FINAL MDG-F JOINT PROGRAMME
NARRATIVE REPORT

Participating UN Organization(s)	Sector(s)/Area(s)/Theme(s)
UNDP(lead agency) UNESCO UNICEF UNODC UNHABITAT ILO	Thematic window: Conflict Prevention and Peace building

Joint Programme Title	Joint Programme Number
"Inter-Agency Programme: Security with Citizenship: preventing violence and strengthening citizenship with a focus on children, adolescents and youths in vulnerable conditions in Brazilian communities."	MDG- 1954

Joint Programme Cost [Sharing - if applicable]	Joint Programme [Location]
[Fund Contribution): USD 6,000.000.00 **Govt. Contribution:** USD **Agency Core Contribution:** **Other:** **TOTAL:** USD	**Region(s):** Latin America and the Caribbean **Governorate(s):** Southern Cone **District(s)** Brazil

Final Joint Programme Evaluation	Joint Programme Timeline
Final Evaluation Done <u>**Yes**</u> No **Evaluation Report Attached** <u>**Yes**</u> No **Date of delivery of final report** 16.08.2013	**Original start date** 22nd of October, 2009. **Final end date** 30th of June, 2013.

Participating Implementing Line Ministries and/or other organisations (CSO, etc)
Ministry of Justice

Report Formatting Instructions:
- Number all sections and paragraphs as indicated below.
- Format the entire document using the following font: 12point _ Times New Roman.

a.   Provide a brief introduction on the socio economical context and the development problems addressed by the programme.

Over the last decade, Brazil has emerged as one of the major economic players in the world. It is the fastest growing economy in South America boasting a GDP growth of 7.5% in 2010. However, despite the strength of the economy, Brazil ranks a disproportionately low 84th out of 187 countries on the UN's Human Development Index (HDI) with approximately 16.2 million people living in extreme poverty (earning less than R$70 (35 USD) per month). The most recent census (2010) revealed that the richest 10% of Brazilians earn thirty-nine times more than the poorest 10%.

Rapid economic growth has undoubtedly been advantageous to many Brazilians and increased access to credit has stimulated the growth of the middle class. Furthermore, Brazil's inequality rate has dropped to the lowest point since PNAD (Brazil's National Household Survey) records began in 1967. Nonetheless, with low social mobility and high social inequality, millions remain significantly disadvantaged. The 2010 census revealed that, per month, a quarter of the population were living on an average income of R$188 (89 USD) and half the population earned under R$375 (178 USD), constituting 37% and 74% of the minimum wage of R$678 (323 USD) respectively.

Poverty in Brazil is as diverse as the country's cultural and demographic landscape. A fundamental distinction exists between rural and urban poverty. Rural poverty has been characterized by the features of so-called 'old' poverty – hunger and lack of access to drinkable water, sanitation and basic healthcare. The majority of people living in urban poverty, by contrast, may have access to these basic necessities but are subject to complex social, legal, economic and environmental challenges.

However, urban poverty cannot be defined simply as a combination of these characteristics. It is better understood as a dynamic condition of vulnerability and exposure to social, economic, institutional and personal exclusion, hazard and risk.

Brazil's national poverty reduction strategy has had considerable success. Its Fome Zero programme has helped to reduce hunger in the country by more than a third. The more recent Bolsa Familia, now being extended to the Brasil Sem Miseria programme, is a social assistance programme which provides payment to families on the condition that their children attend school and medical check-ups regularly and receive vaccinations. The welfare scheme has benefited 12.4 million households and become adopted as a development model in other countries.

Whilst state-led programmes have accomplished a great deal, the Government is by no means the only stakeholder engaged in tackling exclusion and inequality. Voluntary

organizations, foundations and enterprises play a fundamental role in the social economy addressing these issues through the effective generation of social capital – aspects of social organization which promote mutual benefit, social inclusion and equality of opportunity. One arena where this contribution is critical is youth unemployment.

Geo-referenced reports show that violence in Brazilian cities is concentrated in specific areas, traditionally inhabited by a poor population with precarious urban development, with high school drop-out rates. These areas are precisely the same as those used as established points for retail drug dealing, which, moreover, reflect the alarming presence of firearms among the community and the lack of will to comply with social rules and accept cultural agreements of peaceful coexistence.

UNESCO research has shown that in Brazil, 35.1% of youth mortality is due to homicide and other types of violence. In major capital cities, this proportion is as high as 41.8% and, in metropolitan regions, 47.7%. In addition, the research shows that the great majority of these violent deaths take place on weekends, due to the lack of sports and leisure activities and to social exclusion among youths. This generates learning difficulties which in turn leads these youths to drop out of school and makes teachers uninterested. Acts of indiscipline and aggression between students and teachers, lack of human resources and material and no dialogue lead to inadequate interaction between family, community and school members.

The Map of Violence IV (Waiselfisz, 2004) reveals clear evidence that mortality rates among youths are alarming and indicates that at national level "if the homicide rate among youths in 1993 (34.5 in 100,000 inhabitants) was already much higher than that of the total population (20.3 in 100,000 inhabitants), ten years later the differences are even higher. As the general population rate increased to 39.4% in the decade, the rate among youths increased even more: to 58.2%. Therefore, among youths, in 2002, the rate increased to 54.7 homicides in 100,000 inhabitants." According to UNICEF, homicide rates in which victims were afro-descendant adolescents (15-19) are twice as high as homicides with white adolescent victims.

It is also imperative to consider the alarming data related to violence against women. The Perseu Abramo Foundation 2001 research on the situation revealed that: 43% of respondents admitted to having suffered some type of violence inflicted by men, while one third stated that they had been physically abused; 27% admitted to having been psychologically abused and 11% to having been sexually harassed. The data revealed that, in Brazil, a woman is beaten every 15 seconds.

Moreover, homicide rates registered in some regions of Brazil are comparable or even higher than those registered in countries facing war or in post-conflict situations. For example, in Recife, the average homicide rate of youths is 156.8 per 100,000

inhabitants; in Vitoria, 141.9 and in Rio de Janeiro, 109.2. This situation is a serious threat to the country's development, as the increasing crime rates can hinder the achievement of human development goals and even revert some of the targets already achieved.

Based on the analysis of the dynamics of crime rates in the country, children, adolescents and youths - young men and women aged 10-24 - were selected as the main beneficiaries of this Joint Programme. This is due to the increasing vulnerability of male youths (14-24) to homicide and crime and, as it is a long term process, it is also important to involve the children in the age group immediately younger (10-14) to increase the effectiveness of this protection strategy (children in this age group already have an increasing potential of being drafted into organized crime networks). The Joint Programme will focus its interventions on vulnerable children, adolescents and youths, i.e, those who are out of school, who use arms, who consume alcohol and drugs, or who are or have been victims or agents of different types of manifestations of violence (e.g. domestic violence).

    b.   List joint programme outcomes and associated outputs as per the final approved version of the joint programme Document or last agreed revision.

Outcome 1 – 1. Local capacity to prevent & reduce violence and to promote civic culture and coexistence strengthened, with focus on the adolescents and youth in vulnerable situations.

Output 1.1: Local citizens' security diagnostics produced in each city.

1.1.2. Elaboration of the LOCAL diagnostics on citizens' security situation and local capacities for management (one for each municipality). Validation and socialization of the diagnostics.
1.1.3. Monthly monitoring meetings with local management committees.

1.1 Participatory safety diagnosis in the three communities involved in the Programme conducted.

1.1.1   Creation of local Technical Support Teams to assist in capacity and partnership building at the community level.

1.2.2. Promoting the participatory safety diagnosis and summoning the participants.
1.2.4 Development of women's safety audits in each community.
1.2.5 Application of youth in vulnerable situation surveys in each community.
1.2.6. Compilation of the information obtained in three local diagnoses.

1.3. Local institutional capacity to manage citizens' security assessed.
1.3.1. Meetings for local plan validation and monitoring of the plan implementation

1.3.2. Development of tools and methodologies of management on citizen security. Summoning of the participants from government and non-government.
1.3.3. Development of capacities for fund raising

1.4. Governmental and non-governmental actors trained in the design, implementation and monitoring of comprehensive policies for violence prevention and security promotion- within the Citizens' Security approach.
1.4.1. Definition of methodology and programme (content, teachers, dates) for the certificate courses.

1.5 Increased capacity of Law enforcement officials, civil society, workers' and employers' organizations to prevent trafficking, report trafficking in persons cases, assist and protect victims.
1.5.1. Implementation of the PAIR methodology - reducing risks, especially among girls and adolescents against sexual exploitation and human trafficking
Outcome 2: Sustainable behavioral changes, increasing in norms accomplishments and citizenship building achieved.

2.1 Increasing in norms and laws compliance through sports promotion in communities.
2.1.1 Development of a strategy for adopting sports as a tool for changing behaviour towards violence prevention
2.1.3. Promotion of sports in the selected communities by the implementation of 'Open School' program methodology.

2.2. Increasing human security and norms and laws compliance through the offer of safer school environments for the community in addition to opportunities for cultural, social and sport interactions with neighboring communities.
2.2.1. Identification of local partners (schools, social and private actors).
2.2.2. Promotion of cultural and artistic manifestations in the selected communities by the implementation of 'Open School' program methodology. Lauro de Freitas
2.2.3. Sensitizing teachers and other professionals to accept communities' requests resulted in recognizing youths' cultural expressions. Lauro de Freitas

2.3. Youth and adolescents leadership's awareness on safe and citizenship security in their communities.
2.3.1. Promotion of the programme
2.3.2 Identification of participants
2.3.3 National Workshop on methodology exchange of experiences of violence reduction involving adolescents as protagonists and multipliers

2.4. Adolescents in conflict with law integrated an protected in human rights spaces implemented in municipality level
2.4.1. Manual: Step by step for municipalization of Socioeducative measures (Editing and printing); (b) Workshops for definition and implementation of municipal strategies (Vitoria, Lauro de Freitas, Contagem) for SINASE and use of the Manual on Socioeducative Measures
2.4.2 Design of the strategy to integrate and protect the adolescent in conflict with law.
2.4.2 Design of the strategy to integrate and protect the adolescent in conflict with law.

Outcome 3. 3. Urban spaces generated and promoted.
3.1 Safe urban spaces promoted and developed through a situational crime prevention strategy and renewal initiatives.

3.1.1. Establishment of partnership with a University and development of public spaces ateliers.
3.1.2. Empowerment of urban youth in vulnerable situations, emphasizing women and girls, to play an active role in enhancing safer public spaces and streets.
3.1.3. Reviewing by-laws and procedures for management of public space and integration and mainstream safety planning principles into the operation of urban planning department within the municipality.
3.1.4 Revitalization of deteriorated public spaces through the implementation of three Safer Streets Campaigns in the communities, in partnership with civil society, the private sector and local governments. The campaigns will apply the Messenger of Truth Project to empower economically, socially and politically youths living in the three communities that are part of the programme.
3.1.5 Identification of places that will be renewed or improved.

Outcome 4: Peaceful dispute resolution practices disseminated and implemented in communities.

4.1.1. Establishment of alliances with schools (Promotion of activities with communities and schools)
4.2 Actions directed to young women, adolescents and girls to prevent domestic and social violence through communitarian and personal empowerment.
4.2.1. Promotion of the "Popular Women Prosecutors Program" Fase 01
4.2.2 Promotion of the "Popular Women Prosecutors Program" 4.2.1. Promotion of the "Popular Women Prosecutors Program" Fase II

4.3 Racial and ethnic conflicts reduced through the methodology of "Education for Partnership" developed between adolescents
4.3.1. Identification of the target public and situational analysis.
4.3.2. Adaptation of the methodology "Education for Partnership" with racial approach
4.3.3. Development of "Education for Partnership" methodology with racial approach in local contexts.

Outcome 5: Factors causing vulnerability to violence among youth, children and adolescents reduced

5.1 Young people between 14 and 24 years old, with an especial focus on gender relations, empowered with life skills aiming at reducing individual and communities' vulnerabilities to violence, drug use, and HIV/aids through Mérito Juvenil Programme.
5.1.1. To establish partnerships with governmental and non-governmental actors towards the organization of the Program (International Award) in 3 communities.
5.1.2. To empower young people between 14 and 24 years old, equipping them with life skills to promote citizenship, gender equality, and a culture of peace in their communities (implementation of Merito Juvenil program).

5.1.3.To sensitize and train volunteers, especially teachers and school-staff, health and social workers, in 3 communities to prevent violence, drug use, in partnership with public officials and the local governments.
5.1.4. Organizing regular meetings in schools and with the community in order to mobilize families and communities on issues related to violence, drug consumption, and HIV and AIDS prevention activities.
5.1.5. Preventing violence, drug abuse in the communities through consultancies and liaising with public officials and the Government on the issues

5.2 Young people, especially women, between the ages of 14 and 24 empowered and trained fostering the effective insertion of the youth into the formal labour market.
5.2.1. Development of alliances with employer's and workers' organizations for training strategies for adolescents.

5.3 Prevention of Child labour through the insertion in specific public policies, and through educational and cultural methodologies.
5.3.1. Carrying out of focal groups to identify the situation in the community
5.3.2. Promotion of activities to promote Youth Protagonism.

5.4. Methodology of Resilience to reduce vulnerabilities and improve protection's environments in families of children and adolescents developed and implemented.
5.4.1. Promotion strategy
5.4.2. Identification of participants.
5.4.3. Initial application of the resilience methodology.
5.4.4. Management

Outcome 6: Efficient and effective program management achieved
6.1 Methodology for programme management and monitoring developed.
6.1.1 Coordination and monitoring of the joint programme (including other partners).
6.1.2 Communication strategy and social mobilization
6.1.3 Systematization and external monitoring of activities

6.2. Monitoring of local management committees
6.2.1. Visits to each locality to monitor committees

   c.   Explain the overall contribution of the joint programme to National Plan and Priorities

The results and products proposed by the Joint Programme were in line with national development strategies. The programme worked mainly with four strategic areas: (i) capacity building; (ii) institutional strengthening; (iii) knowledge and evidence generation; and (iv) advocacy and social mobilization. The coverage of the program is national, but most activities are carried out within the three municipalities: Contagem/MG, Vitória/ES and Lauro de Freitas/BA.

The main direct beneficiaries of the Programme are the three governmental counterparts in local administrations, as well as public servants, police departments and members of the three municipalities' communities.

d. Describe and assess how the programme development partners have jointly contributed to achieve development results

The creation of the Local Committees within the communities and the Programme Management were crucial procedures to choose relevant actions to be implemented in the municipalities, as well as an important tool to help monitoring the activities performed. The UN agencies involved clearly understood the Programme as an important inter-agency space what is evidenced by their commitment to the meetings and in the developing of joint activities. Unfortunately, the Federal Government represented by the Ministry of Justice, did not participate with the same interest and motivation as the State Governments did. Nevertheless, the Ministry of Justice has often emphasized the importance of the Joint Programme.

Municipal governments were key partners of the six UN entities involved in implementation of the Joint Programme. All cooperation requests from UN entities were promptly attended, especially the ones concerned with training sessions involving social capacity building.

Selected Municipalities together with the UN agencies managed to group together and mobilize public managers, police forces, community members and the civil society in all meeting and training sessions.

II.   ASSESSMENT OF JOINT PROGRAMME RESULTS

a. Report on the key outcomes achieved and explain any variance in achieved versus planned results. The narrative should be results oriented to present results and illustrate impacts of the pilot at policy level)

The Joint Programme focused its actions and initiatives on the following six thematic components below that are a part of the Monitoring, Assessment and Results Matrix of the Programme:

1. Local capacity to prevent and reduce violence and promote civic culture and coexistence strengthened, with a focus on children, adolescents and youths in vulnerable conditions

The first outcome emphasized the strengthening of the local capacities to promote citizen security by guiding its management and articulating all the actors involved towards the achievement of sustainable results. This output included carrying out of a sound situational local and institutional diagnosis that identified the main problems of the city or its selected territory in terms of violence and citizen perception. Local plans was formulated and validated by authorities and civil society; and a selected

Project from the Plan implemented, monitored and evaluated in order to respond to these problems.

2. Sustainable behavioural changes, increased compliance with rules and citizenship building achieved

Following the general strategy of promoting sustainable behavioural changes and increased compliance with rules, self-awareness and self-regulation, the Program made use of sports, culture and arts within the communities.

3. Urban spaces generated and promoted

The Program adapted to the local conditions of the selected territories the successful experiences developed in Latin American cities and communities confirming the relationship between urban spaces and the security situation, as well as the perception of citizen security among beneficiaries of the Program. It promoted safe urban spaces and developed situational crime prevention strategies and renewal initiatives in the selected communities. Given the "school-centered approach" improvement of spaces like schools or their related urban equipment was considered a priority.

4. Peaceful conflict resolution practices disseminated and implemented in communities

Most of the conflicts do not require the participation of formal justice and, furthermore, they can be prevented in communities. The Program implemented conflict resolution practices at schools and communities and personal empowerment to prevent domestic and social violence among young women, adolescents and girls, and a peer-based methodology to reduce conflicts between adolescents. The "Popular Women Prosecutors Program" in communities to reduce violence against young women was implemented in selected communities.

5. Factors causing vulnerability to violence among youths, children and adolescents reduced

The Program fostered capacities of youths in vulnerable situations to develop a life project, and the skills and abilities for social inclusion. It developed strategies and advocacy to prevent child labour. Finally, as a very relevant output, it applied the methodology of resilience to reduce vulnerabilities and improve an enabling environment jointly with the youths and their families, as internationally known as International Award Program or "Mérito Juvenil".

6. Efficient and effective program management achieved

As an internal outcome and given the challenge of six UN agencies working together and articulating actions with governmental and non-governmental institutions, the Program also promoted efficient and effective program management initiatives. In order to ensure this outcome, agencies established a knowledge management and experimental coordination methodology including monitoring exercises, documentation of lessons learned, and documentation and systematization of methodologies into knowledge tools.

In its first stage of implementation, the Programme faced a number of difficulties concerning the selection of three national territories, the selection of the first national coordinator, the selection of local consultants who would work in the selected counties and consulting NGOs which would provide support to local initiative

executing agencies. During this first stage, Local Committees were constituted and started to operate in the three selected communities, initially with little support from mobilization and communication processes.

b. In what way do you feel that the **capacities developed** during the implementation of the joint programme have contributed to the achievement of the outcomes?

    Capacity development activities were the main pillar of the Joint Programme. During the capacity building activities all segments of the involved participants were present: community members, police forces, government representatives and UN-agencies representatives. As a result every participant had the opportunity to listen to each other´s opinions and concerns. This methodology made it possible to understand the participants' points of view and therefore fostered participation and commitment in the development of the activities, for instance: workshop Palavra the Polícia promoted by ILO, workshop Urban Safe Spaces promoted by UN-Habitat and UNESCO, Seminar on best practices performed by UNDP with the support of the government of Lauro de Freitas, the implantation of Merito Juvenil Programme performed and the workshop on alcohol and other drugs by UNODC within the three municipalities, the OASIS project from UNESCO which took place in the three municipalities, the implementation of the "Papo Reto" project implemented in Vitória with the support of UNDP and the government of Vitória and the Civil Police from Rio de Janeiro.

c. Report on how outputs have contributed to the achievement of the outcomes based on performance indicators and explain any variance in actual versus planned contributions of these outputs. Highlight any institutional and/ or behavioural changes, including capacity development, amongst beneficiaries/right holders.

    The mid-term evaluation was an important input which made possible to achieve almost all planed outputs. The development of the activities in all the three municipalities, especially concerning capacity building, have contributed to reach planed outputs. The products annexed to this document can illustrate the contributions the outcomes had in the final products.

    Another example of the contribution the outcomes had can also be perceived in the local committees demands to the local government in terms of sustainability of the programme. The local committees of the three municipalities have demanded from the local government a commitment that all planned activities agreed on the State plan would be implemented.

    Capacities were developed in terms of M&E system for national plans, and institutional changes are also potential achieved results.

d. Who are and how have the primary beneficiaries/right holders been engaged in the joint programme implementation? Please disaggregate by relevant category as appropriate for your specific joint programme (e.g. gender, age, etc)

The beneficiaries of the programme are in general community members, local civil servants, police force members, residents, school teachers, and civil society members.

During the implementation of the actions, those beneficiaries participated of all capacity building activities developed in the communities within the three municipalities: Lauro de Freitas, Contagem and Vitória. The training sessions took place in the communities' public spaces and were open to everyone who wanted to participate. All courses were certified, either by the agencies either by the third party contracted.

Agencies	Number of Beneficiaries
UNICEF	268
UNHABITAT	200
UNDP	223
ILO	400
UNODC	1129
UNESCO	373
Total beneficiaries reached	2,593 (Direct beneficiaries reached)

e. Describe and assess how the joint programme and its development partners have addressed issues of social, cultural, political and economic inequalities during the implementation phase of the programme:

  a. To what extent and in which capacities have socially excluded populations been involved throughout this programme?

  The Joint Programme was designed to embrace socially excluded populations. All activities performed by the JP were directed to approximate groups of citizens who did not use to be invited to any decision-making process, even if these processes had to do with their own life. The capacity building training sessions all counted with the participation of groups who used to be excluded and now are permanent part of the process. This is a point of the programme that deserves to be highlighted.

  b. Has the programme contributed to increasing the decision making power of excluded groups vis-a-vis policies that affect their lives? Has there been an

increase in dialogue and participation of these groups with local and national governments in relation to these policies?

Excluded populations which did not even know what a decision-making process was, are now actively taking part in the processes. It is important to mention that the local government, after the capacity building sessions, decided to invite the ones who were excluded from the decision-making committees. The Joint Programme, at this point, reached its objective to facilitate inclusion vulnerable and forgotten groups.

c. Has the programme and it development partners strengthened the organization of citizen and civil society groups so that they are better placed to advocate for their rights? If so how? Please give concrete examples.

All capacity building activities performed by the programme had a general objective to help groups advocate for their rights. The annexes on Best Practices included on this document can illustrate this topic.

d. To what extent has the programme (whether through local or national level interventions) contributed to improving the lives of socially excluded groups?

The results of the programme contributions will probably be perceived in the near future, but it is already possible to see some advances in terms of inclusion: the community local groups in the three municipalities are composed by community members, residents, local government representatives, police force representatives and in Vitória, a representative of the legislative chamber. The community representative member has a very important and respected voice in the committees.

e. Describe the extent of the contribution of the joint programme to the following categories of results:

a. Paris Declaration Principles

- Leadership of national and local governmental institutions

Although Brazil is not a signatory of the Paris Declaration, the programme has focused the local government as main direct beneficiaries.

- Involvement of CSO and citizens

  Most activities performed by the programme aimed at involvement the Civil Society and excluded groups. Even when some specific activities were developed for local government members, community members and civil society were invited to take part and also to participate.

- Alignment and harmonization

  The Programme was aligned with national planning documents. After the 2011 changes in Government, the PMC had a special meeting enabling national counterparts to present their new strategic plans. Most of the activities were developed according to the counterparts needs. The Programme was furthermore aligned with UNDAF and the strategic planning of participating UN agencies, funds and programmes.

- Innovative elements in mutual accountability (justify why these elements are innovative)

  The term innovative might be a bit ambitious, but the participation of national counterparts in the PMC was certainly substantive for the achievement of developmental results. This participation has become an effective channel of communications with the United Nations since it was more effective to establish programmatic discussions with several UN agencies at once instead of having parallel discussions with each one of the agencies involved in the Joint Programme.

b. Delivering as One

- Role of Resident Coordinator Office and synergies with other MDG-F joint programmes

The support of the RCO was crucial for the development and implementation of the Joint Programme. The RCO was always present on the PMC meetings, most times the Resident Coordinator himself participating in the meetings and always provided guidance and advice on specific strategic decisions. The RCO also made several contributions to the programme during the meetings with the coordinator. During

the negotiations with the Fund, concerning the reduction of 2/3 of the final installment, the RC gave all support to the agencies and committed best efforts to avoid the cut established by the Fund.

- Innovative elements in harmonization of procedures and managerial practices (justify why these elements are innovative)

The agencies executed their bidding processed according to their rules. This independent behavior did not cause any harm to the programme. It is also important to mention that harmonizing practices already consolidated by the agencies would not be a simple or easy task.

- Joint United Nations formulation, planning and management

The contribution of joint UN management in undeniable, nevertheless when six agencies, with their different expertise and managerial systems, get together, it is expected to have some tension, that as far as the programme is concerned, was transformed into planning together and collective thinking.

III. GOOD PRACTICES AND LESSONS LEARNED

a. Report key lessons learned and good practices that would facilitate future joint programme design and implementation

Lessons learned:

- Collective planning initiatives aggregate value to the UN work and stimulate the achievement of outcomes. The inter-agency work is more successful and effective in the implementation of important actions and it is recognized by counterparts and beneficiary populations as strategic in the promotion of citizenship security projects.

- Local partners' capacity assessment is crucial to optimize the implementation of activities they will be responsible for constant advocacy and meetings with key political partners mitigate the risk of staff turnover and priority change in an electoral context.

- High levels of coordination of UN entities within the JP mitigate the risk of delays or implementation obstacles due to different financial systems or agencies focal points' work overload.

- Local partners' need to work together with other private and/or governmental partners to guarantee measures and resources for the sustainability plan.

- The need of finding strategies to mobilized the Ministry of Justice to work more closely to the JP.

Best Practices:

- Partnerships with the industrial and commercial sector, using the Work Plan as a reference.
- Civil Society fully participates in all decisions taken by local committees (Program's partnership with the NGO "Observatório de Favelas" particularly interesting)
- Responsibility given to the community youths in decisions about the criteria of their participation in JP activities (other groups' mobilization or priority areas of intervention for instance).
- Newly created inter-agency Thematic Group "International Crime, Security and Citizenship" supporting the sustainability of JP activities.
- Creation of a local programme in Vitória named "Papo Reto" as a result of the city-to-city exchange with the Rio de Janeiro's Civil Police Programme "Papo de Responsa".
- Creation of local committees.
- Creation of Communication Comissions.
- Integrated actions (articulations) which the mayors have performed within the covered territories especially in Contagem and Vitória.
- Conflict mediation actions with police forces and the inclusion of the "Papo de Responsa" within these articulations.
- Technical missions among the municipalities in order to know in loco experiences to be incorporated in the plans.
- Municipal guide for elaboration of the local strategies to fight homicides prepared and disseminated, adopted by Federal Government as a reference tool for the elaboration of municipal plans in the context of the implementation of the National Plan "Juventude Viva", to fight lethal violence against adolescents and youths, in 138 municipalities.
- Technical inputs to the national plan "Juventude Viva" to fight lethal violence, provided.
- 60 public managers trained and 90 selected to be trained to use the guide at state and municipal level.

- 2 editions of the IHA - Index of Adolescent Homicide published to estimate the risk of death by homicide among adolescents living in a given territory. It was created to demonstrate in a simple and concise way the impact of lethal violence on this social group, and to raise awareness of the extent and gravity of the problem. The use of the index also contributes to monitoring the phenomenon over time and space as well as to evaluating relevant public policies at local, state and federal levels.

- Local workshops organized and 123 persons trained (child´s rights promoters, lawyers, and social assistants, psychologists) to implement socio educative strategies to reintegrate and protect adolescents in conflict with the law. Inputs provided to National plan/ for implementation of the System of socio-educational measures for adolescents in conflict with the law (SINASE).

- One international exchange (training) involving 12 participants from JP municipalities and 80 from Brazil, 8 Latin America and 2 African countries were organized to reinforce local and national capacity to protect adolescents in conflict with law.

- Guide to orientate Municipalities on the implementation of the local programs for socio-educational care and measures for adolescents in conflict with the law, prepared (according to the SINASE law - 12.594, 18 January).
- Diagnostic of adolescent in conflict with the law prepared in 3 municipalities.

b. Report on any innovative development approaches as a result of joint programme implementation.

The Programme can be considered innovative in its UN format and also the fact of focusing on 3 individual municipalities without transferring any kind of financial resources, but activities coordinated by the participating agencies. The Programme also worked with the social networks as part of the communication plan. Besides that, the methodology of having together police forces and community members working together was not only innovative but unique.

c. Indicate key constraints including delays (if any) during programme implementation
   a. Internal to the joint programme

   Management of funds - it is important to have in future JPs a MoU signed to guarantee the flow of resources among participating institutions. Alternatively, a centralized fund management mechanism, established at the RC Office, would contribute to the efficient disbursement of resources;

Personnel turnover - it is important to establish from the outset of any future JP a strategy to deal with changes in the personnel involved in the Programme.

  b. External to the joint programme

Changes on political leadership within the government and civil society it is important in future JPs to match the programme implementation with the electoral and administrative timeline of the national Governmental counterparts.

  c. Main mitigation actions implemented to overcome these constraints

Development of tools to register the historic development of the Programme, and constant dynamic planning exercises to aligned national priorities and to clearly define roles, responsibilities and expectations of each one of the PMCs institutions.

d. Describe and assess how the monitoring and evaluation function has contributed to the:

  a. Improvement in programme management and the attainment of development results

The Programme was based on Management for Development Results principles that aggregate to Results Based Management the Human Rights Based Approach. In that sense M&E activities were instrumental to guarantee the effective implementation of activities, and the identification of Lessons Learned, Recommendations and Smart Practices. However during the execution of the programme, some of the indicators and expected results present in the previous logical framework were modified, but that did not invalidate the process, nevertheless made it more difficult to harmonize within the PMC the roles and responsibilities of participating institutions.

  b. Improvement in transparency and mutual accountability

All the three municipalities participating in the programme were constantly informed of the activities the JP was planning in their territories. They were always invited to the projects as participating members. The JP Coordinator also wrote letters to the municipality managers explaining that no financial resources were transferred to the local government. This was a necessary measure especially after the new local government managers were elected.

  c. Increasing national capacities and procedures in M&E and data

Although increasing national capacities and procedures in M&E and data was one of the main intended results of the Programme, the JP collaboration limited to the local and state governments. It is expected that all

experience, best practices, lessons learned and results will collaborate with the National Government Plans to some extent.

   d. To what extent was the mid-term evaluation process useful to the joint programme?

The mid-term evaluation was a very useful instrument for the Coordinator of the programme for orientation and to correct identified problems. Especially for the recently hired coordinator, who could base his coordinating strategies on the recommendation from the mid-term evaluation document. Most of the recommendations appointed in the report were duly prioritized and implemented.

   e. Describe and assess how the communication and advocacy functions have contributed to the:

   f. Improve the sustainability of the joint programme

   The Programme's communications strategy although started late served of an effective tool to the final implementation of the Programme. The website www.segurançacomcidadania.org also constituted a repository of ideas, texts and events concerning the programme. Another important tool for sustainability of the programme was the creation of the municipalities' state plans. The RC himself had meetings with the newly elected Mayors, and they stated that the actions from the state plans would be followed to their whole extent. Moreover, the several activities developed by the agencies such as: UNESCO – Oasis, UNODC – Mérito Juvenil, OIT – Palavra de Polícia, UNHABITAT- Safe Urban Spaces, UNDP – Best Practices Workshop and State Plans, Unicef- Guide to orientate Municipalities on the implementation of the local programs for socio-educational care and measures for adolescents in conflict with the law, prepared (according to the SINASE law - 12.594, 18 January).

   g. Improve the opportunities for scaling up or replication of the joint programme or any of its components

   The publication of Best Practices Case Studies, focused on the replication and scaling-up of potential best practices is a good example of how communications, in this case a publication, can stimulate the sustainability of achieved results.

    h.   Providing information to beneficiaries/right holders

This was mainly acquired through the use of Facebook and the dissemination of information via the Website and the workshops on capacity building, widespread beyond the beneficiaries of the Programme.

e. Please report on scalability of the joint programme and/or any of its components

    a.   To what extend has the joint programme assessed and systematized development results with the intention to use as evidence for replication or scaling up the joint programme or any of its components?

The Programme system was, since the beginning, developed to permit the identification of best practices with potential to replication and scaling-up. The methodology used was to produce a set of case studies detailing why these practices were considered useful, and how they could be implemented in other operational settings.

    b.   Describe example, if any, n of replication or scaling up that are being undertaken

The Papo de Responsa project from Rio de Janeiro was replicated in Vitória with necessary adaptations and is coordinated by the Militar Police and Community members. It is called "Papo Reto" in Vitória.

    c.   Describe the joint programme exit strategy and assess how it has improved the sustainability of the joint program

The Programme promoted the dialogue with the new elected government representative agreeing that the activities from the State Plans on security with citizenship will be carried out after the programme is finished.

IV.   FINANCIAL STATUS OF THE JOINT PROGRAMME

    a.   Provide a final financial status of the joint programme in the following categories:

1. Total Approved Budget 2.Total Budget Transferred 3. Total Budget Committed 4.Total Budget Disbursed

Initial breakdown of funds decided between the Agencies - 2009

UN Agencies	Approved Budget	Transferred Budget	Committed Budget	Transferred Budget	Delivery %
UNDP	1.769.126,00	1.559.415,00	1.559.415,00	1.454.560,00	93,28%
UNICEF	1.213.380,00	983.109,30	983.109,30	887.974,30	90,32%
UNESCO	566.030,00	428.676,67	428.676,67	392.000,67	91,44%
UNODC	1.071.003,00	902.013,67	902.013,67	817.519,67	90,63%
ILO	581.652,00	514.986,00	514.986,00	481.653,00	93,53%
UN-HABITAT	798.809,00	732.141,00	732.141,00	698.808,00	95,45%
Total	6.000.000,00	5.120.342,67	5.120.341,64	4.732.515,64	92,43%

In 2012, the Fund decided to disburse 1/3 of the third installment or tranche, which had important consequences for the other years of the JP execution.

b. Explain any outstanding balance or variances with the original budget

Values presented were reported by the participating agencies and pending confirmation upon operational closure. Most of the transferred resources were done after April 2012, when the agencies had finalized their contracts with their consultants and third party organizations.

V.   OTHER COMMENTS AND/OR ADDITIONAL INFORMATION

The Joint Programme for Security and Citizenship would like to express its gratitude to the UN Secretariat for all the support in stimulating the Programme to achieve its intended results. The Programme had a great impact on the communities participating in the project. The local media has constantly been divulging and dissemination the actions which had taken place within the territories where the programme took place. The local governments have always given all the necessary support to all activites developed by the participating agencies.

VII.   ANNEXES

1. List of all document/studies produced by the joint programme
2. List all communication products created by the joint programme
3. Final Evaluation Report
4. M&E framework with update final values of indicators
5. Products elaborated by the participating agencies and their contracted parties
6. Media Links which have addressed the programme.