Planned objectives	Achieved objectives	Reasons for variation	Source of variation	Comments
S.O.1 There has been improvement on the coordination, complementarity and effectiveness of State and civil society institutions for violence prevention and the promotion of coexistence and citizen security							
Municipal citizen security and coexistence designed and implemented in each municipality	650 people (private, public sectors) trained	0 People trained.	1.1.1. Training security and coexistence committees on security and coexistence policies	Committees and leaders from the critical areas trained in the local management of citizen security, coexistence, participation, leadership.	No variation	Training plan, list of participants	
	3 municipalities with diagnoses	0 Municipal diagnoses on violence, insecurity.	1.1.2. Undertaking diagnoses on violence, crime and insecurity for each municipality and baseline development .	Developed diagnoses that identify the main threats, critical areas and groups vulnerable to violence. Indicators and constructed baseline system .	No variation	Copy of diagnosis, baseline,	
	3 policies, 30 local citizen security plans designed	0 comprehensive citizen security plans.	1.1.3. Designing territorial coexistence and citizen security plans with the participation of communities and institutions	Municipal coexistence and citizen security Plans and Policies being implemented. Working citizen security and coexistence committees. New institutionalized municipal units	No variation	Copy of the plans, list of participants, design workshops.	
PNC, FGR count with updated information systems, analytical skills and equipment to respond effectively to crime	735 trained people from PNC and CAM	0 People trained	1.2.1. PNC and FGR training in community policing and criminal investigation strategies	Crime prevention plans with a focus on developing community policing. Police force trained in crime scene preservation, proximity police, victim care, and equipment for the research unit.	No variation	Training plan, audit, list of participants.	Criminal Investigative Training developed by USAID
	3 established local information systems.	0 local information systems.	1.2.2. Training institutions in collecting and analyzing information.	Equipped crime and violence observatories and 15 trained operators	No variation	Audit, list of participants.	Emerging systems
	11 citizen service offices, 5 police units and 8 equipped municipal units	No. of equipped Police units	1.2.3. Identify the equipment needs for PNC and mayoralties, and procuring priority goods	Strengthened PNC units and mayoralties with priority goods. Installed video surveillance.	No variation	Record of delivery of equipment, photographs, report of external assessment mission	
3 Justice system institutions count with tools for providing free support services to the population	35 law students trained on legal counseling. 120 leaders trained in conflict resolution	0 People trained.	1.3.1. Training FGR, PNC, and PGR staff on skills, institutions of the justice system and crime reporting in order to guide the general public	OAC (citizen care office) agents trained in victim care. 7 legal counseling community services established and promoted in critical areas. 11 OAC to address complaints and notices	No variation	Agreements, plans, lists participants.	Priority given to the population of critical areas
	1 information system on case status set up in PNC facilities	0 information system on case status	1.3.2. Designing and setting up an updated access system on case status in institutions of the justice system	Case monitoring system for victims set up in PNC (monitoring up to investigation)	No variation	Audit,	

	Indicators	Baseline indicators	Planned objectives	Achieved objectives	Reasons for variation	Source of variation	Comments
S.O.1 There has been improvement on the coordination, complementarity and effectiveness of State and civil society institutions for violence prevention and the promotion of coexistence and citizen security							
Production and distribution of materials and activities to promote coexistence (UNDP).	2 violation ordinances	0 Coexistence codes	1.4.1. Identifying existing municipal regulations on standards of living and loopholes.	Violation ordinances for implementation in Sonsonate and Acajutla Sonsonate mayoralty strengthened in its response capacity for coexistence problems 1 a public warning system (SICAMS).	No variation	Official journals, memory workshops, participants list, photographs.	
	80 CAM agents trained on ordinances		14.2 Supporting councils in enacting violation laws				
	120 leaders trained in conflict resolution / distributing coexistence regulations	0 Civic guides	1.4.3. Producing and distributing educational material on citizen culture among the general public.	Municipal citizen culture plans designed and implemented in each municipality Citizen education campaign on respect for and observance of rules implemented in 13 critical areas. Special interest in problems related to noise, alcohol, trash, noise, use of public spaces, etc.	No variation	Memory workshops, participants list, photographs.	
	1 designed and implemented campaign		1.4.4 Promoting cultural events which encourage citizen compliance to regulation.				
			1.4.5. Identifying and training community leaders as Cultura C promoters.				
There is timely and reliable information on project achievements and lessons learned	3 mayoralties participate in sharing experiences.	0 exchange of experiences carried out.	1.5.1 Identifying and systematizing lessons learned and organizing experience exchange spaces with other municipalities.	Project experience presented in different regional, national and local fairs. Systematization performed.	No variation	Minutes of forums, participation list, photographs. mayoralties website	
	5 spaces in local and national media	0 broadcasting spaces.	1.5.2 Project monitoring, assessment and auditing	Sonsonate and Acajutla Websites created Project video produced. Project audit for 2009 and 2010 Impact measurement performed.	No variation	Audit report, video, systematization copy	

	Indicators	Baseline indicators	Planned objectives	Achieved objectives	Reasons for variation	Source of variation	Comments
S.O.2 **There has been an increase in the number of people who use public spaces safely.**							
Improved urban environmental conditions and safe use of public spaces in the selected municipalities	3 municipalities that have implemented micro-projects to improve urban marginal and/or rural environments. 36 spaces have been enhanced.	30 municipal public spaces require rehabilitation.	2.1.1 Building and recovering public spaces in selected communities, occupied by the population and adapted to children and adolescents, women, youth, and the indigenous population	4 pitches, 1 playground, were remodeled, 1 community hall (Coexistence center), Thomas Jefferson high school bathrooms were built, restored and equipped with funding from the project and from mayoralties The environment of 30 spaces was enhanced by the mayoralties.	No variation	Photographs (before and after) of rehabilitated public spaces, blueprints, external assessment mission report.	
	3 plans for the management and sustainability of public spaces designed through participation and being implemented.	0 plans for the management and sustainability of public spaces.		Participation of inhabitants of critical areas in the design of spaces to recover, training 140 young people, community leaders and institutions in community sports management and art community schools. Sports equipment and supplies for art and culture delivered	No variation	Copies of plans for the management and sustainability of public spaces.	
	3 municipalities have carried out cultural and recreational activities in rehabilitated public spaces. 144 sporting, cultural, and artistic activities carried out.	There are no cultural or recreational activities promoted by municipalities.	2.1.3 Develop cultural and recreational activities in permanent public meeting spaces.	Institutionalization of community revitalization plans for public spaces in 3 municipalities. Sports, cultural and artistic festivals (10) developed in critical areas with the participation of 5,000 people. Inter-municipal Olympic Festival carried out with 500 children and adolescents, youths and women. Violence prevention plan implemented at the T. Jefferson Institute with the educational community and neighborhood communal leaders (1.500 stud)	No variation	Photos and minutes of events carried out, list of participating children and adolescents, youths and women in the events.	

	Indicators	Baseline indicators	Planned objectives	Achieved objectives	Reasons for variation	Source of variation	Comments
S.O.3. There has been an increase in protective factors against breaches of the rights of children, teenagers and young people.							
Policies, plans and municipal programs designed to focus on child and adolescent care, and their implementation in the municipalities	No. of municipalities that count with programs and/or policies for comprehensive protection of children and adolescents.	Municipality (Acajutla) with a formulated policy and awaiting approval.	3.1.1. Provide technical assistance for the formulation, adoption and implementation of municipal policies for the comprehensive protection of children and adolescents	Creation of a technical and methodological proposal constructed in a participatory manner for the formulation of Local Policies for Comprehensive Protection of children and adolescents, within the LEPINA framework.	No variation	Copy of program documents and/or developed policies.	
	% of decrease in reports of cases of mistreatment and abuse of children and adolescents in municipalities	Measurement pending when updating baseline.	3.1.2 Designing and implementing municipal plans and programs for child and adolescent care.			Statistical records of complaints, handled cases and resolved cases	
Increase in child and adolescent care spaces and initiatives in municipalities.	2 equipped/working leveling rooms (Acajutla) 1 equipped/working computer room (Acajutla)	0 child and adolescent spaces	3.2.1 Identifying existing community centers for child and adolescent integration and providing them technical assistance services	Equipped and institutionalized leveling rooms tending to 120 children and adolescents Equipped computer room, used by a monthly average of 140 children and adolescents.			
	450 youths from critical areas trained in employment counseling and life skills 400 young people benefited from vocational training courses 25 young people received grants to promote their first work experience	There are no systematic efforts for youth training.	3.2.2 Developing vocational training actions for youths, including areas such as leadership, occupational health and entrepreneurship	1 census in critical areas of 600 at risk youths. 1 market study to establish the most in demand job profiles Mayoralties strengthened with equipment and the establishment of Employment Exchanges (3), trained operators (40) and partnerships with institutions and the private sector. Forums for the productive integration of youths carried out with institutions and the private sector.	No variation	List of trained youths, photographs, workshop minutes.	

	12 schools participating in the "Safe and Supportive School" strategy	4 Schools implementing strategy (3 in Sonzacate and 1 in Acajutla)	3.2.3. Supporting and strengthening the implementation of the "Safe and Supportive School" MINED strategy	19 competitive projects designed and developed in 12 school centers and institutes by 319 youths to discuss topics of interest (sexuality, violence, etc.) 1 Coexistence Mini-camp, which counted with the participation of 431 people.	No variation	School rosters, list of participating children and adolescents, photographs, report on the assessment mission	

	Indicators	Baseline indicators	Planned objectives	Achieved objectives	Reasons for variation	Source of variation	Comments
S.O.3. There has been an increase in protective factors against breaches of the rights of children, teenagers and young people.							
Increase in child and adolescent care spaces and initiatives in municipalities.	13 benefited areas (communal house, churches, schools) 1,414 beneficiary families	0 Community Spaces implementing "También Soy Persona". Technical/ community staff serving children younger than 6 years old without knowledge of learning strategy and methodologies.	3.2.4. Develop awareness and training for the population regarding positive parenting practices based on rights and responsibilities	Leaders and mayoralty promoters being trained as multipliers and facilitators of the program. Exchange of successful experiences conducted with 300 leaders, mayors and institutions from different municipalities. Sensitized 1,414 families in child care. Reproduction of educational material required for training.	No variation	Photographs (before and after) of created or enhanced educational facilities, implemented plans and programs, report on the assessment mission	
	363 leaders from critical areas trained as a facilitators and/or multipliers						

	Indicators	Baseline indicators	Planned objectives	Achieved objectives	Reasons for variation	Source of variation	Comments
S.O.4. Strategies have been consolidated for the prevention and reduction of armed violence (UNDP).							
Municipal ordinances forbidding carrying weapons approved, disseminated and implemented	-% Reduction in gun violence rates (homicides: -15% Sonzacate, - 20% Sonsonate, +3% Acajutla	Measurement pending when updating baseline.	4.1.1 Developing and advocating for the approval of violation ordinances to restrict gun carrying in public spaces	Firearms ban approved by the municipal councils and implemented in critical areas of the three municipalities (180 day ban).	No variation	El Salvador Official journals	
	3 information and awareness campaigns in all three municipalities.	1 Municipality with temporary ordinance.	4.1.2 Implementing and information campaign on city ordinances restricting the carrying of weapons and awareness campaign on the impact of guns in the violence seen in	Awareness and information campaign designed and implemented in all three municipalities, production of promotional materials, performing 135night-time mixer events and the "live without weapons" film series	No variation	Report on the campaigns performed, photographs, sample materials.	

		mass and alternative media .	with the participation of 7,000 people.			
+126% weapons seized, +25% license verification in Sonsonate		4.1.3. Develop and implement plans for gun control.	Plans for gun control and verification of expired licenses developed	No variation	PNC statistical records	

	Indicators	Baseline indicators	Planned objectives	Achieved objectives	Reasons for variation	Source of variation	Comments
S.O.5 Relevant institutions and mechanisms count with inputs to reduce mortality and morbidity caused by road accidents.							
Road Safety Plans in the Department of Sonsonate are designed and under implementation	3 road safety plans designed and under implementation	0 road safety plans	5.1.1. Create a youth network for educating on road safety and the prevention of injuries in children, adolescents, and adults.	Youth education network created and comprised of schools and community guides, located at critical points.	No variation	Copies of plans and reporting of results, report on the assessment mission.	
	Formation of 170 road guides from school centers and community organizations		5.1.2 Developing strategies to prevent road accidents and disseminating traffic regulations.	Implementing municipal plans designed in coordination with institutions, school centers and communities to control critical road accident points.			
	60 PNC updated in the application of traffic regulations	No data	5.1.2 Developing strategies to prevent road accidents and disseminating traffic regulations. 5.1.3 Training the PNC, VMT, Justice System operators and MINED in road safety and traffic regulations.	PNC Sonsonate road traffic unit strengthened with equipment (radar speed guns, breathalyzer, etc.) Signaling improved at critical points in all three municipalities with project and VMT investment. Police force strengthened in their knowledge of road traffic laws.	No variation	Minutes from training events, photographs, list of trained people.	
	1 anti-doping campaign was carried out. 300 anti-doping controls were carried out. % decrease in injuries (+17% Acajutla, -2% Sonsonate,- 44% Sonzacate), and % deaths (-50% Acajutla, -48% Sonsonate, 0% Sonzacate)	No data	5.1.4 Carrying out anti-doping and road safety campaigns.	A road safety campaign to promote 5 road safety rules in all three municipalities has been designed and is being developed. Toxicology Unit in Sonsonate for the detection of drugs is equipped and running Anti-doping tests (drugs) applied to drivers at critical points. PNC agents and hospital trained in anti-doping sample recollection	No variation	Report on the campaigns performed, photographs.	

	Indicators	Baseline indicators	Planned objectives	Achieved objectives	Reasons for variation	Source of variation	Comments
S.O. 6 State institutions at the local level count with mechanisms and tools for the comprehensive care of domestic and sexual violence.							

Model for the comprehensive care for domestic violence designed and under implementation	50 PNC and CAM agents trained in reporting procedures and care for victims of domestic violence and sexual violence. 350 women leaders trained in domestic violence and sexual violence complaint mechanisms	0 training Measurement pending when updating baseline.	6.1.1 Developing a comprehensive care model for domestic violence with operators for the prevention and comprehensive care of victims. 6.1.2 Creating self-care groups for operators.	PNC and CAM officers and agents from the citizen service office in the critical areas of domestic violence are trained in domestic violence and sexual violence procedures Women leaders from critical areas trained to encourage reporting of domestic violence / sexual violence in their neighborhoods.	No variation	Photographs, list of people trained
	1 inter-sectorial network created to improve the care for victims of domestic violence and sexual violence.	0 Programs supported. 2 coordination spaces for preventing domestic violence	6.1.3 Establishing an inter sectorial network for monitoring and evaluating the implementation of the model	Inter-sectorial network comprised of institutions, municipal women's offices and women's networks that improve victim care..	No variation	Minutes of the meeting, attendance list, agreements to improve care
	PNC Family Department, Health Unit, Hospital and IML strengthened with equipment.	There is 1 single protocol, but it is not applied	6.1.4 Implementing a surveillance and information system for domestic violence/sexual violence implementing one single record protocol	PNC Family Department and Health Units in the municipalities strengthened with computer equipment.	No variation	Copy of audit protocol
	1 awareness campaign on domestic and sexual violence, developed.	Measurement pending when updating baseline.	6.1.5 Conduct awareness campaigns on the impact of domestic violence and sexual violence.	Campaign developed in critical areas and municipality. Material produced, commemorative event against violence with the participation of 500 women	No variation	Minutes of events carried out, photographs, list of participants.
	3 self-help groups trained	0 self-help groups	6.1.6 Create self-help groups for survivors of sexual and domestic violence with special focus on women, children.	Women leaders (50) of critical areas trained community support groups for victims of domestic violence and sexual violence.	No variation	
	3 municipal citizen security polices include family violence prevention 2 Commissions for the prevention of violence against women and domestic violence,	0 local governments with legislation to prohibit the commercial sexual exploitation of children and	6.1.7 Supporting community discussion and reflection forums on commercial sexual exploitation and people trafficking. 6.1.8 Developing the	Citizen security and coexistence committees implement policies to prevent domestic violence through specialized committees and commissions of coexistence in critical areas.	No variation	Record of meeting, reports.

organized	adolescents.	strategy of involvement of men and families in preventing domestic violence/sexual violence.					

	Indicators	Baseline indicators	Planned objectives	Achieved objectives	Reasons for variation	Source of variation	Comments
S.O.7._ There has been institutional strengthening of the mechanisms for the design and implementation of actions to reduce gender gaps in access to employment and representation in decision-making.							
The relevant institutions count with policies and instruments for the implementation of initiatives aimed at reducing gender gaps	3 local citizen security and coexistence policies that incorporate gender equality, adopted.	0 Municipal Policies on gender equality.	7.1.1 Support the operation of the territorial Sonsonate ISDEMU office	ISDEMU strengthened with equipment and 30 operators trained in work environment, human relations, conflict transformation	No variation	Copy of municipal policies, agreements, reports	
	1 agenda of the PNM with a local plan of action on employment areas, governance 3 institutionalized municipal women and gender offices	There is no plan of action for PNM. 0 municipal women and gender offices	7.1.2 Technical assistance for the creation and adoption of a gender equality policy in the chosen municipalities.	Municipal women offices, institutions and networks of women leaders implement actions in the areas of economic empowerment, violence prevention, health and participation	No variation	Workshops, report	
Women in the Department have access to training and entrepreneurship opportunities	1 window for female entrepreneurial development services is currently open and working; 265 women seen at the window, 96 women trained in business planning, marketing, etc. Support to 15 "mujer emprende" business plans	0 Municipalities with specific points to promote equality.	7.2.1 Identifying, developing and supporting the implementation of micro-projects for job creation and economic initiatives for women.	Female entrepreneurship strengthening model with a territorial and gender-based approach developed and ongoing, through a window for female entrepreneurial development services Participation of the window in the Entrepreneurship Round Table for the formulation of the local economic development strategy.	No variation	Copy of municipal budgets, approved	
	3 municipal networks of women leaders, constituted; 1 established network of business women, created; 300 women trained in leadership and gender	Scattered efforts	7.2.2 Implementation of a local certificate course for municipal women leaders.	Campaign to promote the rights of women (forums "mujer no está sola" commemorative events, creation of a theater group, etc.)	No variation	Agreements, reports, work plan, list of people trained, etc.	•