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Partnerships

Public-Private Partnerships and Community Safety

Guide to Action



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Partnerships

Public-Private Partnerships and Community Safety

Guide to Action

Public-Private Partnerships and Community Safety: Guide to Action

September 2011

This Guide was produced as the result of an agreement between the International Centre for the Prevention of Crime (ICPC), the World Bank and the Bogotá Chamber of Commerce. It is based on a preliminary study of the situation in Latin America undertaken during the first half of 2010 by Brazil's Instituto Sou da Paz and the World Bank.

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DISCLAIMER

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Acronyms

BCC	Bogotá Chamber of Commerce
CSR	Corporate Social Responsibility
ICPC	International Centre for the Prevention of Crime
IOM	International Organization for Migration
NGOs	Nongovernmental Organizations
PPP/PPPs	Public-Private Partnership/Public-Private Partnerships
UN	United Nations
UNDP	United Nations Development Programme
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime

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FOREWORD by the International Centre for the Prevention of Crime

PUBLIC-PRIVATE PARTNERSHIPS in the field of public safety are not a new theme for the International Centre for the Prevention of Crime (ICPC). At its 5th International Colloquium, held in 2005 in Santiago, Chile, the issue of “strategic partnerships for effective crime prevention” was central to the debate.

For the ICPC, preventing crime and promoting public safety is a task which necessarily involves a range of different actors. In addition to governments, both national and local, civil society has for many years been engaged directly with the issue, especially through nongovernmental organizations. Viewed from a global perspective it is nevertheless clear that, although private sector involvement in promoting public safety is certainly increasing, it still falls far short of achieving its full potential.

The Guide is the result of a partnership between the ICPC, the Bogotá Chamber of Commerce (one of the oldest members of the Centre) and the World Bank. It seeks to inspire and encourage private sector participation in the prevention of crime and violence by presenting alternative paths for the involvement of private firms and other actors in this endeavor.

For an international organization such as the ICPC – with knowledge production at the core of its activities – an ongoing dialogue with its members is essential for ensuring access to cutting-edge information and a constant exchange of knowledge.

At the same time, our collaboration with the World Bank underscores the importance of this issue and greatly expands the scope for wider dissemination of the contents of this Guide and the use of the information it provides.

The ICPC is convinced that private sector participation in efforts to prevent crime is of strategic value, not only by virtue of the sector’s ability to deliver valuable resources, but also because of its commitment to contribute to the struggle for broader public safety. We hope that this Guide will contribute to enhancing the participation of private firms in the task of improving community quality of life through the promotion of safety. ■

Paula Miraglia

Director General

FOREWORD by the Bogotá Chamber of Commerce

THE BOGOTÁ CHAMBER OF COMMERCE (BCC) is committed to playing a strategic role in the competitiveness and quality of life in Bogotá by bringing together the business sector, society and government to seek meaningful solutions to problems, guided by principles of good governance and collective action. Our task in this respect is to encourage the establishment of public-private partnerships at the local, regional and national levels to forge a sustainable city-region, foster urban development and mobility, improve public safety, expand quality employment and income generation opportunities, provide quality education and promote citizen participation and open government.

Finding ways of improving community safety in Bogotá is a priority for our organization. To that end, we are focusing on three lines of action: first: eliciting the information needed to assess objective and subjective security conditions; second, formulating a strategy for managing community safety locally with the participation of the business sector, the local authorities and the community; and, finally, developing models to strengthen institutional competencies in the area of community safety.

This Guide to Public-Private Partnerships for Community Safety, which we have produced together with the World Bank and the International Centre for the Prevention of Crime (ICPC), is a contribution to the search for ways of improving the quality of life of citizens and encouraging more business-friendly environments. The Guide contains much valuable information and useful knowledge for private sector employers, public authorities and the wider community, drawing on international experience in Latin America, North America, Africa and Europe. It provides invaluable guidelines about the kind of public and private decision-making we need not only in Bogotá but throughout Colombia, and indeed in the wider world, aimed at building an institutional environment that can expedite the design, financing and implementation of community safety initiatives. ■

Consuelo Caldas Cano

Executive Chairman

FOREWORD by the World Bank

PROMOTING COMMUNITY SAFETY and protecting citizens has become a development priority for countries around the world, and thus for the World Bank. In response to growing demand from governments for assistance in developing strategies and programs to improve community safety, the Bank has increased its commitment and support to client countries in this area, becoming a key player in violence prevention efforts.

Research and operational experience have shown that prevention works. In cost-benefit terms it is the most efficient way of responding to crime and violence, as well as being an essential component of any sustainable strategy for promoting community safety. The Bank's approach focuses on the primary and secondary prevention of interpersonal violence and the strengthening of criminal justice systems.

Within the institution we work through the various departments to ensure that crime and violence prevention is integrated into a wide range of projects, including education, health, social protection, urban development and transport. Within client countries we support coordination between sectors such as community safety, education, health, justice, and encourage the participation of key actors in society (NGOs and private sector).

The Bank provides support to countries in the following five areas: (i) analytical work, in an effort to learn more about "what works best and why" in the area of community safety; (ii) operational experience, including incorporating crime and violence prevention in projects to improve poor neighborhoods and implement reforms in the justice sector; (iii) strategic partnerships with other donors to coordinate and optimize crime and violence prevention initiatives; (iv) technical assistance for governments to assist them with designing integrated and multisector community safety strategies and programs at local, national and regional levels; and (v) training in community safety for regional, national and local institutions as well as other stakeholders, including civil society organizations and the private sector.

We hope this Guide will serve as one more useful tool for promoting community safety around the world. ■

INTRODUCTION

THE PRIVATE SECTOR is in a unique position to contribute to the safety and welfare of communities. This Guide is intended for those firms concerned with the welfare of their communities and provides information to help the private sector learn about the opportunities at its disposal for participating actively in community safety initiatives and the prevention of violence. Community safety is based on an integral approach that requires the participation of a wide range of actors. That is why this Guide also provides useful information for other key stakeholders taking part in this endeavor, such as national and local governments, civil society organizations and individual communities, all of which have partnered with firms to undertake initiatives to prevent violence. They, too, form part of the readership this Guide would like to reach.

With this Guide, the World Bank, the International Centre for the Prevention of Crime (ICPC) and the Bogotá Chamber of Commerce seek to encourage private sector firms to develop and participate in prevention initiatives in their own communities. The Guide highlights the important role of the private sector in helping to generate safer communities, describing possible ways in which the business and commercial sectors can collaborate in community safety matters. It also seeks to provide guidance to local authority policy makers and practitioners on how to seek private sector support for coordinated prevention activities by presenting examples of practical initiatives undertaken by the private sector in partnership with governments, municipalities, civil society organizations and communities.

Safety and security are essential to the development of communities. The efforts made to date by the private sector in terms of corporate responsibility, private social investment or other forms of business involvement in social actions have helped to confront and reduce a plethora of social problems, thereby contributing to the overall development of communities, cities and countries. However, few private initiatives have aimed specifically at reducing insecurity and preventing the violence that affects the quality of life of communities in different parts of the world. Given the gravity and complexity of this problem, it is clear that much more needs to be done. The multiple opportunities available for the private sector to intervene in a concrete and effective way make this entirely possible, and this is precisely what this Guide seeks to encourage.

The Guide is intended to be a practical and didactic tool for showing how businesses can become involved in making communities safer. At the same time, it furnishes the concepts and ideas that explain why such action is needed. It is divided into four sections. The first section highlights the importance of private sector involvement in community safety, describing new approaches to addressing security and safety issues and the impact of increasing private sector involvement in social initiatives focused on improving community wellbeing. The second section of the Guide looks at the different ways in which the private sector is involved, and presents recommendations and guidelines for firms wishing to participate in community safety initiatives. The third section presents practical advice for public or civil society stakeholders on how to engage the private sector. Finally, the fourth section provides a compendium of best practices and experiences from around the world, intended to present credible examples of private sector participation in efforts to prevent crime and violence.

This Guide was developed from edited versions of two main documentary sources. Firstly, it relied substantially on the work conducted by Brazil's *Instituto Sou da Paz* and the World Bank, which led to the first version of a paper on private sector involvement in violence prevention. That paper focused primarily on the situation in Brazil, but also contained material on other Latin American countries. It was based partly on an analysis of 46 projects in seven Latin American countries (Argentina, Brazil,¹ Chile, Colombia, El Salvador, Guatemala and Mexico) which synthesized the different forms of private sector involvement in community safety initiatives, and partly on a series of individual and collective consultations with professionals from the private sector, public institutions, civil society and international cooperation agencies, with a view to identifying how they perceived the role of the private sector in the prevention of violence, as well as possible ways of how the private sector could be encouraged to take appropriate action.

The second source was an international analysis of public-private partnerships in community safety and crime and violence prevention produced by the International Centre for the Prevention of Crime, which highlighted the increasing importance and impact of corporate responsibility.² That document, one of a series of ICPC papers on the role of the private sector in crime and violence prevention,³ provides examples from different parts of the world (North America, Africa, Asia, Oceania, etc).

The present Guide focuses on the different ways in which the private sector can play a complementary role, jointly with public sector or other community stakeholders, in the promotion of community safety. Private sector activities such as patrolling, guarding premises and enforcing sentences, are not addressed. The projects described in this Guide have been developed within individual firms, implemented by NGOs or community organizations, or represent initiatives undertaken by the public sector with support from private companies. It is important to note that the public sector continues to play the key role in these activities, since it bears the main responsibility for community safety and can enhance the scope and legitimacy of projects.

This Guide is perhaps the first in this field internationally. Thus, its purpose is not to offer a definitive overview of this fast-developing subject, but rather to stimulate new initiatives by providing a global perspective and enhancing knowledge of private sector involvement in the promotion of community safety. ■

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1. Information on certain projects in Brazil was supplied by the Brazilian Forum for Public Safety (*Foro Brasileiro de Segurança Pública*).
 2. ICPC (2011). *ICPC contribution to Public Private Partnership publication*. Internal document by Esteban Benavides and Margaret Shaw.
 3. Capobianco, L. (2005). *Ajustando el lente: la participación del sector privado en la prevención del delito*. Reference document prepared for the 5th ICPC Colloquium, Montreal: ICPC; Capobianco, L. (2006). *Public Private Community Action Towards Safety: A focus on housing in disadvantaged neighborhoods. Compendium of Practices*. Montreal: ICPC.

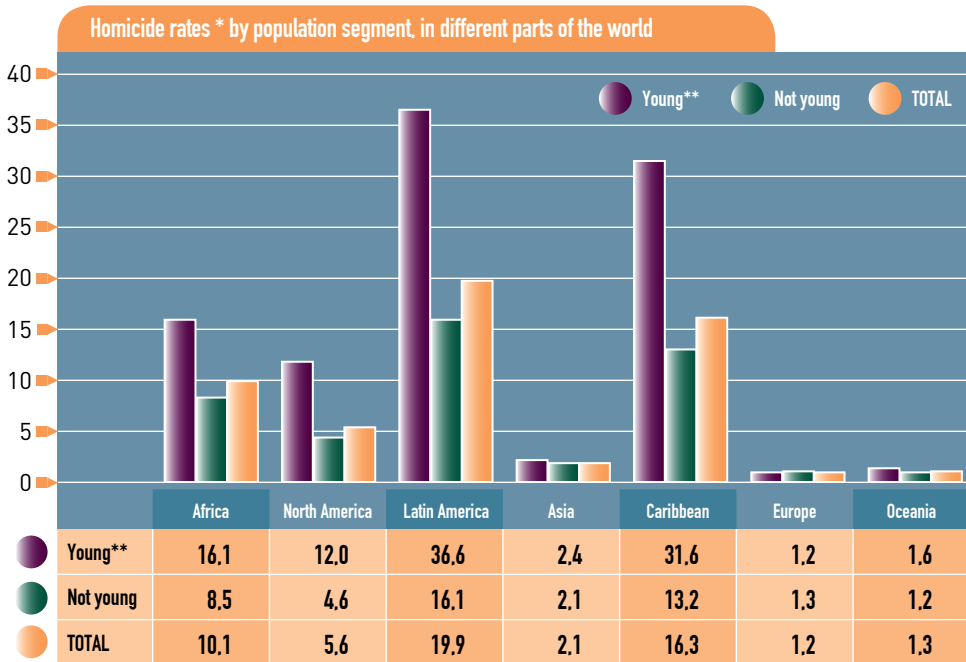
CHAPTER I

THE IMPORTANCE OF PRIVATE SECTOR PARTICIPATION IN COMMUNITY SAFETY

The global challenge of violence and the emergence of new community safety strategies

Community safety is fundamental to the development of countries, cities and communities

The safety and security of citizens is a major concern of countries and cities in most areas of the world. In 2004, interpersonal violence caused around 600,000 deaths and 17.2 million serious injuries.⁴ Levels of violence and victimization vary substantially between and within regions, often affecting younger people disproportionately.



* By 100,000 inhabitants.

** Population group aged between 15 and 24.

4. Microdata provided by WHOSIS et al (Red de Información Tecnológica Latinoamericana, Instituto Sangari and Ministry of Justice.(2008). *Mapa da violência: os jovens da América Latina*. Brasília, p. 16).

The chart above indicates that Latin America and the Caribbean have the world's highest homicide rates. The reasons for the levels of violence in different countries and regions, and within cities are complex – partly related to income inequality and lack of job opportunities, the quality of city infrastructure, the impact of drugs and organized crime and the easy availability of weapons, and partly due to cultural, economic and political factors.⁵ A noteworthy point is that primarily young people are the victims, as well as the perpetrators, of violence. The youth murder rate is higher than that of other population groups, increasing significantly on occasions in which firearms are involved. Much of the violence tends to occur in cities and other urban areas.⁶ Some crimes are more common in certain city areas and affect specific groups, e.g. property crimes occur more frequently in wealthier neighborhoods, while murders are more common in more vulnerable and deprived areas.

Citizens have a right to live in a safe environment. In this respect awareness has grown in recent years that countries will never be socially advanced and economically prosperous unless governments can protect and ensure the safety of their own citizens. It is now widely acknowledged that the UN Millennium Development Goals will not be achieved by 2015 while community safety issues remain largely unaddressed. Crime and violence undermine development and inhibit investment. All the reports from the United Nations Office on Drugs and Crime (UNODC), for example, on the impact of crime in the Balkans, Africa, Central America and the Caribbean, draw attention to the crucial linkage between insecurity and development⁷ and highlight the substantial costs resulting from crime and the victimization of people, cities and countries.

5. For more information on crime and violence throughout the world, see ICPC (2008 and 2010): *International Report on Crime Prevention and Community Safety: trends and perspectives*. Montreal: ICPC.

6. See the introductory article to the workshop of the 12th United Nations Crime Prevention Congress in Shaw, M. & Carli, V. (2011). *Practical Approaches to Urban Crime Prevention*. Proceedings of the workshop held at the 12th UN Congress on Crime Prevention & Criminal Justice, Salvador, Brazil, 12-15 April 2010. Montreal: ICPC & UNODC.

7. *Crime and Development in Africa*. (2005). Vienna: UNODC; *Caught in the Crossfire: Crime and Development in Central America*. (2007). Vienna: UNODC; *Crime, Violence & Development. Trends, Costs and Policy Options in the Caribbean*. (2007). UNODC & Latin American and Caribbean Region, World Bank; *Crime and Its Impact on the Balkans and affected countries*. (2008). Vienna: UNODC.

The costs of violence

Violence undermines the social and economic fabric of groups and communities, and leaves a trail of thousands of lost lives and an even larger contingent of people with physical injuries and psychological damage. Violence creates a feeling of insecurity affecting people's quality of life and their ability to interact socially, as well as leading to a loss of trust in public institutions. Countries, cities and neighborhoods with high crime rates are generally no-go areas for establishing businesses, supermarkets, banks, small retail shops and so on, and fail to attract investment which could improve residents' access to important services, boost trade and the local economy, create jobs and new development opportunities.

The wider economic cost of violence is also high, exceeding in many cases public investment in the social sectors. In Latin America and the Caribbean it is estimated that the cost of violence is equivalent to up to 15% of some countries' GDP. According to Kliksberg, El Salvador, for example, foregoes around 11.5% of GDP annually due to the effects of violent crime.⁸ The World Bank estimates that violence in Central America as a whole is probably responsible for reducing the sub-region's GDP by 8%.⁹ In Brazil, the Institute of Applied Economic Research (IPEA) estimates that in 2004 crime and violence in Brazil led to a loss of at least R\$92,200 million (about US\$45,000 million), equivalent to 5.09% of the country's GDP.¹⁰ Some 65% of this was accounted for by the tangible and intangible costs borne by the private sector and about 30% were costs incurred by the public sector.

In short, violence affects both the business climate and the broader economy, and undermines trust between individuals and institutions, and as such constitutes a major obstacle to development.

A new approach to making communities safer

Increased awareness of the problems described above nowadays goes hand in hand with widespread experience and knowledge of the strategies that can be implemented to prevent violence and crime.

Community safety issues, including crime and violence prevention, have moved up the public agenda over the past 20 years and are now being tackled in substantially more practical, less theoretical, ways. This progress has been signposted by, for example: the new United Nations rules and standards on crime prevention adopted in 1995 and

8. UNDP. *¿Cuánto cuesta la violencia a El Salvador?* (2005). San Salvador: UNDP-El Salvador.

9. World Bank. *Crime and Violence in Central America: a Development Challenge*. (2011). Washington, D.C.: World Bank.

10. Cerqueira, D.; Carvalho, A.; Lobão, W.; Rodrigues, R. (2007). *Análise dos custos e consequências da violência no Brasil*. Brasília: IPEA (discussion text, 1284).

2002; the development of national security policies and strategic interventions by governments in many countries; the recognition of the importance of leadership by local authorities, NGOs etc., in developing community-based prevention strategies; the increased research and greater experience in evidence-based prevention practices; and the emergence of networks and organizations promoting crime and violence prevention.

This relatively new approach to community safety does not offer a recipe or formula that can be replicated everywhere, but it does embrace a number of core principles and ideas that have guided many initiatives, regardless of the country or region where they are applied or the type of target audience:

- **Citizen protection.** The goal of community safety must be to protect citizens rather than to defend the State. Some legal systems define security as a citizen's right. Given that protection is a social right, community safety calls for the implementation of comprehensive public policies involving different areas of government, with broad participation by civil society (communities, NGOs, private sector, academia) aimed at achieving greater impact, outcomes and sustainability;
- **Cross-cutting approach.** Community safety and the prevention of crime and violence are based on a cross-cutting approach. This requires the involvement of a range of actors from different sectors (security, justice, social development, education, health, urban planning, and so on) in order to respond to the problems of community safety in a multidisciplinary manner;
- **Priority for prevention strategies.** Instead of acting only after problems occur, priority needs to be given to understanding the causes and dynamics of violence in order to design interventions to prevent new crimes or violent situations. A detailed diagnosis of each situation is therefore required, containing information about the perpetrators, victims and the circumstances in which the crime has occurred, as well as an assessment of the community safety risks and levels of protection present in each community;
- **Improved control/law enforcement.** Repression and crime control is essential and must be improved. This means that police approaches and strategies must be based less on the use of force and more on the deployment of intelligence and technology;
- **Security as a public asset.** Finally, as a right to be enjoyed by all, community safety should not be governed by private interests. That is a basic premise when considering the participation of other sectors in the area of community safety.

In a way, this is a new paradigm and an innovative way of understanding the problems associated with violence and crime, identifying those responsible for solving them and seeking ways to build safer communities.

The failure of the purely repressive approach to safety and security issues

For over twenty years, public policy officials and legislators (backed by public opinion), adhered to an inefficient community safety model. Security policies were predominantly reactive and relied on the enforcement of criminal law in the belief that community safety could only be assured by employing tough deterrent policies. Crime was to be countered with more repression, stiffer sentences and more incarceration. In short the police, the judiciary and the prison system were regarded as exclusively responsible for containing increased crime.

All the available crime statistics show that this model has not worked. State investment in harsher penal laws, new prison construction and the expansion of police forces have had limited impact on reducing violence and have signally failed to discourage new crimes or to improve the population's sense of security.

Events early in the last decade in Central America are an example of this approach: extreme repressive measures led to an indiscriminate increase in arrests in some countries, which had the effect of strengthening the power of incarcerated leaders who proceeded, from within the prisons, to organize large criminal gangs nationwide.

One of the biggest problems of this model is that the reactive approach takes precedence over prevention, which involves inter alia understanding and taking appropriate steps to tackle the underlying causes of crime and violence.

Community-based safety involves participation by new stakeholders

If public safety is accepted as a social right and crime and violence prevention is understood as a primary way to guarantee this right, the possibilities for action are greatly enhanced, as are the prospects for involving a wider range of stakeholders, while obviously the primary responsibility for community safety continues to rest with the public authorities. Some sectors, and the possible actions that could be taken, include:

- **Governments.** The role of national governments in designing countrywide safety and security strategies and mobilizing institutions and social sectors, is crucial. Local governments also play a key part because they are closer in touch with their populations and enjoy the advantage of better understanding the dynamics and organization of a particular town or city. They are thus well-placed to develop local safety strategies based on local knowledge. Many local governments in Latin America have secured highly positive results from their anti-violence policies, e.g. Bogotá and Medellín (Colombia), Rosario (Argentina), Diadema (Brazil) and Santiago (Chile).

- **NGOs and research centers.** Nongovernmental organizations and research centers have crafted research projects and innovative methodologies to help governments design and implement community safety policies.
- **The private sector.** The private sector is now emerging as one of the new (and principal) contributors to community safety, given its creativity, ingenuity, corporate planning skills, political power, access to resources and management expertise.

National strategies for prevention

The ICPC identified 57 countries in 2010 that had a national crime prevention strategy (compared with 9 in 1999).¹¹ Typically, they stressed strong links between the various levels of government (national, departmental/state/provincial, municipal, and so on) by employing a cross-cutting multisector approach. National prevention strategies generally involve a single agency assuming sole ultimate responsibility for coordinating and implementing a crime prevention strategy jointly with other government institutions. This is the case with Canada's National Crime Prevention Centre (NCPC), France's General Secretariat of the Interministerial Committee for Crime Prevention (under the Office of the Prime Minister) and Australia's National Community Crime Prevention Program, under the responsibility of the Attorney-General's Department. In the early years of the last decade, Chile was one of the first countries in South America to establish a national community safety strategy with the *Safe Community* program, which involved creating community safety councils (*Comunas Seguras*) charged with developing local intersectoral strategies. The new national 'Safe Chile' (2010-2014) program (*Chile Seguro*)¹² includes significant collaboration with the private sector. An example of this is the "*Do not buy stolen goods*" initiative developed in partnership with local businesses, which addresses the dangers of fencing stolen goods, or the "*Business district in peace*" initiative, which calls on local shopkeepers, businesses and residents to work on a neighborhood safety plan, with support provided by the Ministry of Interior and Police, aimed at recovering parks and other public spaces and making them safer.

11. ICPC (2008, 2010), *op.cit.*

12. Data obtained from www.planchileseguro.cl. Last access on 08/10/2011.

The private sector is uniquely placed to contribute to community welfare and safety

The private sector is an important component of most societies, creating jobs and helping to enhance the social and economic development of communities with innovative projects, resources and skills.¹³ As with other civil society sectors, the private sector can also play a key role in community safety. Given that businesses, factories and commercial premises can be significantly affected by high levels of crime and violence in neighborhoods and cities, helping to reduce crime is in their interests because they stand to benefit directly from any contributions they can make to improve local security.

Why is the private sector well-placed to contribute to community welfare and safety?

- Private firms, being to a certain extent “new” to the area of community safety, can provide a neutral space and innovative ideas for improving coordination among the various other actors. A firm might, for example, be better placed to assemble the different stakeholders (other businesses, civil society, public and private sectors, civil society, and so on) to work together on joint crime prevention projects. This approach could also contribute to ensuring the sustainability of projects, including introducing economies of scale, and “ownership” of projects by local communities.
- Firms can establish themselves as exemplary social actors, sharing responsibility for preventing crime and serving as models both for their peers and the community as a whole. In order to achieve this status some firms would need to reject the kind of practices likely to incite violence and crime – such as non-compliance with relevant laws or discriminating against racial and other groups through negative advertising (and insisting that their employees and suppliers do the same).
- Private sector firms often have easier access to key information, to the media and to the public authorities and are therefore in a unique position to be heard. It is incumbent on them to keep track of projects and policies aimed at preventing crime and violence in their areas, to promote and support good proposals and to use their power to advocate for their continuation.
- Firms also generally have resources that other sectors lack. Businessmen tend to have greater flexibility than the public sector to provide jobs, and should be prepared to recruit workers from vulnerable ‘priority’ groups (young people, former offenders, etc.).
- By donating funds for projects undertaken by third parties, firms can play a very important role in improving crime and violence prevention projects, assisting with training, target-setting and tracking, designing effective action strategies and ensuring clear accountability practices.

13. Jill Dando Center for Security and Crime Science, University College London. <http://www.ucl.ac.uk/jdi>
Last access on 08/10/2011.

- Private firms can also bring a different, objective and independent approach to community safety, proposing innovative solutions to the problems being addressed by the projects.
- With their resources and planning skills, firms can contribute substantially to otherwise economically unviable projects, avoiding short-termism and assuring stable and sustainable outcomes.
- As with other social actors, many businesses face problems of violence and crime. For instance, crimes against their employees and their property force companies to adopt security measures that can result in financial losses and undermine their image.

In addition to protecting their own interests, businesses and commercial firms are in a unique position to participate in local actions to prevent crime and violence given the tools and experience available to them. The firms themselves and the institutions they are associated with should be fully aware of the aforementioned considerations, in order to improve partnerships with other stakeholders and achieve better outcomes.

Growing international interest in norms and standards for the private sector

At the international level, there is increasing support for greater accountability of the different sectors of society in economic and social issues, including crime and violence. This is reflected in, for example, the now internationally accepted concepts of Public-Private Partnerships (PPPs) and Corporate Social Responsibility (CSR). Although these two concepts are related, they differ in their definition.

Public-Private Partnerships (PPPs) are increasingly used for cofinancing in the development, construction and maintenance of large-scale public works such as hospitals, bridges and other infrastructure projects, as well as commercial and housing developments. The private sector also collaborates with government and NGOs in smaller-scale, community-targeted initiatives.¹⁴ Private sector partnerships in the field of crime prevention and community safety increasingly include a corporate social responsibility component. In some cases 'multiple' partnerships involve local governments, NGOs, the police, the housing sector, environmental protection, education, etc.

14. See for example Akintoye, A., Beck, M. & Hardcastle, C. (Ed.). [2003]. *Public-Private Partnerships. Managing risks and opportunities*. Oxford: Blackwell Publishing; and Vidaver-Cohen, D. (1998). *Public-Private Partnership as a Strategy for Crime Control: Corporate citizenship makes a difference*. *Business & Society*, 100/101: 21-31.

Such collaborative activity can be confined to a one-off project or be a longer-term, ongoing commitment. Projects and partnerships can be loosely structured or enjoy a more formal framework setting out partners' commitments and responsibilities.

Corporate Social Responsibility (CSR) refers to a movement that has also expanded over recent years. It can be described as a self-regulating mechanism whereby firms are encouraged to accept ethical responsibility for their actions, contributing to society and reducing the negative impact of their operations. In general CSR covers economic, social, environmental and sustainability issues involving firms taking account of, and mitigating, cultural or environmental damage linked to certain activities such as mining. The concept can also embrace corporate philanthropy, with firms making donations to specific organizations or to activities in support of national or local social initiatives.¹⁵ CSR actions can be tailored to the historical, cultural and political traditions of different countries.¹⁶ The John F. Kennedy School of Government at Harvard University describes one aspect of CSR as "the voluntary contribution made by private enterprise to solve public problems and reduce gaps in governance."¹⁷

In some countries CSR has been labeled a 'social partnership'.¹⁸ Related descriptions are 'corporate citizenship', 'corporate social initiative', 'ethical business practices', etc. Although some observers, such as Milton Friedman, have described the concept as 'immoral' and contrary to a firm's ultimate responsibility to maximize profits, evidence shows that firms are voluntarily choosing to make it part of their business model.¹⁹

15. Foster, M. K. et al., (2009). *Corporate Philanthropy in the Canadian Context: From damage control to improving society*. Nonprofit & Voluntary Sector Quarterly, 38 (3) pp. 441-466.

16. Antal, A. B. & Sobczak, A. (2007). 'Corporate social responsibility in France.' Business & Society 46 (1) pp. 9-32; Blasco, M. & Zolner, M. (2010). 'Corporate social responsibility in Mexico and France'. Business & Society 49 (2) pp. 216-251.

17. Pradera, E. (2000). *Corporate Social Responsibility in Latin America: Business and Government Collaboration*; Kytte, B. & Ruggie, J. (2005). *Corporate Social Responsibility as Risk Management*. Working Paper No. 10, Harvard School of Government.

18. Austin, J.E. et al. (2004). *Social Partnering in Latin America*. Cambridge: Harvard University Press.

19. Waddell, S. (2002). *Youth Employment and Livelihood: the Role of the Private Sector*. Paper produced for the Youth Employment Summit (YES2002), Alexandria, Egypt 2002. Newton: Educational Development Center Inc.; Anielski, M. (2011). 'The caring corporation. How the next generation of business leaders could redefine the role of corporate culture.' Globe & Mail, Corporate Knights, Spring Issue No. 35.

A number of international initiatives, norms and standards have been developed. One example is the *United Nations Global Compact* launched in 2000 to encourage businesses to use sustainable and socially responsible practices. The UN document sets out 10 principles relating to human rights, labor, the environment and combating corruption.²⁰ In 2006, at the invitation of the UN Secretary-General, a group of institutional investors developed the six Principles for Responsible Investment (PRI), with a Secretariat to help promote their adoption by other companies. The Secretariat is coordinated by the United Nations Environment Programme Finance Initiative (UNEPFI) and the United Nations Global Compact.²¹

In March 2011, the United Nations issued a series of *Guiding Principles on Business and Human Rights*, with a view to establishing a global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity,²² organized around the three pillars of the United Nations “Protect, Respect and Remedy” Framework for Business and Human Rights:

- The State’s duty to protect against human rights abuses by third parties;
- Corporate responsibility to respect human rights; and
- The need for greater access by victims of abuses to effective remedy, both judicial and non-judicial.

Although the above UN principles relate mainly to the field of business management, they nevertheless serve to draw increased attention to the impacts of private sector activities on society and the environment. A recent positive development was the announcement in 2010 by the Government of the United Kingdom that its international development activities were to be modified with a view to promoting private sector-led development initiatives in poorer countries.²³ These include the creation of a new department to promote private sector participation. Other initiatives have been taken in the same direction by the World Bank Institute, which supports the creation and maintenance of PPPs through the exchange and dissemination of knowledge.²⁴

20. See The UN Global Compact www.unglobalcompact.org

21. UNEPFI www.unpri.org. The term “corporate social responsibility” has been joined by others such as “corporate conscience”, “corporate citizenship”, “social performance”, “sustainable responsible business”, “clean capitalism” etc.

22. See www.business-humanrights.org

23. See *World Business and Development Awards 2010* and www.dfid.gov.uk for *Private sector holds key to tackling global poverty* (October 12, 2010).

24. *Focus on Public-Private Partnerships*. The World Bank Institute Practice Brochure. [2010].

International norms and standards on crime and violence prevention and community safety

The aforementioned UN Guidelines (1995 and 2002) on Crime Prevention specifically emphasize the role of the private sector in community safety, as partners with national and local governments (through the provision of services in the police, housing, and other sectors), as well as with civil society organizations.²⁵ The Guidelines outline a number of approaches to crime and violence prevention, including social and economic development, environmental and situational approaches, crime prevention, rehabilitation and reintegration of offenders in local communities. The Guidelines also emphasize the value of private sector participation in initiatives based on these approaches, principally as a useful way of helping to develop a shared sense of community-building and engagement. The *United Nations Handbook on Crime Prevention Guidelines*, in its section on PPPs, points to ways in which the private sector can make a substantial and positive contribution to enhancing safety and security policies by, for example:

- contributing to social programs that address the causes of violence and the risk factors associated with it;
- helping to reduce the opportunities and incentives to commit crime by making situational and contextual changes, including altering the design of products to prevent thefts;
- contributing to the restoration and better use of public and semi-public spaces;
- participating in urban renewal projects;
- helping to prevent crime and recidivism by developing learning programs and providing job training and employment opportunities for ex-offenders.

In addition to the guidelines for crime prevention, the United National General Assembly approved a set of resolutions designed to strengthen PPPs in the area of crime prevention and control, including those adopted in 2005, 2007 and 2009. In April 2010, the *Declaration of Salvador*, approved at the 12th Congress on Crime Prevention and Criminal Justice in Brazil, included the following:

‘We recognize the importance of strengthening public-private partnerships for preventing and countering crime in all its forms and manifestations. We are convinced that through the mutual and effective sharing of information, knowledge and experience, and through joint and coordinated actions, Governments and businesses can develop, improve and implement measures to prevent, prosecute and punish crime, including emerging and changing challenges.’²⁶

25. United Nations Guidelines for the Prevention of Urban Crime. ECOSOC Res. 1995/9 Annex; United Nations Guidelines for the Prevention of Crime. ECOSOC Res. 2002/13 Annex; see also UNODC. [2010]. *The Handbook on the Crime Prevention Guidelines: Making them Work*. New York: UNODC

26. *Salvador Declaration on Comprehensive Strategies for Global Challenges: Crime Prevention and Criminal Justice Systems and their Development in a Changing World*. 12th Crime Congress on Crime Prevention and Criminal Justice, 12-19 April 2010 www.unodc.org

Based on the above declaration, the 19th Session of the Commission on Crime Prevention and Criminal Justice, held in Vienna in May 2010, adopted a new resolution for the “strengthening public-private partnerships to counter crime in all its forms and manifestations”.²⁷ This Resolution recognizes, among other things, the existing partnerships working towards advancing the UN Millennium Development Goals and addressing the global drugs problem. It also calls upon governments to promote and strengthen collaborative partnerships with the private sector, to establish priority areas, disseminate good practices, support networking and raise awareness of the benefits of PPPs in relation to crime prevention and control.

UNODC, viewing the private sector as a ‘crucial stakeholder in the fight against people trafficking’, co-sponsored in 2010 an award for business leaders involved in promoting partnerships to prevent human trafficking.²⁸

Previous studies on the subject

Several international organizations have become interested in the private sector’s role in community safety. In 2005, the ICPC published *Sharpening the Lens: Private sector involvement in crime prevention*. This paper explored a number of issues on what was then, and remains, an expanding area for study, including:²⁹

- Opportunities and challenges of involving members of the private sector in wider crime prevention programs and strategies;
- Trends and issues within private security, and implications for strategic and effective partnerships in prevention;
- The use of security technologies in crime prevention, raising and examining issues of exclusion, privacy and accountability.

This paper goes on to examine how the focus of CSR has expanded into the area of prevention of crime and violence, identifying four main areas in which the business sector has contributed to prevention by:

- Supporting social and community crime prevention measures;
- Reducing opportunities for crime through situational crime prevention and environmental design;
- Helping to strengthen community capacity;
- Helping to prevent recidivism by assisting in the reintegration of offenders.

27. Resolution 19/1. See E/2010/30 E/CN.15/2010/20 *Report of the 19th session. Economic & Social Council*

28. Business Leaders Award to Fight Human Trafficking, Luxor International Forum, December 2010. www.ungift.org

29. Capobianco, L. (2005). *op.cit.*

The document also highlights the trend towards encouraging private sector participation in crime prevention initiatives throughout government, and establishes specific mechanisms at different government levels to promote this kind of involvement. It also mentions that during the 1990s this approach led in some countries to the development of specific national and regional mechanisms to encourage private sector involvement in preventing crime and violence.

In the Netherlands, for example, the National Platform for Crime Control was set up in 1992 to combat crime problems affecting the business sector, and in Canada, the Business Network on Crime Prevention (BNCP), was created in 1999. Both organizations were initiatives taken by the national governments.³⁰ In South Africa, Business Against Crime (BAC) was established in 1996 by the private business sector. A wide range of NGOs also dedicated to combating crime and violence emerged in the 1980s, such as NACRO and *Crime Concern* in the UK, the National Council for Crime Prevention in the US, and so on, all of which have developed partnerships with the public and private sectors to undertake innovative projects.³¹

In 2006, the ICPC extended its work on PPPs and CSR to include analyses of the social housing sector and published a compendium of practices entitled *Public Private Community Action towards Safety: a focus on housing in disadvantaged neighborhoods*.³² This contains eleven examples of partnerships between public housing authorities, local communities and the private sector in a number of different countries. All the partnerships focus on low-income neighborhoods and show how a broadbased participatory and collaborative approach to crime prevention and violence, involving local populations and seeking to alleviate poverty, promote social inclusion, enhance social capital and manage urban regeneration, can succeed.

The compendium concluded that the key lessons needed for PPP strategies to be effective in this area are:

- active consultation and participation by all the sectors, including residents, young people and private firms;
- the use of a broad combination of prevention approaches (situational, community and developmental);
- long-term commitment and a well-documented, integrated plan of action;
- major input from the private sector in terms of know-how and experience.

30. See also Vidaver-Cohen, D. (1998). *op.cit.*

31. Schuller, N. (2002). *In the business of preventing crime together: involving the private sector in local partnerships*. Community Safety Practice Briefing. London: NACRO; *Crime Concern* has since been merged with another NGO to form *Catch-22*. www.catch-22.org.uk/Crime-Concern; See: National Crime Prevention Council www.ncpc.org

32. Capobianco, L. (2006). *op.cit.*

Recent trends in private sector involvement in the prevention of crime and violence

In line with the upsurge in international attention to the question of standards and norms for crime and violence prevention, countries, governments and business sectors have since 2006 become increasingly interested in PPPs. Several factors are responsible for this, including more awareness of the cost savings that can result from such partnerships, the incorporation of CSR components in business models and, importantly, acknowledgement of the concept of shared responsibility. Awareness has also increased of the need to assess the impacts and results of PPPs.

Reducing costs and sharing responsibility

On the one hand, the use of Public Private Partnerships is motivated by a quest for more cost-effective ways of funding prevention efforts. On the other, PPPs symbolize the importance of shared responsibility (a trend that took root in the 1990s) by local authorities, service providers, the private business sectors and all segments of civil society in creating, maintaining and promoting crime prevention strategies and interventions in cities and communities. Increased security and reduced crime levels resulting from this vital interplay are the key to attracting businesses to relocate to a town or city, where they can assist in reversing social and economic decline. Furthermore, firms that are prepared to collaborate with other stakeholders can play a vital role in increasing the public's awareness of these important issues, suggesting innovative and attractive ways of addressing the problems of crime and violence and putting their technical and management skills, resources, services in kind (e.g., office space or equipment) at the disposal of local communities.

First and second generation public-private partnerships: bridging the gap between private and community interests

First-generation PPPs

A further trend in the use of PPPs in crime prevention is the growing absorption by partnerships of CSR elements. Much of the private sector investment in security in the 1980s and 90s was restricted to protecting business property or individuals at high risk from crime, while government-private sector arrangements in, for example, the United States, the United Kingdom, Australia and South Africa were often confined to protecting commercial property, gated communities and private homes with hi-tech devices and surveillance systems, or to allowing special access to premises by the police, employing private security guards to protect shopping malls, ATM user facilities, etc.

While the above precautions can be effective in significantly lessening the risks of burglary and theft, they are nevertheless primarily a deterrent based on situational prevention approaches involving maximizing the risks and minimizing the rewards for would-be criminals. These steps could be termed “first generation PPPs” given the absence of a substantial CSR element or real understanding of the causes of crime or of the kind of prevention issues needing to be faced over the longer term.

Some PPP projects have included investments in deterrence as well as prevention. The National Motor Vehicle Theft Reduction Strategy (NMVTRS) pioneered in Australia and currently funded by a partnership between national, state or territory level governments and the insurance and recycling industries,³³ combines upscaled police surveillance/monitoring, better anti-theft information made available to drivers and others and an education and training project designed to provide young car thieves with conventional employment skills in an effort to break the cycle of vehicle theft (the *U Turn Programme*).

Second-generation PPPs

Community-focused PPPs (which use a variety of approaches to preventing crime and violence, including addressing some of the causal factors), and associations which jointly support innovative or pilot projects, undertake research and promote crime prevention measures, tend to possess a strong element of corporate social responsibility and a shared understanding of the nature of urban development. These can be considered “second-generation” PPPs.

A recent report on 16 case studies of ‘successful’ PPPs in Brazil describes four categories of PPP:³⁴

- PPPs which provide general support for institutions interested in community safety and security policies;
- PPPs which support projects aimed at creating alternative approaches and services;
- PPPs engaged in crime prevention initiatives and efforts to develop a culture of peace and lawfulness; and
- PPPs involved in prevention projects in neighborhoods with high crime rates.

The above study, by the Brazilian Forum on Public Safety, received financial support from the private sector.

33. See Capobianco, (2005). *op.cit.* and ICPC. (2005). *Urban Crime Prevention & Youth at Risk: Compendium of promising practices and programmes from around the world*. Montreal: ICPC.

34. Fórum Brasileiro de Segurança Pública.(2010). *Participação do Setor Privado na Segurança Pública no Brasil*. São Paulo: Fórum Brasileiro de Segurança Pública.

Lack of systematic integration in project evaluation

Despite the expanded use of the public-private partnership concept, relatively little is known of the outcomes and influence of PPPs and CSR in terms of their capacity to reduce crime or to have a positive impact on other social areas.

In a recent review of PPPs between the police and private sector entities aimed at crime reduction in Australia, the authors concluded that while successful partnerships were of benefit to both parties they nevertheless demanded a high level of mutual respect, confidentiality, information-sharing and agreement on common goals. Interestingly, they also concluded that Memorandums of Understanding or contracts were not always essential components of a successful PPP arrangement, and that the different 'powers' possessed by the partners were not necessarily an obstacle to a good working relationship.³⁵ The same authors observed that, in general, few PPP practitioners were able to provide information regarding their impact on actual crime reduction. This is a common problem, since many partnerships tend to focus more on maintaining good relations with the other parties in the arrangement, and securing quick results, rather than assembling good quality data enabling them to track outcomes and impacts over time.

This dearth of monitoring and evaluation by PPPs is not universal. In the United States, for example, a 3-year long evaluation (funded by a large chain store) of the performance of a PPP involving local police, businessmen and community leaders³⁶ with a remit to increase security in and around 'safe city' areas in four American towns, including dealing with shoplifting and other crimes in retail stores, was based on the principles of situational crime prevention.³⁷ This impact evaluation found that success resulted from the fact that the partnership in question had undertaken a prior thorough analysis of criminality in the selected areas and employed a planned approach to solving the problems detected there. As a result, changes were noted in personal safety perceptions in and around all the four areas studied, as well as cost-effective reductions in crime in two of them.

35. Prenzier, T & Sarre, R. [2010]. *Public-private crime prevention partnerships in Australia: Progress Report*. Presentation to CEPS International Conference, Canberra Australia, 7-8 October 2010.

36. La Vigne, N.G., Owens, C. & Hetrick, S.S. (2009). *Evaluation of Target's Safe City Initiative*. Washington: National Institute of Justice, Office of Justice Programs, US Department of Justice.

37. Situational crime prevention (SCP) seeks to reduce the number of crime events by focusing on limiting the opportunities for crime to occur. According to this approach, three elements must be present for a crime to occur: an available and suitable target; a motivated offender; and no authority figure to prevent the crime from happening.

Some trends in projects in Latin America

In 2010, the Brazilian *Instituto Sou da Paz* undertook a study of 46 crime and violence prevention projects (with private sector participation) in seven Latin American countries. The main conclusions were:

- Cash donations represent the most common form of private business sector participation, accompanied or not by more active involvement. Of the 46 projects studied, 45 receive private sector funding as well as, in some cases, money from governments, international organizations, etc.
- Of the three types of participation (direct, indirect and mixed³⁸) the most common is mixed participation, involving both funding and active participation by donor firms in projects.
- Firms most likely to suffer the effects of crime are more inclined to engage in projects.
- Companies prefer to donate resources to nongovernmental organizations. In these cases, however, it is unclear whether funding is earmarked by firms for specific projects or whether firms also fund NGOs 'institutionally' (i.e. with NGOs disposing of the funds in any way they deem appropriate, rather than investing resources in specific named projects).
- Firms prefer to participate in projects implemented by civil society organizations.
- Firms place special emphasis on projects directed at citizen empowerment in specific communities and among young people.
- Communities, young people and the police are generally the major beneficiaries of projects supported by private firms in Latin America.
- The 46 crime prevention projects reviewed paid scant regard to adolescent offenders and ex-prisoners. This finding suggests that firms generally invest in primary and secondary prevention projects (focusing on vulnerable target audiences not yet directly involved in violent activities), and that 'tertiary' prevention projects (for groups already involved in or affected by crime and violence) are still short of investment.
- In all the countries studied the most commonly-used action strategies consist of mobilization, coordination, local intervention, education and training.
- It is not surprising that most projects operate at the local level, given the ready availability of local intervention strategies.

38. Refers to the way in which a firm engages in the implementation of a prevention project. See definition in Chapter II of the Guide.

CHAPTER II

HOW CAN THE PRIVATE SECTOR PARTICIPATE IN CRIME AND VIOLENCE PREVENTION?

THIS CHAPTER describes a series of possible ways in which the private sector can invest in crime and violence prevention initiatives. The different forms of participation and main features of projects supported by the private sector are based upon an analysis and categorization of experiences identified in different countries around the world.

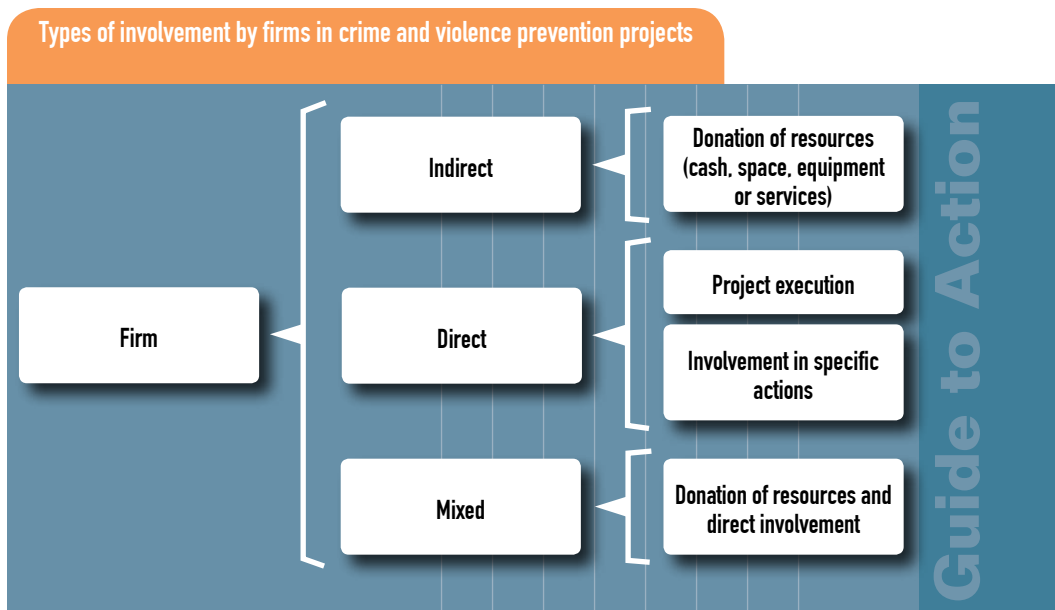
The aim is to present examples of ideas and tools which could be useful to firms of different sizes and types and to show ways in which they could become involved in activities related to community security and violence prevention.

The chapter is divided into three sections. Section 1 outlines the opportunities available for firms to participate in relevant crime prevention initiatives, and the main potential partners of the participating firms. It also lists key project features: approaches, strategies and beneficiaries. Section 2 contains practical advice for firms aimed at helping them to decide how and where to participate. Section 3 is a summary of the main challenges facing private sector participation in prevention initiatives and ways to overcome them.

Types of private sector involvement in prevention

Levels of participation

Private sector involvement in preventing crime and violence can be indirect, direct or mixed, as shown in the following chart:



Indirect participation

Indirect participation of the private sector in initiatives to prevent crime and violence involves firms donating resources (money, space, equipment or services) for projects executed by the public sector (public entities or trust funds), by civil society organizations (NGOs, foundations, institutes or associations), or by a group of firms acting jointly. The term also refers to arrangements where the private sector provides resources without earmarking them for specific projects.

Example

Lagos State Security Trust Fund – a public private partnership for the improvement of security in Lagos State, Nigeria

The Lagos State Security Trust Fund was created in 2007 as a public-private partnership within the framework of a comprehensive crime control and prevention strategy. The Fund seeks to capture resources from government, private sector and ordinary people in order to improve the operational capacities of the State security agencies. The Fund's steering committee, consisting

largely of private sector individuals, is obliged to produce regular statements of account for public scrutiny.

The role of the Fund is to respond to the shortage of resources and to crime/security levels and to promote economic and social development. To date it has assisted with improving the performance of community-based watch patrols and initiated a series of community meetings at City Hall intended to promote heightened interaction and involvement in security issues.

For more information: <http://www.lagosstatesecuritytrustfund.org/>

Direct Participation

Direct private sector involvement involves firms that do not donate resources but are actively involved in projects, executing them or participating in at least some stages of the work. This is an uncommon form of participation, since in most cases of active private sector involvement in projects the firms also help to finance or make other resources available.

Direct participation frequently involves firms concentrating on specific areas and activities, such as offering jobs or training courses, monitoring the progress and outcomes of projects in which they are involved, participating in public policy and community meetings and engaging with groups of other private sector stakeholders interested in crime and violence prevention.

The aforementioned jobs and training courses are sometimes offered to people in priority groups such as prisoners, former prisoners and young offenders, providing the firms are not required to make cash donations.

Example

Project Começar Novo (New Start Project), Brazil

This project, conceived by the National Council of Justice (NCJ), promotes the reduction of recidivism by providing training opportunities to former prison inmates, people serving alternative sentences and adolescent

offenders, with the aim of reintegrating such people into the labor force. The project's remit requires the NCJ to form partnerships with public bodies, NGOs and private sector firms. The project data bank contains information on courses run by, for instance, the Brazilian Banking Federation (FEBRABAN), and sports clubs, such as the Corinthians, São Paulo and Santos Football Clubs.

For more information:

<http://www.cnj.jus.br/programas-de-aaz/detentos-e-ex-detentos/pj-comecar-de-novo>

Mixed participation

Mixed participation, involving firms that both donate resources and actively participate in projects, is the most common and comprehensive form of participation. While the private sector contributes financially to a project, it can also help in different ways to implement it. Firms are thus in a position to place financial and other expertise at the service of a selected project or projects.

Example

Stop Sex Trafficking of Children and Young People (Body Shop & ECPAT campaign against trafficking in children for sexual exploitation), UK/Global

In 2007, the Body Shop company and the nongovernmental organization ECPAT joined forces to launch a global campaign against child trafficking. Based on ECPAT's extensive network and Body Shop's ability to reach out to its large customer base, this initiative combines the unrivalled marketing and communication skills of a well-known

international company with the technical expertise of an organization dedicated to safeguarding children's rights.

The campaign includes the sale of a hand cream (*Soft Hands Kind Heart*), the profits from which are funneled into direct support for child victims of trafficking, for public awareness campaigns and for deploying a variety of other ECPAT programs throughout the world (research, advocacy, training, support for children, construction of special hostels, etc).

For more information:

http://www.thebodyshop.com/_en/_ww/values-campaigns/trafficking.aspx?

As with direct participation, firms that fall into the "mixed" PPP category can make their contribution by implementing a particular project and/or by participating in specific aspects of it.

A firm implements a project

Example

Joint licensing of liquor sales: Terrasses Bonsecours and Femmes et Villes International, Canada

Terrasses Bonsecours (TB) is a nightclub, disco, bar and restaurant open in summer on the quays of the Old Port of Montreal. Behind the main building a separate warehouse can be used as a venue for parties and other events. *Terrasses Bonsecours* linked up (through a joint license to dispense alcohol) with an organization called *Femmes et Villes International* (FVI), which specializes in women's safety.

Terrasses Bonsecours is located in a remote area, and staff are obliged to walk some distance before reaching the main avenue to access public transportation or their vehicles. Realizing that this was not a safe environment for women on their way home, FVI and TB together decided to improve security by purchasing golf carts to accompany the women to bus or taxi ranks, or to their own cars parked in the area. FVI is active in the media and provides technical assistance with a view to increasing public awareness of issues related to women's safety. TB and FVI are joint partners in the organization of summer fundraising events, with FVI receiving donations from sales at the events.

For more information: <http://www.femmesetvilles.org>

A firm's involvement in a specific project

A firm can participate in several ways:

- **The firm provides job training or courses** for key target groups (ex-prisoners, adolescent offenders and their relatives, youngsters from vulnerable communities, etc).

Example

Cybercap, Canada

Cybercap is an NGO with a remit to help young people at risk to return to school or work after providing them with opportunities to improve personal, professional and social skills through training in multimedia techniques.

Cybercap collaborates with a number of private sector stakeholders, such as Microsoft Canada, TQS Television, Caisse Populaire Desjardins, Radio Canada and Ubisoft, which supply computers and other materials and organize internships.

For more information: <http://www.cybercap.qc.ca>

- **Promotion of corporate volunteering.** A firm encourages its employees to participate in crime and violence prevention projects.

Example

Praças da Paz SulAmérica (SulAmérica Peace Parks), Brazil

Developed in São Paulo by the *Instituto Sou da Paz* in collaboration with the insurance company *SulAmérica Seguros do Brazil*, this project targets young people from poor neighborhoods, promoting the rehabilitation

and peaceful occupation of public spaces and parks in vulnerable areas of São Paulo as part of a violence prevention strategy. SulAmérica Seguros has from the beginning encouraged its own employees to volunteer their services for this project, participating at specific project stages, such as joining the planting campaign in the Lajeado neighborhood and placing the first commemorative stone in Brasilândia Square.

For more information: <http://www.soudapaz.org/pracasdapazsulamerica>

- **Participation in public policy debates.** Involves representatives of firms attending debates or discussions on public policies aimed at crime prevention. Discussions take place at venues such as the City's Legislative Assembly and at meetings of the various committees or community safety steering groups. In this way firms are uniquely placed to present their concerns and problems about community safety, contribute to prevention control activities by the communities and authorities and bring to local initiatives a range of expertise and knowledge about project management, priority-targeting methods, and so on.

Example

Bogotá Como Vamos? (Bogota, how are we doing?), Colombia

Bogotá Como Vamos is the result of an institutional partnership between the El Tiempo publishing house, the Corona Foundation and the Bogotá Chamber of Commerce.

The main idea of the partnership is to promote effective and transparent governance through the organization of discussions and debates on security and other public policies, and to influence government

in a number of ways, for instance by holding the city's authorities to account and encouraging them to generate the information required for that rendering of accounts, which is then examined closely by experts and members of the community in the interests of efficient and transparent public management. This project is keen to develop strategic partnerships with a view to improving quality of life, providing opportunities for debate and disseminating knowledge as a basis for underpinning the efforts and resources of those responsible for the city of Bogotá.

For more information: www.bogotacomovamos.org

- **Participation in business alliances.** Involves firms acting together in groups to work toward improvements in community safety. Some examples are projects implemented or actively supported by Chambers of Commerce, sports associations or Industry Federations.

Example

**Observatorio del Delito
(Crime Observatory), Mexico**

The Employers' Confederation of the Mexican Republic (COPARMEX), anxious to improve the security environment of its members' business premises and attract new investment, proposed the creation of a national network

of Crime Observatories (monitoring centers) in cooperation with the United Nations Office on Drugs and Crime (UNODC), with a view to pooling the efforts of citizens to enhance the safety of communities by identifying opportunities and best practices. The proposal was successful and crime monitoring centers (observatories) now exist in each Mexican state, forming part of a comprehensive network.

For more information: [www.coparmex.org.mx/upload/comisionesDocs/PPT%20oficial%20Observatorio%20del%20Delito_290307.ppt#277,3,Objective GENERAL](http://www.coparmex.org.mx/upload/comisionesDocs/PPT%20oficial%20Observatorio%20del%20Delito_290307.ppt#277,3,Objective%20GENERAL)

- **Firms attending community gatherings.** Firm's representatives participate in meetings of neighborhood associations, religious organizations, local community safety councils and advisory boards, and so on, to discuss ways of preventing crime in the communities.

Example

**Fútbol por la Paz (Football for Peace),
Colombia**

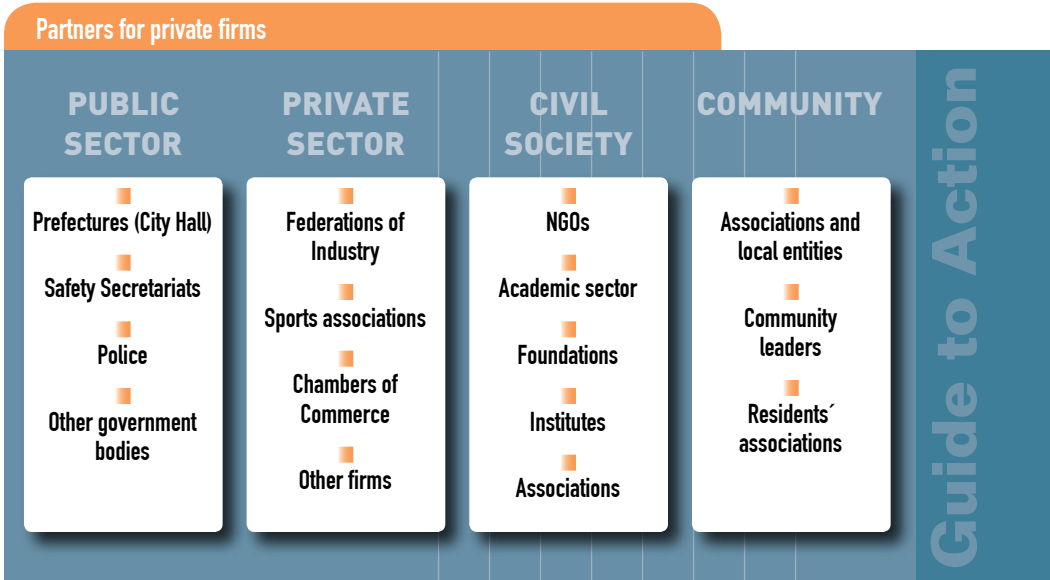
The Colombian Football for Peace Project seeks to strengthen peaceful coexistence and promote gender equality in the neighborhood

surrounding the Indupalma company. This firm supports the project and regularly sends representatives to community meetings and to a Mediation Committee to monitor project progress.

For more information: <http://www.indupalma.com/contenido/contenido.aspx?catID=6&conID=37aspx?catID=6&conID=37>

Partners for private firms

The diagram below indicates the stakeholders (public/private sector, civil society, community associations and groups) that firms can partner with to develop crime and violence prevention initiatives.



Public Sector

Municipal authorities (city halls), official community safety departments or secretariats, police forces or other government institutions are examples of public bodies that could be ideal partners for the private sector in efforts to curb crime and violence. For instance, a local authority might suggest conducting a crime prevention audit with the support of a local firm. Local firms might also choose to contribute to Community Safety Funds. A further initiative might be to assist the public sector by financing the repair and rehabilitation of parks and other public spaces (channeling resources through the respective local government departments).

Highlight: Local community safety or associated Funds are earmarked by law for specific purposes. Such funds are generally disbursed on the basis of project execution plans prepared and approved by a fund manager or Fund Steering Committee (usually comprising official and unofficial representatives, and created specifically for each fund). The funds have no legal status, nor are they institutions or entities. Although the Steering Committee can decide autonomously how the monies are disbursed, it is answerable, in the final analysis, to the public authority.

Example

Partnership Opportunities Legacy (POL) Fund, Canada

The City of Toronto's Partnership Opportunities Legacy (POL) Fund was created within the framework of the city's Community Safety Plan to build new or improve existing community facilities identified by residents as having a potentially positive impact on their neighborhoods. These facilities include football

and basketball courts, youth program spaces, community hubs, and so on, located in Toronto's under-served neighborhoods.

For every one dollar City Hall committed in 2008 to the POL Fund, around \$1.90 was provided in additional funds by private sector partnerships (small and large businesses, foundations, etc) and other public agencies (provincial and federal).

For more information: <http://www.toronto.ca/nan/about/pol.htm>

Private Sector

Partnerships aimed at developing initiatives to prevent crime and violence can be formed around a group of firms such as a Federation of Industries, a sports or recreation association, Chambers of Commerce, and firms operating in the same territory. In many cases, such coalitions of different private stakeholders, focusing efforts on specific territories, view the public sector as a 'natural partner'.

Example

The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism, Global

This is a socially responsible tourism initiative that seeks to increase protection for children exposed to sex tourism and other phenomena related to child sexual exploitation.

The *Code* is a voluntary system for preventing child sex tourism and aims to engage the tourism industry to implement standard

measures along the supply chain (from countries of origin to destination) and raise travelers' awareness of the crime. Around 960 hotels, travel agents and tour operators have formally adhered to it in over 40 countries in Europe, Asia, Africa and the Americas.

Companies and organizations which acknowledge the Code undertake to implement a series of awareness-raising and training measures for their staffs and to provide annual accountability statements.

For more information: <http://www.thecode.org/>

Civil society

Formally established institutions, such as NGOs, foundations, institutes or associations, – may be useful allies for the private sector. Most private sector participation in crime and violence prevention efforts is achieved through a partnership with another civil society institution. Several examples chosen from the projects studied in this Guide fall into this category.

Example

Paz Activa and Paz Educa (Active Peace and Education for Peace), Chile

Chile, which undertakes the *Paz Activa* projects aimed at preventing crime in vulnerable neighborhoods, and the *Paz Educa* projects designed to reduce violence in schools.

Banco Santander and PricewaterhouseCoopers fund the Citizens for Peace Foundation of

For more information: http://www.pazciudadana.cl/at_prevenccion_barrios_pactiva.html
http://www.pazciudadana.cl/at_prevenccion_escuelas_educa.html

Highlight: The Community

The community (local neighborhood associations or groups, community leaders, health centers, schools) is an essential partner in all aspects of crime prevention. Local people who live and work in the community and are familiar with the everyday dynamics of a place are an excellent source of information for anyone keen to understand crime and violence problems in a given locality.

Community involvement at both the project design and implementation stages increases the chances of a project being successful and sustainable.

Community participation is a vital component regardless of how a given project is executed and it is important to create appropriate mechanisms, starting with community meetings, to ensure participation by all the local stakeholders.

Objectives, beneficiaries and project strategies

This section describes the objectives, types of beneficiaries and the strategies of the projects analyzed in the course of preparing this Guide. It is worth noting that a project may have more than one objective, different action strategies or more than one group of beneficiaries. In short, it can be a combination of several approaches and features.

Note also that the scope of projects can be local (aimed at changing the situation in a given neighborhood, district or its surrounding area) or may have a wider area of intended impact – municipal, metropolitan, state/provincial/departmental, national or even international. It is important to take this into account when defining the objectives, strategies and beneficiaries of a particular project.

Focus of the Project

Once a firm has taken a decision to participate in a crime and violence prevention project, an essential first step is to learn how the project proposes to tackle the various problems and challenges presented. It is vital for the project theme to make sense for the company and that any activities undertaken show the firm in a good light internally and externally. It is also important that project activities allow conclusions and lessons to be drawn, especially for the community or beneficiary target group.

Highlight: Given that a project may have more than one objective, it is important for a private sector firm to have a clear understanding of its objectives so that the project can be designed and implemented in the best possible way.

The following chart presents some of the objectives identified in the projects reviewed for this Guide.

Focus of the project

- Prevent crimes against property
- Prevent crimes against persons
- Promote a culture of peace
- Foster empowerment and citizenship
- Improve public spaces
- Boost income generation, microcredit and formation of cooperatives
- Create and support security observatories
- Improve community safety services
- Support the media and communication activities
- Prevent school violence

The following are examples of possible approaches to crime and violence prevention projects:

- **Prevention of crimes against property.** Initiatives to prevent crimes against property (burglary, theft, vandalism). Firms frequently choose this approach because property crimes can seriously affect premises, employees and commercial reputations.

Example

Ação na Linha (Action on Line), Brazil

The *Ação na Linha* project was established in the state of São Paulo to try to solve the problem of copper wire theft.

This type of theft often occurs in old abandoned, dilapidated, sites rarely visited by ordinary people who are frightened by the unsafe environment. After various failed strategies to curb the problem of wire theft in such places, the local telephone company (Telefónica) sought the help of its social branch, the *Telefónica Foundation*, and the NGO *Instituto Sou da Paz* to design a project with an innovative alternative approach.

For more information: <http://www.soudapaz.org/acaonalinha>

- **Prevention of crimes against persons.** Initiatives to prevent violence against persons (murder, rape, physical injury, kidnapping, human trafficking).

Example

Prevention and Assistance to Survivors of Trafficking (PAST), India

The International Organization for Migration (IOM) has launched a series of public-private partnerships in India to bring together representatives of the private sector, government and civil society to jointly develop rehabilitation programs targeted at survivors of human trafficking by developing skills and better job opportunities as a way of helping to prevent human trafficking and providing direct assistance to victims.

This PPP partnership model has led to the establishment of a number of enterprises such as Nestlé Amul Food outlets, gift shops and cybercafés, the Xpress Coffee Day,

clothes shops, tourist agencies and vehicle hire facilities. The IOM has also supported the setting-up of businesses such as the Easy Shoppe Minimarket and a local laundromat in Goa called Swift Wash, sponsored by various firms and by Goa's Chamber of Commerce and Industry. The IOM, together with the Indian Industry Conference, also currently provides training courses in janitorial services and retail food and beverage selling. Since 2003, the PPP activities have made inroads into the prevention of human trafficking and rehabilitation of survivors by providing opportunities for employment and economically sustainable lifestyles. PPPs have been established between more than 20 firms and civil society organizations, benefiting around 600 survivors of human trafficking in India.

For more information: www.iom.int

- **Promoting a culture of peace.** Initiatives to promote a culture of peace by, for instance, training peace culture multipliers, organizing courses in communication skills, nonviolent action etc.

Example

Cultura de Paz (Culture of Peace), Colombia

The VallenPaz Corporation, a private non-profit organization dedicated to 'peace through human development', assists human, social and economic development processes among the small farmers of southwestern Colombia, the region hardest hit by violent conflict.

The Corporation also sponsors a Life Skills Program (for teachers, parents and children) in educational institutions aimed at restoring peace in the territories and communities most affected by violence and armed conflict, and encouraging "non-violent action and the consolidation of peace".

For more information: <http://www.vallenpaz.org.co/>

- **Promoting empowerment and citizenship.** Projects that seek to empower people (through workshops, seminars, training courses, and so on) with a view to encouraging and strengthening their participation in society. Such projects focus on providing support for a community or a particular group to develop its capacity to overcome obstacles and avoid engaging in crime and violence.

Example

Remix Project, Canada

This project was founded in 2006 to help young people with limited opportunities to transform their talents into a viable source of income, providing job opportunities and keeping them away from crime.

Young people who participate in the Remix Project are selected on the basis of their needs, talent, creativity and dynamism. Remix staff help to identify participants' goals and develop a 6-month personal action plan. Participants can also benefit

from the support of a professional mentor from the industry and access internships in different companies, obtain financial support or study credits and follow up opportunities for expanding professional networks. The program also helps youngsters with their artistic projects by donating quality equipment and materials (recording studios, photo labs, etc).

The project receives support from a number of private sector firms which provide professional internships, advertising or financial and material support for young people wishing to resume their studies.

For more information: <http://theremixproject.ca/site/>

- **Improvement of public spaces.** Initiatives that seek to recover and generate community ownership of parks and other public spaces. The condition of such public spaces and the use to which they are put has a powerful influence in terms of situational violence and people's sense of security.

Example

Plan Maestro de Alumbrado Público (Street Lighting Master Plan), Chile

The Public Lighting Master Plan Project was implemented in 2006 by Chilectra, Chile's electricity distribution company. With the master plan, Chilectra expanded its role from straightforward power distributor to a provider of services in the public domain concerned with the design, safety,

efficiency and rehabilitation of public spaces for community use and enjoyment. The project aims to reclaim urban space through contributing to its architectural design, with a view to rendering it safer and more attractive for the inhabitants of a chosen locality. In 2006, for example, all the public lighting installations over seven years old were replaced in the community of Lo Prado in Santiago, following the precepts of Crime Prevention Through Environmental Design (CPTED).

For more information: http://206.49.219.106/medios/municipios/Present_V_Semin/02_ClaudioInzunza_Chilectra.pdf

- **Providing incentives for income generation through access to micro-credit and cooperatives.** These initiatives are designed to provide better opportunities through income generation and microcredit projects and to encourage the formation of cooperatives. Economic development is a key component of efforts to deal with crime and violence. Fostering economic independence (especially that of young people) enhances prospects for social integration.

Example

Project Doncel (Doncel Project), Argentina

The Doncel Project is a social inclusion project aimed at young people aged 17-21 living in institutions in Argentina. The project seeks to guarantee the rights of, and increase social and professional opportunities for,

young people, by promoting and developing joint (public and private sector) social responsibility activities.

The program runs inter alia a network offering job opportunities and vocational training, in the expectation of empowering young people to cope better with life outside the institution where they currently live.

For more information: <http://www.amartya-ar.net/proyectos.htm>

- **Creation and support of safety monitoring centers (“safety observatories”).** This is an initiative aimed at collecting and analyzing data about all aspects of community safety given that effective action in the area of public safety requires valid assessments of the range of situations to be addressed. Crime and violence prevention requires solid investment in projects that generate data to assist problem diagnosis and monitor the progress of programs and projects.

Example

Observatorio de Seguridad (Safety Observatory), Colombia

The Safety Observatory is an initiative of the Bogotá Chamber of Commerce aimed at analyzing the security situation in the city of Bogotá and the Cundinamarca region and supporting activities undertaken by the local authorities to reduce and prevent crime. Another task of the Observatory is to propose new activities in the crime reduction/prevention area and channel relevant information to the business sector, public and private agencies and stakeholders in

general. The Observatory examines and analyzes objective variables (statistics of the more serious crimes) and subjective variables (by conducting perception and victimization surveys) related to the security situation in the city and the surrounding region.

The Observatory publishes a regular newsletter containing specialist material on safety and security-related articles, including articles on best national and international practices. In this way, it serves as a useful tool for shaping the design of public policies and strategies for reducing and preventing crime in the city and environs.

For more information:
<http://camara.ccb.org.co/contenido/contenido.aspx?catID=126&conID=6574>

- **Improving community safety services.** Initiatives aimed at improving community safety delivery in general, such as upgrading methods for identifying criminal suspects, establishing laboratories for DNA analysis and evidence exchange, constructing databases to be shared between security forces, improving police working conditions and performance, and so on. Investing in improving police and security force performance is a highly effective way of helping to curb crime.

Example

Business Against Crime, South Africa

Business Against Crime South Africa (BAC) was founded in 1996. As a professional organization composed of South African business leaders, BAC works with the police at national and local level to help improve the

effectiveness of their response to certain types of crimes, to increase the service offered by police stations and to expand victim support schemes. BAC is also active in proposing the more efficient use of technical resources in crime investigations and implementing crime prevention programs in schools.

For more information: <http://www.bac.org.za/>

- **Support for media and communications activities.** Initiatives aimed at improving the capacity of the media to address issues of violence and community safety, to raise awareness and to have a positive impact on violent behavior through better communication strategies.

Example

***Todos contra la Violencia* (All against violence), El Salvador**

La Prensa Gráfica, one of the largest media conglomerates in El Salvador, published a *Guide to media treatment of violence* in 2005 based on a wide ranging consultation on how the issue should best be dealt with by the media.

The proposals were subsequently implemented in all sections of the newspaper and in May of the same year Prensa Gráfica brought out a 188-page, black and white edition to mark the change in the media approach to the subject of violence, emphasizing the need to avoid violent language or images, to treat everyone with respect and refrain from stigmatizing either victims or perpetrators of violence.

For more information:

<http://www.laprensagrafica.com/el-salvador/social/35739--todos-contra-la-violencia.html>

- **Preventing school violence.** Initiatives focused on preventing violence in and around schools.

Example

“Fairness brings more” – school mediation in Oldenburg, Germany

This initiative, a public-private partnership with local firms and business people, consists of training teachers as school mediators, and students as peer mediators, with a view

to establishing an active culture of ‘conflict management through mediation’. The initiative in Oldenburg has three main operational goals: training teachers and social workers as school mediators; training pupils as peer-mediators; and developing a support program for schools to use mediation as a tool for combating violence.

For more information: <http://www.praeventionsrat-oldenburg.de>

Beneficiaries of the projects

Initiatives designed to prevent crime and violence supported by the private sector may have different target audiences – children, young adults, police, etc. – and it is possible for a project to focus on various groups simultaneously.

Beneficiaries of the projects

- Children
- Local communities
- Police
- Young people at risk
- Adolescents and young offenders
- Ex-prisoners

Another important step is to define a target audience for a particular crime and violence prevention project. The groups listed below are top priority given that they are the most vulnerable to violence or have a direct role in community safety activities:

- **Children.** Initiatives that target children can involve an entire community or school, but mainly focus on the welfare of children. Workshops on family violence and conflict mitigation can be run during school hours or after school and private visits can be arranged to the homes of children.

Example

National Crime Prevention Council, USA

The National Crime Prevention Council is one of the largest and oldest crime prevention agencies in the United States. Corporations and associate partners support a variety of projects and the development of a range of strategic and innovative programs.

Between 2001 and 2010, one of the Council's key objectives was to develop and promote programs to enable families and communities to create healthy and safe environments for children. This involved preventing crime, violence and drug abuse inter alia by encouraging young people to help build homes, schools and safer communities. Adults also participated in the programs, developing useful skills for preventing crime and violence.

For more information: <http://www.ncpc.org/>

- **Local communities.** The project aims to benefit an entire community.

Example

Residents for a Safer Environment Project in Fairfield City (RISE), Australia

During the 1990's the City of Fairfield implemented the *Residents for a safer environment* (RISE) project, which included community development and physical improvement components.

The RISE project was created jointly by the insurance firm *National Roads and Motorists Association* (NRMA) and the City of Fairfield as a subcomponent of a program of broader social and community development already underway, which included addressing the

conditions associated with crime, particularly residence burglaries and car theft. NRMA committed to providing a 3-year tranche of funding for community development activities identified by residents as priorities. Two types of RISE projects emerged: one to respond to the needs of young adults and children (psychosocial support, community recreation programs and assistance with finding employment); and a second group of projects designed to create resources and support networks in the community as a whole [the latter included, for example, women's associations, craft workshops, language tuition classes, etc.].

For more information: <http://www.fairfieldcity.nsw.gov.au/>

- **Police.** Projects targeted at the police or public security forces.

Example

***Papo de Responsa* (Talking about responsibility), Brazil**

This scheme was the result of an agreement between the Civil Police of Rio de Janeiro and the AfroReggae Cultural Group. The project seeks to promote dialogue between

the police and residents (particularly young people) of the communities where the former operate. Police officers have an opportunity to listen to local communities and deconstruct stereotypes, while people are able to meet police officers and gain a better understanding of their work and its attendant risks and problems.

For more information: www.afroreggae.org/

- **Youth at risk.** Initiatives aimed at benefiting young people at risk and experiencing social vulnerability and who have not been involved in more serious problems of violence and crime.

Example

***Sistema de Formación de Animadores Juveniles Comunitarios* (Community Youth Leaders Training Scheme), Argentina**

This project aims to empower disadvantaged youngsters, as well as youth groups and organizations, by supplying them with the requisite skills to serve as community leaders. The

project seeks to enhance the social and political commitment of participants and to train them to lead cultural development activities in their own communities.

The program is run by the SES social organization, funded by the Avina Foundation and the Ministry of Human Development of the Province of Buenos Aires. It receives support from a number of public and private organizations.

For more information: www.fundses.org.ar/pformaciondeanimadores.html

- **Adolescents and young offenders.** Initiatives targeted at adolescents and young adult offenders, either with criminal records or involved in gangs or other violent groups.

Example

Comunidad en Libertad Asistida (Assisted Freedom Community), Mexico

This project, managed by the Reintegra Foundation and funded by the private sector and other partners, espouses family, educational and social intervention with the aim of preventing recidivism and providing other types of support for young offenders.

The Adolescent Educational Program offers the opportunity for youngsters to study for the INEA BA degree or to become involved in computer, human development, fitness, theatre and audiovisual production workshops, community activities, as well as individual, group or family psychotherapy sessions. The Family Program also offers the INEA/ BA, human development workshops, community activities and individual and family psychotherapy.

For more information: <http://www.reintegra.org.mx/>

- **Ex-prisoners.** Projects to benefit specific groups

Example

Regresso Project (Offender Re-entry Project), Brazil

The project aims to create jobs in firms for former prisoners, and to provide professional and other training by partner institutions of the FIEMG (Minas Gerais Federation of Industries) such as SESI and SENAI. Firms are called upon to set aside at least one job and no more than 5% of staff on the

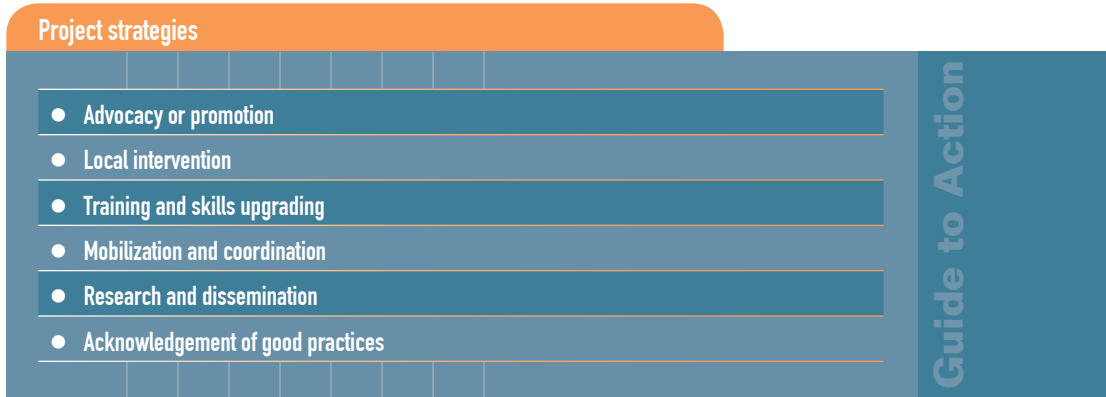
payroll to former inmates. In exchange, the firms receive quarterly payments equivalent to two minimum wages for two years, for each such employee hired.

Selection of candidates is done by the firms themselves and the rules governing the former inmates' performance at work are the same as for other workers. These include the possibility for the firm to dismiss the employee if he fails to come up to expectations.

For more information: <http://minaspelapaz.org.br/projetos.php?id=1>

Project strategies

Some project strategies for crime and violence prevention are listed in the following diagram:



Projects to prevent crime and violence need to adopt action strategies to achieve the objectives and hoped-for results. Choosing a strategy is part of the process of designing a project. Each project can have one or more strategies.

A number of possible project strategies exist. Some of the strategies identified in the course of preparation of this Guide are briefly described below (details in Chapter IV).

- **Advocacy or promotion.** The project aims to put pressure on public authorities to develop policies and/or to allocate resources to prevention projects. This project also seeks to provide the appropriate tools for civil society to be in a position to demand such policies.

Example

Crime Concern, United Kingdom

Crime Concern UK, created in 1988, specializes in community safety for the public sector, assisting efforts by the Home Office (Interior Ministry), the police and local authorities to reduce crime and create safer communities. Crime Concern works systematically at different levels with the private sector and the community in an innovative way to tackle crime and insecurity and to educate its members and the community about crime and violence prevention.

Over the past twenty years, Crime Concern has increased in size and influence, having played a leading role in major initiatives such as *Neighborhood Watch*, *Safer Cities* programs, victim support programs, youth inclusion schemes and the *Crime and Disorder Act 1998*. Each of these initiatives involved systematic collaboration with the private sector.

Crime Concern has worked with different departmental agencies to strengthen more than 150 "crime prevention roundtables", in which the private sector also participated on a regular basis.

For more information: <http://www.catch-22.org.uk/Crime-Concern>

- **Local intervention.** The project targets a specific territory, seeking to promote the development of a particular community affected by violence or to reduce the factors that make the community more vulnerable.

Example

Comunitária Ação Chácara Santo Antônio (Santo Antônio Finca Community Action), Brazil

This project is an initiative conceived by a group of firms in the Chacara Santo Antônio (a neighborhood in the city of São Paulo), convinced that the best way to deal with the crime plaguing the area was through joint action. The American Chamber of Commerce (AMCHAM) coordinated the preparation and execution of the project, assembling security data from local businesses, schools,

community associations and commercial concerns, private security firms and the Military and Civil Police. The project created a prominent, well-equipped and trained uniformed private security team, which operates in conjunction with the security guards employed by local businesses and residential condominiums. The Military Police also send officers to patrol the area. An executive steering unit is responsible for disseminating information to the police and businesses in the area and for overseeing security developments. Project costs are borne by the participating firms.

For more information: <http://www.chacarasantoantonio.org.br>

- **Education and training.** The project provides training in crime and violence prevention for priority groups including the police, young people and former prisoners. The courses deal with education, culture and sports, and provide training for people to access the jobs market.

Example

Belize Bridge Project, Guatemala

In the *Belize Bridge Project* in Guatemala, the partner firm Koramsa (textile industry) provides jobs for young people living in areas experiencing high crime rates. To merit selection, young people must demonstrate responsibility and interest in improving their living standards and be enrolled in a local school. While this precludes gang members

from participating in the project because they do not meet the above requirements, family members who do meet them are eligible to be hired, as has indeed happened.

The project basically offers young people the opportunity to enter the labor market as an alternative to crime. It also highlights the value to young people of education, responsibility and commitment.

For more information: <http://puentebelice.org/>

- **Mobilization and organization.** The project aims to mobilize a wide variety of stakeholders (public sector, firms, civil society, the media) to undertake specific actions to prevent crime and violence.

Example

***Observatorio de Seguridad, Convivencia y Cultura Ciudadana* (Safety, Coexistence and Civic Culture Observatory), Colombia**

Colombia's *Safety, Coexistence and Citizen Culture Observatory* is a permanent network which provides a space for public and private actors to analyze, examine and propose courses of action to respond to events or social phenomena that affect security and peaceful coexistence.

The Observatory is now fully established as a networked system for assembling statistics on homicides, traffic accidents, domestic violence and property crimes in Palmira. It uses low-cost, institutionally-monitored, georeferenced information as a tool for defining intervention strategies by local government, justice and health authorities, under the aegis of the Mayor of Palmira.

For more information: www.osccc.org

- **Research and dissemination.** The project focuses on producing studies and disseminating pertinent data on crime prevention.

Example

Disque-Denúncia (Dial-a-Complaint), Brazil

The project aims to provide a full-time service for citizens to report information anonymously and track responses. Schemes exist in several Brazilian states – Bahia, Espírito Santo, Minas

Gerais, Pará, Pernambuco and São Paulo, with the model varying in terms of free calls, geographical coverage, payment of rewards and methods for measuring impacts and outcomes. The private sector funds the civil society organizations responsible for providing this service.

For more information: www.disquedenuncia.org.br
<http://www.ispcv.org.br/proj/dd/index.php>

- **Recognition of good practice.** The project recognizes best practices in crime and violence prevention, awarding social recognition and increasing the self-confidence of the professionals involved in promoting the adoption and replication of such practices.

Example

Polícia Prêmio Cidadã (Citizen Police Prize), Brazil

The purpose of this project, developed by the *Instituto Sou da Paz*, is to identify and reward good police practices. The award is funded by

firms and individuals interested in helping to promote and support effective performance by groups and individual officers in the communities.

For more information: <http://www.soudapaz.org/premiopoliciacidadada>

Deciding where and how to participate: practical advice

This section contains guidelines to help firms choose how to participate in prevention projects. It is divided into three parts: (i) guidelines to enable a particular firm to identify its profile and vocation and consider how best to address the problems associated with poor security; (ii) some important aspects to consider when choosing the type of security projects and initiatives; and (iii) advice and recommendations for participating firms.

How to choose which project to support?

It is important for a firm to be fully aware of its own profile and vocation when choosing a crime prevention project to support. The firm may therefore wish to take into account some of the following considerations.

What does the firm do?

A firm's business activity may be a good pointer to the type of project which is consistent with its interests. A publishing house producing school textbooks may be, for example, more interested in funding crime prevention projects for children and young people, while a cosmetics firm may be more attracted to projects which address the prevention of gender-related or domestic violence.

Is the firm the victim of a specific type of crime?

If the firm suffers from a recurring form of crime or violence it is probably anxious to find ways to prevent it. This may be the starting point for developing a broader prevention project. For example, a freight transport firm which is subject to its vehicles being hijacked might be interested in supporting projects, in cooperation with similarly-affected firms, to curb cargo theft.

What are the values that guide the firm's actions?

A private firm's values can also be a good indicator of the type of project with which it could be most appropriately associated. If the firm normally encourages its staff to participate in internal decision-making processes, it may be attracted by a project involving community participation in crime prevention. Other firms that cultivate quality service and measure customer satisfaction would be ideally placed to share their management and strategy-building expertise to support prevention projects managed by third parties, thus enhancing a project's potential impacts and outcomes.

How big is the firm?

The size of a firm can determine its capacity for action, as well as providing clues to the kind of projects which it can feasibly support. A bakery or retail store may, for example, be interested in collaborating on a small scale with local authority safety groups or becoming involved in community-based crime and violence prevention activities. A multinational firm might, on the other hand, be more attracted to projects with a global reach, supporting wider causes such as control of arms trafficking or trafficking in persons.

How far is a firm prepared to go?

The resources available to a firm in terms of money, time, goods, services, and labor are an important consideration when selecting projects to support, directly influencing the kind and level of expectation that a firm has when faced with making decisions about potential projects. If the firm's employees have no time to participate actively in a project, it may choose the "indirect" route, confining itself to donating money to credible organizations prepared to undertake projects. On the other hand, if the firm is keen to develop its own project it must be prepared to plan and set aside sufficient resources. If a firm simply supports a project but has more money to invest and can commit for a longer period of time, it may, for instance, entertain greater expectations regarding the scope and outcomes of the project and the professionalism of those who execute it. If resources are limited and participation is sporadic (donating goods or services on an occasional basis, for instance), it follows that the firm should expect a lower return on its investment.

The tables in the next section summarize the above points concerning firms' profiles and vocation.

Advice and recommendations for firms wishing to develop and support crime and violence prevention projects

Here are the key points to consider when choosing the type of project that a firm might support:

To what extent does the firm wish to participate?

As noted above, when a firm decides to participate in a crime and violence prevention project, it can donate resources (indirect), participate more actively in the project (direct), or combine both options (mixed participation). The following charts list the pros and cons of the different approaches.

If the firm **chooses to take the “indirect” route (donating funds, goods or services for projects) but does not wish to be more directly engaged...**



PROS

- The funding and other resources provided by firms are essential for project implementation. This is especially the case in projects run by community or civil society organizations.
- By linking the donation of resources to compliance with certain requirements (setting goals, tracking performance, etc.), the firm can contribute to ensuring that projects are more professionally run.



CONS

- Transferring resources to a given project can induce firms to claim that they have fully played their part, ruling out the need to make further contributions. If a firm does not participate directly in a project, fails to promote it among its employees, and is not prepared to invest substantially in it, the project may fall short of achieving its goals.
- Abrupt withdrawal of private inputs can paralyze projects. It is essential, therefore, that the firm indicate at the outset to the institution running the project the extent of the resources it is prepared to donate and for how long (and that it also faithfully fulfill its commitments).



IMPORTANT

- The firm must clarify how much it can donate and for how long.

If the firm **wishes to develop its own violence and crime prevention projects...**



PROS

- The firm will have total control at every stage and can project its own approach and quality standards onto the project.
- Since the firm is responsible for the project it will generally display a heightened interest in its success and results.



CONS

- The risk of duplicating what already exists, creating unnecessary competition and missing the opportunity to join forces with other stakeholders. The firm should only engage in projects as a sole operator in the absence of other good quality projects. In this respect it is important for the firm to be familiar with all the developments in its area of interest.
- The firm may not have trained staff or specific expertise to develop prevention projects. An 'own' project may therefore involve hiring more employees or reviewing the job descriptions of existing staff. If projects are not planned efficiently this could risk their failing to achieve the desired outcomes and being discontinued.



IMPORTANT

- Before deciding to develop its own projects, the firm must seek information about existing initiatives in its area of interest and try to gauge what value it can add by initiating a new crime and violence prevention project.
- If the firm does decide to develop its own project(s), it is important to involve other stakeholders (government agencies, other firms, NGOs, community associations, universities, etc), with a view to generating wider ownership of the project in the community, producing economies of scale and boosting the chances of the project's sustainability over time.

If the firm **wishes to participate in preventing violence and crime, providing jobs or vocational training for former prisoners, their relatives or other risk groups...**



PROS

- The private sector has greater flexibility to generate and assign jobs than the State. Firms can thus get involved in prevention activities by setting aside job vacancies for priority groups, including adolescent offenders, ex-prisoners or members of their families. Some countries have laws covering 'first job' or internship applicants, offering tax breaks and other fiscal incentives for firms prepared to hire people from these vulnerable groups.



CONS

- Permanent employees may discriminate against such people and feel threatened by this practice.



IMPORTANT

- It is important for firms to convince staff members to avoid discriminating against 'minority' employees in the workplace.

If the firm **wishes to get engaged in preventing violence and crime by participating in neighborhood community meetings...**



PROS

- Participation in community gatherings helps generate greater interaction between the firm and the local community.
- The firm can contribute much-needed resources and innovative approaches to solving local crime and violence problems.



CONS

- Community meetings can engender exaggerated expectations of assistance from the firm concerned. Where the firm is only an ad hoc contributor to a project, this could frustrate community expectations of closer interaction.



IMPORTANT

- The firm needs to verify the existence of religious organizations, community safety bodies or neighborhood associations and groups which meet to discuss local security issues.
- The firm should not aim to participate in community meetings solely for the purpose of resolving its own specific security problems. Participation should be broadbased, with efforts made to focus on the multiplicity of issues of violence and crime in the community as a whole.

If the firm **wishes to be involved in preventing violence and crime by participating in local safety advisory boards or in public policy discussions...**



PROS

- The firm can make significant contributions to strengthening public policies
- If the firm is fully familiar with public policies it can encourage social actors to assume greater control over them.



CONS

- If firms attend the meetings only irregularly, this would rule out the prospects of instilling a participative culture or of encouraging a community to have a greater say in public policy matters.



IMPORTANT

- It is important for firms to contribute to discussions in the whole range of forums dealing with security issues: the local Municipal Chamber, advisory boards, community safety funds, steering committees, and so on. The firm should take a wider view of the relevant issues and work toward promoting the security of the entire community rather than focusing solely on its own safety concerns.

If the firm **wishes to be involved in preventing violence and crime by promoting corporate volunteerism...**



PROS

- Staff members can provide valuable expertise and knowledge to the projects in which the firm is involved.
- Participation of employees in projects, albeit in an ad hoc manner, enables them to acquire knowledge and greater awareness of the issues at stake.



CONS

- A risk exists that volunteering can be seen as a flexible commitment, with staff members either side-stepping the project or participating only occasionally and with no genuine commitment.



IMPORTANT

- In order to promote corporate volunteerism, it is important for everyone in the firm to be familiar with existing crime and violence prevention projects, to learn what the needs of these projects are and to make other employees aware of the issues involved. Volunteers also need to be clear about where and how they can participate and refrain from creating unrealistic expectations in the longer term.
- Firms can encourage heightened interest in volunteerism if specific activities are organized for employees and their families. These activities can take place during working hours, encouraging the volunteers to redouble their efforts and demonstrating that the firm is prepared to commit to the project or projects in hand.

Who will implement the project?

When a firm has chosen not to directly implement a project but rather to donate resources to an existing project, or when the firm intends to develop a project in partnership with other institutions with or without experience of crime and violence issues, it should seek out its partners.

Most of the institutions implementing projects related to the prevention of crime and violence are from the public or private sectors or civil society. Public entities and civil society organizations (e.g., community bodies), often come together to coordinate prevention work. Each of these approaches has its pros and cons, summarized in the charts below, and it is important for firms to be aware of these before deciding which institution to support.

Public Sector



Partnership opportunities

Official community safety bodies, agencies responsible for the judicial system, local community safety boards and funds, other public bodies.

Partnership with the above can take the form of donations, joint projects, specific contributions, etc.



How to approach them?

- To learn the role and spheres of activity of every public institution concerned with preventing crime and violence.
- When identifying a public sector partner with which it wishes to collaborate, the firm should make contact with the prospective partner to see what kind of collaboration and action would be most appropriate for a particular project.
- Cooperation with public bodies may require fulfilling legal requirements and procedures involving contracts or other forms of administrative control. It is important for firms to be aware of, and prepared to tackle, such procedures when proposing a partnership.



PROS

- The public sector is the major provider of community safety services. Any partnership with the public sector should therefore aim at strengthening and contributing to public sector professional performance, as well as ensuring the effectiveness and continuity of the selected projects.



CONS

- Corruption, inefficiency, impunity, and police violence undermine trust in the public sector.
- Long delays in decision-making and getting projects underway, due to slow bidding processes and an excess of red tape, can discourage firms from entering into partnerships with the public sector.
- Public policies cannot be guaranteed in many cases and projects can come to a standstill due to changes of mandates or government.



IMPORTANT

- The private sector can promote the adoption and strengthening of public policies over the longer term, as well as their appropriation by different stakeholders, and help projects to survive regardless of changes of government and policy directors.
- The private sector can also contribute to evaluating and monitoring public policies, with a view to preventing corruption and creating incentives for the public sector to implement effective activities and projects.
- While public sector partnerships often require long-term objectives and commitments by the firms involved, such partnerships can generate substantial results and benefit a larger number of people.

Private Sector



Partnership opportunities

- Federation of Industries, Chambers of Commerce, sporting and recreation associations and other firms operating in the same territory.
- Partnerships can be based on participation in an existing project or the development of a 'joint' project.



How to approach them?

- Firms are advised to familiarize themselves with initiatives supported by other firms or consortia involved in the field of crime and violence prevention before deciding to partner with them. Firms should make every effort to identify the drawbacks inherent in other firms' approach to a given project or projects and carefully assess the kind of support that it is in a position to provide.
- Firms should also encourage other firms that might be interested in participating in the type of project selected.



PROS

- The private sector tends to make decisions and implement projects more quickly.
- The private sector can bring substantial know-how to projects. Accrued management expertise can be useful for helping to set key objectives, strategies, targets and monitoring and evaluation indicators.
- There is no risk that projects are abandoned due to lack of resources: the private sector is interested in seeing any project which bears its imprimatur be successful.



CONS

- Occasionally private sector firms prefer to work in isolation, rather than join forces with other institutions. It is important for firms to encourage and create inter- and intrasectoral partnerships.
- Some private firms may wish to be involved only in projects that generate short-term results or which relate to their own specific security problems. In such cases, firms' capacity for action and outreach may be severely constrained.



IMPORTANT

- It is important to assess which institutions involved in prevention operations meet the interests of the firm and how joint project work will be organized, in order to produce a well-designed and executed project which will achieve the intended goals.

Civil Society



Partnership opportunities

- NGOs, foundations, institutes, associations and community organizations. Three main formats can be identified for this type of partnership: (i) funding specific projects; (ii) institutional funding directed to civil society organizations; and (iii) establishment of an NGO by a firm.



How to approach them?

- To make an effort to understand the role and actions of every civil society institution in the area which deals with crime and violence prevention, and the kinds of projects they prefer to be involved in.
- When identifying a civil society partner with which it wishes to collaborate, the firm should make contact with the prospective organization to see what kind of collaboration and action would be most appropriate for a particular project.



PROS

- The private sector prefers to partner with civil society organizations in the context of “social” projects, given that these organizations tend to be more reliable in this respect than public sector institutions.
- Civil society organizations provide a neutral space with greater opportunities for participation and collaboration by stakeholders from a range of sectors in crime and violence projects.
- Civil society organizations have a good track record of contributing significantly to crime and violence prevention.
- Decision-making processes and project implementation tend to be faster since civil society organizations generally face less bureaucracy and are able to access resources more readily.



CONS

- Civil society organizations sometimes fail to adequately monitor the impacts and outcomes of the projects implemented.
- Scarcity of resources often leads to uncertainty about the continuity and sustainability of the projects implemented.
- Civil society organizations (especially community associations) may lack the formal and institutional skills needed to implement a project or to manage large resources. It is important therefore for firms to study the relevant organization’s accounting processes before donating funds.



IMPORTANT

- A large number of civil society organizations develop community projects in the violence and crime prevention area. It is essential for prevention projects to be well-targeted, properly accountable and equipped with mechanisms for identifying and measuring results.
- An important way in which private sector firms can participate in civil society-run prevention projects is through investing in established organizations with a good track record in the crime prevention area. Such organizations often find it difficult to raise sufficient reliable funding for them to manage and finance projects, which can undermine both the interventions and outcomes.
- A firm can form an NGO focused on its areas of interest. It is important, however, to avoid reproducing the work of existing NGOs, creating unnecessary competition and missing out on other opportunities to join forces. Private sector firms should only consider setting up an NGO in the event that no other stakeholder qualified to take on the relevant task is available.

Highlight: In addition to donating resources to NGOs or other civil society organizations, firms can make a significant contribution to improving the social project management culture of these organizations, leading to greater effectiveness, efficiency and optimum results. This support can be crucial for upscaling the recruitment, selection and training of professionals and monitoring and evaluating productivity, job performance and completed projects, media and marketing activities, etc.

What does the firm expect from the project in terms of scope and results?

It is important that the firm be clear about what it expects to achieve from a project and how much it is prepared to invest. A balance has to be struck between expectations and investment. If the firm is looking for very short-term results and immediate benefits for its brand, it must be aware of the limitations of crime and violence projects. If this is the case, a firm might prefer to invest specifically in an activity within an existing project which is already assured of generating the appropriate amount of publicity, for example, funding the manufacturing of uniforms for a soccer game between youngsters and policemen as part of a social integration project.

If the intention is to bring about significant improvements in a community by contributing to lower rates of violence and increasing residents' sense of security, private sector firms could, on the other hand, consider supporting NGOs involved in formulating crime prevention-related public policies. The results from this kind of approach would probably be more consistent over the medium and longer term. Note that the investment in this case is likely to be more substantial and follow an upward curve to reflect the higher levels of professional management of such a project. The higher costs should of course be consistent with the project's expected results and impacts.

Another point to consider is how the firm intends to measure and evaluate the results of the project supported. While social programs are normally evaluated in terms of numbers of beneficiaries, crime and violence prevention projects call for a broader approach, taking into account not only the number of beneficiaries but also the quality and impact of the intervention. Firms can assist NGOs and public sector organizations to formulate better M&E indicators to measure project outcomes. Monitorable indicators that reflect crime prevention efforts include those related to crime rates (number of homicides, injuries caused by the use of weapons, kidnapping, rape, robbery, theft, etc), allegations of police violence, percentage of GDP allocated to community safety, and so on.

If the firm wishes to participate in longer term projects with greater impact, it is worth considering the following:

- The safety audit on which the intervention is based must have a clear and coherent policy framework.
- Action strategies must be practicable and the number of target beneficiaries realistic.
- Project objectives and indicators must be clear, as well as the methods chosen for measuring them.
- It must be clear at the outset who will manage the project.
- The project must possess mechanisms to guarantee sustainability over time.
- It is important to know if the project can be replicated or scaled up.
- It is worth considering whether the project will have a wider effect on public debate regarding crime and violence prevention.

Does the firm have a preference about the location of the project?

Crime and violence is a widespread concern in many countries, but crime and the fear of crime varies from place to place. While in some areas property crimes are more common, murders, drug trafficking and the lack of prospects for young people predominate in others. This wide variety of concerns generates an even larger number of intervention options. In short, a firm interested in investing in prevention can be faced with a substantial number of alternatives and has to make up its own mind regarding where to invest, depending on its approach to the main concerns and types of crime committed in its area.

- **Supporting a project in the immediate neighborhood**

Investment in projects in the surrounding community can be of benefit to the local population as well as to the firm's premises, staff, products and reputation.

As a genuine stakeholder in a given community, a firm creates a kind of informal security network for itself, benefiting its premises and employees. Firms must therefore regard involvement in the development of the nearby community as an asset to both the firm and the community. Such an approach can improve residents' wellbeing and help to satisfy at least two of the firm's main objectives – to reduce damage and generate profits.

It is important for a firm to associate with other stakeholders in the community, familiarize itself with any other projects being developed and identify the best ways to assist. If the firm is interested in addressing the issue of school violence, it should check what has already been done in this respect, and what remains to be done. The firm will need to approach education administrators in the local schools and social organizations (some of which probably already run prevention projects) to assess needs and be prepared to offer to develop projects with schools, parent and teacher associations, student organizations and others in the most effective way possible.

It is also incumbent on existing project leaders to tap the full potential of other local firms' contributions to crime reduction in the area. This more cooperative approach could enhance a project's chances of success, generating economies of scale and helping to promote social cohesion in the community.

- **Actions in specific territories with security problems**

A firm may choose to intervene in areas affected by certain types of crime or violence or in places with few social and economic opportunities. By choosing either option the firm will help to address residents' concerns and contribute to local development. In order to begin developing an initiative in a particular neighborhood, the firm needs to learn about its socio-economic characteristics, prospects, crime rates, and so on.

If the firm wishes to invest in specific places it should start by conducting a local safety audit or diagnosis, possibly in conjunction with, and with the assistance of, organizations already active in the area. The following table lists some possibilities for firms wishing to collaborate in a given area.

How to invest in specific areas affected by security problems?

- Undertake local safety audits in and around business premises in order to assess the type of major issues needing to be resolved, their causes and dynamics, and describe the activities of other stakeholders involved in the area.
- Invest in activities which respond specifically to the local dynamics of crime and violence.
- Encourage public investment in the locality by liaising with all the stakeholders in the area: local authorities, civil society organizations (religious groups, community associations, etc.), as well as other firms directly involved with project beneficiaries.
- Give priority to the members of the community in terms of hiring and training, and involve local people in the firm's open days and other events.
- Discuss community safety policies with local councils and funds.
- Support civil society organizations working locally.
- Support public policies for the locality and ensure that they are made more widely known and strengthened.
- Encourage the firm's staff to join in community activities and ensure that employees are made aware of the various local initiatives under way and the type of activities that they can be usefully involved in.
- Improve the physical environment of the locality by, for instance, investing in street lighting and encouraging the use of public leisure spaces by the community and the firm's own staff.

Does the firm prefer to focus its project on a specific target public?

Violence and insecurity affect people in different ways. Young people, for example, are the group most affected by homicides both as perpetrators and victims, and therefore constitute an important population sector requiring specific interventions. Attention also needs to be focused on other groups such as ex-prisoners, adolescent offenders and security personnel (police and security guards), as well as on the violence affecting adolescents, women (domestic violence) and schoolchildren (bullying).

The table below puts forward some suggestions for firms wishing to invest in prevention efforts targeted at specific groups.

How to invest in specific target publics?

- **Give priority to the security forces** by supporting projects which can help to modernize and improve the training, institution-building and reform of the police forces. The private sector can contribute not only with incentives and resources, but also by bringing its expertise to bear to enhance police effectiveness and efficiency. Private firms can also do much to improve police intelligence and information-gathering systems, support the establishment and strengthening of community policing, acknowledge good policing where necessary, enhance and improve working conditions, promote greater police accountability, and so on.
- **Invest in projects for young people**, especially those aimed at teaching positive leadership skills and helping young people to plan their lives, promoting and enhancing coexistence between different groups of young people.
- **Invest in projects that bring young people and the police together in friendly environments**, given that these two groups are frequently in conflict and exacerbate local security situations.
- **Create jobs** for priority groups such as vulnerable at-risk young people, adolescent offenders, ex-prisoners and their families. The private sector is more flexible than the public sector in providing jobs for disadvantaged groups.
- **Invest in women's projects**, raising awareness of their rights and providing women with the tools to deal with domestic violence or gender-based problems.
- **Invest in projects targeted at minorities**, e.g., indigenous communities (to address emancipation processes, resource generation and adaptation to the current laws of the land.).

Strengthening public security policies

It is also important to strengthen the role business can play in the formulation, implementation and strengthening of public security policies. This can be done in a number of ways, for example:

- **Supporting projects to serve as models for public policy.** Some projects can be replicated on a larger scale and develop effectively into public policy. This requires maintaining all the documentation dealing with a particular project, detailing the activities and strategies pursued, implementation difficulties encountered, coping mechanisms and a full account of costs – all valuable material for scrutiny by the public sector. The firm may also invest in transferring social technologies to other stakeholders.
- **Participating in community safety committees and funds.** Private firms can contribute ideas and resources, for instance to help develop control mechanisms by analyzing project outcomes, conducting expenditure audits, promoting transparency policies, and so on.
- **Strengthening and ensuring the continuity of effective public policies.** The private sector can support and strengthen policies being implemented, while the public sector can propose partnerships to involve firms in their implementation. Should the need arise for specific services to be delivered to the community (e.g., a training course) firms can collaborate by providing such services.
- **Disseminating best violence prevention practices.** Private sector firms can promote services for the prevention of crime and violence by, for example, providing contact telephone numbers for complaints, mounting anti-crime campaigns, etc. This type of support can contribute significantly to increasing the knowledge and confidence of the population.
- **Rewarding examples of good practice.** Firms can support successful projects which help to improve community safety delivery and positively impact public policy (e.g. recognition of good police practices, honest administration). This area could benefit greatly from private sector know-how, particularly in project and program design, establishment of indicators, performance monitoring, etc.
- **Influencing policy makers to prioritize what really matters.** Some of the most serious problems in the field of community safety are not the most “popular” in terms of public opinion. Focusing on a myriad of problems concerned with combating crime and violence tends to be regarded by many in the community as a diversion from more serious priorities (such as reducing the number of homicides which affect people living in poor areas or on the outer fringes of cities, the problem of police violence or the lack of social reintegration measures for ex-offenders). A

useful role for private sector firms would be therefore to support public policies focused on issues such as the above which are considered to be a top priority (even in cases where these do not directly benefit a particular business) and which are of substantial potential value to a larger number of people. The fact remains, however, that in order to put such policies into practice community safety managers need to commit firmly to them despite opposition from pressure groups. It is vital to create a network consisting of the private sector, civil society, the media, other sectors and the different spheres of government to help public directors/managers to prioritize these issues and to encourage them to continue participating in the project (s) from the early stages and until the planned goals are achieved. In this way it should be possible to prevent projects from being put on the backburner after they have achieved partial targets and attracted media coverage.

- **Encouraging transparency and accountability.** Private firms, especially those collaborating with public policy makers to prevent crime and violence, have at their disposal a powerful tool for inducing the monitoring and evaluation of projects and ensuring transparency and accountability. Firms can, for example, make the donation of resources for a given project contingent on the delivery of proper audits of accounts, thereby assuring a measure of transparency in the operation – an initiative generally welcomed by all stakeholders.

Highlight: The role of the media

When considering the role the private sector plays and could play in shaping public attitudes towards crime, special attention needs to be focused on the media. The values, norms and behaviors discussed and disseminated by the media can influence untold millions of people and represent crucial elements in building either a culture of peace or one of violence.

Television, the printed media, radio and the Internet all have a major responsibility to keep society educated and informed about safety and security nationally and locally. It is therefore important for the media to provide quality coverage and to transmit not only information about criminal events, but also to draw attention to preventive measures and the broader context generating violence. The media are uniquely placed to publicize support for projects and initiatives that can help prevent, suppress and resolve many problems associated with crime and violence.

By identifying problems and possible solutions, and by drawing attention to public policies and services that work, the media can reinforce and foster the confidence of society in security-related services, providing the coverage is independent of vested interests and political interference. The media's overriding goal should be to make an effective contribution to public safety and security and to allay the population's fear of crime.

To maintain quality coverage of the prevention of crime and violence, the media must have permanent access to clear, relevant and reliable information. Tools such as the "Security Observatories" (observing, analyzing and disseminating much useful information and statistics on crime), are an invaluable resource.

Institutions and individuals that deal with these issues – experts, academics, public and private sectors, civil society organizations and international agencies – could come together to create informational materials that are both concise and easily understood. Such material is likely to have more impact on the media than large amounts of disjointed data. Another way to improve media coverage would perhaps be to create special awards for media that adopt a sensible and meaningful approach to the subject of crime prevention.

Internal guidelines for firms engaged in crime and violence prevention

Firms interested in being involved in crime and violence prevention initiatives must bear in mind their own wider responsibilities in the community.

It is important to note that the approach by each of the social actors involved in a project will have a direct bearing on the crime and violence situation in a given area (e.g., encouraging or discouraging crime, respecting public institutions, human rights, etc). The same applies to private sector firms. A first step is therefore for a firm to identify the effect of its practices on the local crime and violence situation. The following questions and comments may serve as guidance. "Negative" impacts need to be closely examined by firms (and action possibly taken to adjust them).

Respect for laws

- **Do firms abide by the law?** Firms must be familiar with and abide by the law of the area where they operate and comply with the legal requirements and obligations governing their operation. Respect for the law can be interpreted in its broadest sense (labor laws, environmental protection legislation, and so on). It is important to note that much crime and violence is caused by networks of corruption due to failure of firms to comply with the letter of the law.
- **Does the firm demand that its employees, partners and suppliers comply with the law?** Firms must also assume responsibility for the conduct of their employees, business partners and suppliers. Child labor, tax evasion, smuggling and money-laundering are just some of the illegal practices plaguing the business environment. Firms must reject such practices and call on their staff, business partners and suppliers to do the same.
- **Does the firm reject the use of public resources (cash, services, goods) to benefit its own interests?** The misappropriation of public resources takes many forms including, for instance, unauthorized occupation of public buildings and spaces, privatizing public security services, etc. Firms must take care to avoid using public resources for private gain.
- **Does the firm pay all its taxes?** Tax evasion is a crime in many countries. The resources generated from payment of taxes are essential for funding public investment in social areas and welfare.
- **Does the firm respect the law covering the hiring of private security services?** The many firms which sign contracts with private security services must comply with the relevant current legislation related to training security staff, authorization to carry firearms, impediments to exercising this type of activity, etc. In Brazil, for example, police are prohibited by law from freelancing in private security firms.

Business practices

As well as ensuring that their business practices comply with the law, firms can contribute indirectly to preventing crime and violence by asking the following questions:

- **Does the recruitment policy of the firm contain a crime prevention element?** Providing jobs for individuals who have at some time been involved in crime and violence has generally produced positive results. High rates of recidivism among ex-prisoners are often due to the lack of employment prospects and other obstacles to social rehabilitation. Firms which invest in the resocialization of such individuals and young offenders, by offering jobs and apprenticeship schemes, can contribute substantially to preventing further crime. Some firms also run schemes for hiring close relatives of ex-detainees with a view to providing financial resources to their families as a way of helping the released individuals to reintegrate.
- **Does the firm have a hiring policy which favors development in the neighborhood where the firm operates?** Firms might consider giving priority to local workers, especially younger people, when hiring staff. It may be necessary to invest in skills training to produce a qualified workforce, thereby indirectly boosting the social capital of a given area and improving its development prospects.
- **Does the firm run awareness campaigns related to crime prevention and violence issues for its staff?** Questions of crime and violence prevention should be raised with a firm's employees, business partners and suppliers, through ongoing awareness-raising campaigns. Issues needing to be addressed include domestic violence, human rights, respect for diversity and the pursuit of a culture of peace.
- **Does the firm advertise the various facilities for preventing crime and violence in their areas?** Regardless of size and location, firms can usefully advertise internally and externally the services available in the local area related to curbing crime and violence, such as drawing attention to complaints hotlines, the address of the nearest police station, emergency telephone numbers, victim support units, and so on.
- **Does the firm encourage its staff to volunteer in crime and violence prevention initiatives?** A firm can encourage its employees to provide volunteer services to projects run either by the firm itself or by third parties. A first step is for the firm to draw up a list of local crime prevention initiatives and indicate the kinds of assistance needed. The firm's volunteers could make useful contributions to local civil society and community organizations by offering their expertise in management, accounting, information technology, and other areas. Employees could also take on an active role as the firm's representatives in, for instance, local safety councils. The extent of a firm's volunteering efforts will obviously be in proportion to its size.

Branding

The methods used by a firm to advertise and market its products can also contribute to the prevention of crime and violence. Trends in popular culture, reinforced by media advertising, have a powerful impact on crime. Firms should therefore 'design out' crime in their own products and services and avoid linking their brand image to situations favoring and encouraging violent behavior.

- **Is the firm's approach to its market consistent with crime and violence prevention?** To promote its brand in a manner consistent with the prevention of violence, a firm should avoid reinforcing sexism, conspicuous consumption, racism, religious intolerance, discrimination against people with disabilities, sexual minorities, etc. and ensure that its image is not associated with the values and types of behavior that can promote violence.
- **Does the firm take account of different media profiles when advertising its products?** Some TV and radio programs, magazines, newspapers (and material on the Internet) adopt a sensationalist approach to community safety, focusing on extreme violent events that increase the population's fear of crime. A firm involved in projects to prevent crime and violence should avoid placing advertisements on programs or in media with this kind of profile.

Consistency with the projects supported

A firm involved in crime and violence prevention initiatives should seek to maintain consistency in its overall approach with other projects and ensure that its approach to crime and violence prevention permeates its entire modus operandi, for example in its contacts with business partners, suppliers, employees and in terms of its contractual obligations and advertising.

- **Does the firm support other projects which contribute to the prevention of crime and violence?** If the firm supports other projects, it is important for it to assess to what extent the other project or projects contribute to crime and violence prevention, and whether its contribution could be upscaled. Community development projects could, for example, help identify the causes and dynamics of violence in the area with a view to taking remedial action. Educational projects could involve students, parents and the wider community in identifying and dealing with school violence. Meanwhile, youth-oriented projects might include strategies for building a culture of peace. As part of its approach to violence prevention, it is important for a firm to be constantly aware of, and to participate in, other relevant areas of activity in the community.
- **Does the firm have a coherent internal and external approach to crime and violence prevention?** It is important for firms to ensure consistency between practices within the firm and the projects that they support externally. If the firm supports an anti-bullying project in schools, it should take care to promote a work environment entirely free of harassment (e.g., of former prisoner employees).

Challenges facing private sector participation and how to overcome them

Private sector firms which have invested in crime and violence prevention projects and programs face multiple challenges. Some of the challenges, and possible steps that need to be taken to address them, are described below.

Lack of knowledge about community safety

Despite the fact that community safety is a major concern in parts of the world, especially in Latin America, it is a relatively new topic on the regional agenda. Over the past twenty years substantial progress has, however, been made in efforts to address the issue, resulting inter alia in the creation of dedicated research centers and the emergence of opportunities for the discussion and formulation of public policies and initiatives by governments and civil society.

The complex nature of violence calls for comprehensive solutions including, first and foremost, the preparation and implementation of preventive actions. This entails acknowledging the key role of institutions in addition to the police and justice systems, guided by intelligent planning based on careful diagnoses and designed ultimately to improve security strategies. Given that opportunities for debating community safety issues are often not readily accessible by much of the population, it continues to be necessary to take urgent steps to raise public awareness of the roles played in this agenda by the different stakeholders.

One of the major impediments to greater private sector involvement in community safety issues is precisely the sector's lack of knowledge about what exactly constitutes 'community safety', what 'crime and violence prevention' means, who the stakeholders involved are and what possible courses of pre-emptive action are feasible.

A common misconception is that violence and criminality are the exclusive responsibility of the State's policing and control apparatus. Experience has shown that this approach has failed to produce the desired outcomes. Most importantly, it has not only increased the levels of violence and crime but has also induced a general feeling of impotence among the population to deal effectively with the issue.

Another problem is the lack of clarity about who exactly is responsible for community safety. Disagreement exists about the role of the police and the responsibilities of the different levels of government. In this confused situation the private sector tends not to regard itself as a major player in crime and violence prevention. The widespread view is that given the already high tax burden borne by the population, security is a matter exclusively for the public, not the private, sector.

Private sector participation in crime prevention projects often reflects a tendency either to neglect the problem altogether or to try and solve it by resorting to private security measures. One example is that of trade associations which bring pressure to bear on community safety councils or local advisory boards to ensure that the police devote time to surveillance of their members' commercial premises rather than acting on behalf of the whole community.

It is clear from the above that improving overall community safety awareness is an important task to be undertaken as a prelude to securing more direct and sustained interest in security issues by the private sector. Following are a few recommendations:

How to overcome lack of knowledge about public security?

- Seek information on the topic by consulting different bibliographic references (e.g., this Guide).
- Familiarize yourselves with the major security-related problems in your area and ongoing initiatives to address them, in terms of public policies, civil society projects, experiences of other firms affected by crime, local community initiatives, relevant studies, research papers, etc.
- Attend seminars and training courses on community safety.
- Study the activities undertaken by government bodies dealing with community safety.
- Attend meetings of local Safety Councils, an appropriate opportunity for face-to-face contact with the security forces and for gaining better understanding of the problems they face.
- Consult statistics and analyses in order improve understanding of the numbers involved (the problem is often erroneously thought to be bigger than it is in reality).
- Try to think more rationally about the issues. Crime, violence and security questions arouse strong emotions, especially for victims. Seek objective and accurate information from studies, surveys, guides and manuals.

Reluctance of the private sector to associate itself with perceived negative causes

Businesses in general often prefer to be involved in social projects which will produce maximum benefit for them in “positive image” or straightforward economic terms. Regardless of increasing public demands for better security, many firms are apt to view crime and violence prevention as a “negative agenda” and are reluctant to be openly associated with measures to tackle it. Firms are keener to link their brands to what they regard as more positive causes (youth, community development, jobs creation, food, education etc.), than to negative or controversial issues (prison overcrowding, crime, delinquency, HIV/AIDS).

Note that youth and community development projects often deal with the subject of crime and violence prevention in a more camouflaged way. Although firms are more ready to invest in this kind of project, they are in reality making a contribution to prevention. But in general it would appear that the business sector is highly reluctant to associate itself with more explicit prevention schemes.

How to overcome this challenge?

- Community safety involves embracing the valuable contributions by all types of stakeholders, including the business sector.
- The private sector is ideally placed to contribute effectively to the prevention of violence, now accepted as a major social concern. A firm’s involvement can make all the difference to generating positive outcomes for an entire community.
- Note that many firms prefer to be associated with community development and youth empowerment projects.
- Continue to support youth and community development projects as well as job creation schemes, seek to identify the link between these subjects and problems of violence, and try to guide the activities of the projects towards matters that are more directly related to crime prevention.
- Contact research centers, NGOs and specialists in crime prevention for their help in designing a violence prevention project with which the firm can identify.

The private sector expects immediate results

One factor discouraging long-term participation by private sector firms in projects is their desire for immediate results. Firms often prefer to spread their contributions over a large number of different projects in different locations and for a short period of time. Evidence exists that in the violence prevention field the opposite strategy is often more successful and effective: to develop longer-term actions focused on well-defined areas and priority groups.

Some successful projects demonstrate that it is often not necessary to wait 20 years to secure good results; much depends on the way they are set up. Projects based on accurate and clear diagnoses, correctly implemented and monitored, can yield positive results in a relatively short period of time. Given that crime and violence are complex problems with multiple causes and many associated factors, the solutions call for a range of strategies rather than a single approach. It is unlikely, however, that these crucial issues can be resolved over a very short timescale.

The private sector needs to address three points: (i) to gain an understanding of the different possible approaches to security problems; (ii) to calculate how soon results can be expected from a project; and (iii) to seek ways to maximize outcomes.

How to overcome this challenge?

- Prepare a careful diagnosis of the problem which the firm intends to address by supporting a project.
- Explore other similar initiatives: duration, results, achievements and problems
- Set short, medium and long-term goals and monitor the outcomes carefully.
- Process evaluation: monitor and evaluate project performance.

The relationship between the private and public sectors

A further obstacle to private sector participation in projects is a lack of trust in the public sector. This is highly undesirable from many points of view. Public institutions, widely suspected of being ineffective, inefficient and dysfunctional, should set an example by complying with laws, which is not always the case.

Firms also have difficulty dealing with the police, often not trusting them or fearing risking their property and their employees' lives. Although much useful work is done by the police, public prejudice is nevertheless commonplace (complaints of abuse, truculence, brutality, inefficiency, corruption, etc.).

Public sector involvement can be critical to the success of any initiative. After all, the public sector is primarily responsible for community safety and, in an ideal situation, no other initiatives would be needed to replace or overlap with activities undertaken by the authorities. They would rather serve to complement, strengthen, improve and collaborate with those activities.

How to overcome distrust of the public sector?

- It is essential for the private sector to promote a culture of legality and transparency and avoid engaging in illegal or corrupt practices.
- Approach the security agencies in an effort to dispel prejudice and learn about their work.
- In the event of illegal acts being identified, exercise social control by reporting them to the competent institutions.

Lack of incentives for investing in crime and violence prevention projects

The lack of incentives for private firms to invest in relevant prevention projects is a further discouragement. Private investment in security projects would undoubtedly receive a major boost with the introduction of incentives such as tax breaks, simpler revenue collection procedures and better credit access, together with wider recognition and dissemination of crime prevention methodologies. According to experts, tax incentives significantly influence private sector decisions to invest in a particular area or to focus efforts on a particular issue, and are the most effective public sector policy tool for attracting private sector and social organizations to participate in project development.

Firms can see the advantages of investing resources in social projects that otherwise would go towards paying taxes. Without incurring burdensome additional costs, firms would obtain benefits from being involved in worthwhile projects, such as positive media coverage, enhanced brand impact and, importantly, increased sales.

How to overcome this challenge?

- Press for incentives such as tax breaks and better revenue collection structures, together with enhanced recognition and recognition of a firm's good practices in crime and violence prevention projects.

CHAPTER III

Engaging the private sector: practical advice for other stakeholders (public sector and civil society)

THIS CHAPTER presents a set of measures designed to assist public sector and civil society efforts to mobilize the private sector regarding crime and violence prevention initiatives: (i) specific recommendations for mapping and undertaking a diagnostic assessment of the private sector; (ii) suggestions for the kind of public sector strategies needed to engage network of firms and businesses; (iii) advice on how to set up a partnership; (iv) some tools for monitoring and evaluation; and, finally, (v) accountability mechanisms.

Safety audits and mapping

The first key step to take when initiating a prevention project is to involve the private sector (firms and other local businesses, retail shop owners, trade associations, etc.) by preparing a safety audit (diagnosis) that will form the basis of the project. Private stakeholders should be called upon at the outset to provide data and other information, as well as to report their views on the issues to be addressed. In this way it is expected that the private sector will, from the very beginning, consider itself a true partner in the proposed project.

Highlight: The safety audit

The safety audit is a tool used to diagnose the problems to be addressed and outline the various possibilities for tackling them. The overall purpose is to systematize the main crime and violence issues in a particular locality and to list the community's principal resources (organizations, projects, and so on). The audit can be used for preparing a "scenario", establishing priorities for first steps and identifying potential community and business partners operating in the particular locality where prevention activities will be undertaken.

The audit should be the basic tool for setting out public policy, project goals and action priorities. It can be drawn up by either the public or private sectors or be a combination of both. Note that community participation is essential at all stages of the project, from information gathering through to implementation.

Steps required for a useful diagnosis include:

Step 1. Identify crime, violence and insecurity issues in the target community. Tap the knowledge and experience of a variety of sources such as municipal services, the police, schools, local firms, community leaders, previous studies, etc.

Step 2. Identify local stakeholders already participating in prevention activities and projects in the target locality or with the target population groups. These stakeholders could include government agencies, NGOs, research centers, universities, and representatives from the business and commercial sectors.

Step 3. Analyze the individual and social characteristics of the target group and the physical features of the intervention area.

Step 4. Decide on the priority problems requiring intervention.

Step 5. Analyze those problems, seeking to discover when and why they arise, and identify their main characteristics.

For more information on how to prepare and conduct a safety audit, see:

- A Resource Guide for Municipalities: Community-Based Crime and Violence Prevention in Urban Latin America. World Bank Department of Finance, Private Sector and Infrastructure, Latin America Region. November 2003.
- The key to safer municipalities: joining forces to prevent violence and crime in our communities. 2004. Fondation Docteur Philippe Pinel, International Centre for the Prevention of Crime, Union des municipalités de Quebec.
- Guidance on local safety audits. 2007. European Forum for Urban Safety.
- Guide to local prevention: toward policies of social cohesion and security. United Nations Programme for Human Settlements (UN-HABITAT) and the Universidad Alberto Hurtado, Chile. 2009.

For the safety audit to serve as a key document which can help define priorities, it is important to work with tools that illustrate the topics being addressed (e.g., risk maps, photographs, statements by community residents).

A number of more specific recommendations exist to help the public sector interested in implementing a public policy of crime and violence prevention and mobilizing the private sector to invest in this endeavor.

Mapping the business network

It is important to identify the private sector stakeholders in the project target locality, their main areas of activity, and the projects with which they have previously been associated. This map will help the project manager to determine which firms to approach, and to select the proposals which appear to best suit those firms' profiles. The map will help to identify firms which have never before engaged in social responsibility activities, some which are already engaged in a project, and still others which may have had previous experience with specific crime and violence prevention projects.

The main candidates for mapping are trade associations, business oversight and registration agencies and existing business networks. Many organizations that promote corporate social responsibility are in a position to report whether the firms already collaborating with them have a clear view of their role in social development and have experience in forming partnerships with civil society and the public sector.

Mobilizing the private sector

Once the diagnosis and mapping stages are complete, the next step is to prepare a plan for mobilizing the business sector. The purpose of this plan is to help the project manager decide which firms to approach first. The plan will set out an effective strategy for doing this, indicating coherent ways of dealing with firms of different types and sizes so as to increase their capacity for mobilization.

Suggestions for mobilization strategies to encourage private sector involvement:

Seminar or workshop	To sensitize individuals and groups not normally interested in contributing to crime and violence prevention. A first opportunity to introduce the topic to a large number of individuals or firms and to improve prospects for persuading firms and others to participate in a prevention project. The workshops/seminars could also be an opportunity for experts to present statistical and other material, as well as examples of successful projects, with a view to raising awareness and encouraging participation by those present.
Project Fair	An opportunity for discussing and exchanging experiences. Stands, thematic panels and workshops can be organized to show the type of work already underway on crime and violence prevention.
Individual meetings	A good opportunity for presenting the proposed project in more detail and to examine/discuss its viability. This strategy is more likely to succeed when the firm has prior knowledge about violence prevention. These meetings are also a good time to discuss proposed partnerships in depth.
Meetings for small groups of businessmen	These larger gatherings (possibly under the aegis of a regular local trade or business association meeting) can take various forms (e.g. a breakfast or working lunch). They can serve to present the proposals in greater detail and as a platform for businessmen to expound their views and concerns.

Highlight: Example of a mobilization strategy

In smaller cities, small workshops can be organized at which public sector representatives have an opportunity to present the project safety audit to local business people, describe the scope and challenges of the project and indicate the steps needed for start-up. The workshop should also be an opportunity for drawing attention to existing projects which need reinforcing.

The seminar should be a prelude to further meetings with small groups or individuals to discuss ways and means to initiate or continue cooperation in crime and violence prevention.

Establishing the partnership

Given the possibility of private sector reluctance to contribute to State efforts to prevent crime and violence, the public sector needs to offer it more attractive incentives for entering into partnership.

While many legal mechanisms exist at the national and regional level for formalizing public-private partnerships (public sector tendering and bidding processes, contractual arrangements, cooperation agreements and covenants with civil society organizations, and so on), there are other, possibly less complex, ways to encourage private sector cooperation with crime and violence prevention.

Two key recommendations are:

- **To offer alternatives that do not involve resource transfers.** Avoid giving the impression that the private sector's main role is to fund programs and projects. There are other interesting and creative ways to form partnerships and advance projects which do not involve transferring resources.
- **To offer less bureaucratic alternatives.** Excessive bureaucracy and red tape is a major disincentive for firms to establish partnerships with the public sector. While the bureaucratic procedures normally exist to protect the public interest, consideration needs to be given to simplifying them in order to attract private sector interest in projects and partnerships.

Three steps to a successful partnership:

- **Agree on common goals.** One way to establish a lasting partnership is to agree on common goals at the outset. For example, if a shared goal is to reduce youth crime and encourage personal development, a partnership could be established with a firm already running a scheme for employing young ex-prisoners, with a program developed by the public sector that provides social, legal and psychological support to these young people and their families. This kind of approach would not require either the public authorities or the firms concerned to invest additional resources. The main challenge would be to find common ground between the partners and to monitor such schemes to ensure proper compliance with the stated objectives.
- **Sign a statement of commitment.** This can serve to formalize the type of project model proposed above, or to lay the formal basis for a new project, with fresh responsibilities assigned to both parties. The statement must specify the activities to be undertaken and the targets to be achieved.
- **Form a partnership with a civil society organization.** This is an interesting alternative for engaging the private sector in violence prevention initiatives. The public sector is ideally placed to identify local civil society organizations and to outline proposals providing for private sector involvement. NGOs generally already have private sector partners, which could facilitate the formation of a PPP.

Monitoring

Once a PPP has been formed, it is important to keep monitoring its development. If the private sector is to participate effectively in the prevention of crime and violence it is vital to engage it fully, ensure that it owns part of the project and is involved in decision-making at every stage. Regular meetings attended by the partners in the project are essential for reporting on progress, aligning expectations and making adjustments where necessary.

Given that PPPs in the crime prevention area are a fairly new departure and that the parties are likely to lack experience in dealing with projects of this kind, it is necessary to set up a viable meetings schedule and provide tools for keeping records and progress reports in order to ensure that project activities are moving in the planned direction, achieving targets, and so on.

Useful monitoring tools:

Project Planning	Planning is vital for defining the objective or objectives of the project, its expected results, timelines, strategies and the type of staff required to run it. The goals of social projects are not always made clear to the staff carrying out the activities. Good planning can provide a meaningful <i>raison d'être</i> for a project, set targets, timelines etc. Monitoring of the project, from the planning stage to completion, should be continuous. Planning gives meaning to a project and ensures that every phase of implementation is clearly anticipated and recorded.
Follow-up meetings	They are useful for analyzing day-to-day progress and crafting short-term action plans. Such meetings can also assess whether a project is achieving its objectives and targets and facilitate joint decision-making in the event of unforeseen problems arising. The meetings need to be organized on a systematic and regular basis, depending on the availability of partners.
Tools to record activities	It is important to keep a record of project progress and performance in order to facilitate follow-up and track the methodology used. Standardized reporting tools are needed in this exercise to ensure that all partners and project team members record information in the same way, thereby making it easier to exchange and absorb information.
Regular progress reports	Regular reports of project activities must contain detailed information and avoid mere descriptions. These reports should focus on vital questions such as (i) are the activities contributing to the project achieving its targets and objectives? and (ii) how is this being done? Reporting can be on a monthly, bimonthly or quarterly basis depending on the dynamics and planned duration of the project.

Highlight

It is essential for the public sector to designate a person or persons to be responsible for overseeing the project and the partnership. The common practice of reassigning project managers, often without warning, to other jobs can be highly detrimental. Unless the project data and information are assembled in a systematic fashion, staff changes can seriously undermine the enterprise, sometimes forcing a project to re-start virtually from scratch. It follows that the Partnership Manager should develop appropriate mechanisms for systematizing project information and maintaining a record of the project from beginning to end. It is also recommended to employ more than one individual who is totally familiar with the project and can assure a measure of continuity. Uninterrupted close tracking of a project demonstrates professionalism and commitment.

Evaluation

In addition to monitoring the partnership it is also important to assess project outcomes in order to determine how well the policies and programs have been implemented and whether project objectives have been achieved, and with what impact. Evaluation of both partnership and project can focus on specific objectives (which may include crime and violence prevention) or wider goals. Much depends on the type of evaluation adopted.

To evaluate project outcomes a baseline with appropriate indicators needs to be established at the outset and after a period of time (12 months?) these indicators should be measured and compared with the baseline indicators. Again, selecting appropriate indicators for this task depends on the strategy, goals, timeline and objectives set for the project.

Note that in addition to securing objective indicators, the perceptions of individuals may have a marked impact on a project, therefore arrangements for a perception survey should be incorporated into the baseline indicators.

Creating indicators (albeit with sketchy information) and putting together a basic evaluation framework are essential tasks for assessing whether project objectives and results have been achieved.

Highlight: Monitoring and Evaluation

Monitoring and evaluation are central to the development of projects for preventing crime and violence and for monitoring PPPs. M&E are invaluable for measuring the long-term outcomes and impacts of the projects as well as for process evaluation, design changes and enhancement of project execution.

For more information on monitoring and evaluation, see:

- European Forum for Urban Safety, *Guidance on local safety audits*. 2007.
- United Nations Programme for Human Settlements (UN-HABITAT) and Universidad Alberto Hurtado, Chile. *Guide to local prevention: toward policies of social cohesion and citizen security*. 2011.

Accountability mechanisms

The limited efficiency of the mechanisms for public control of political power and governance is a recurring problem in some countries. The media, civil society organizations, universities and the private sector all complain that the lack of public accountability (few details available of how taxpayers' money is invested, how policies are implemented, and so on) undermines ordinary people's confidence in the State. It is a well known fact that defective accountability goes hand in hand with corruption and the embezzlement of public funds.

Investing in transparency and efficient accountability mechanisms is essential. In the first place, accountability makes a major contribution to the quality of democracy (that is to say, with elected representatives and civil servants adhering to the law and ethical principles). Secondly, if citizens keep a close watch on public management they can contribute to boosting its efficiency. When people trust the government they are more likely to be willing to make more substantial technical or financial contributions to projects and programs. Without doubt, increased trust by society in government eventually leads to better governance.

Highlight: Accountability

The term *accountability* is a broad concept which can apply inter alia to the public sector being made aware of its ethical responsibilities regarding “account-rendering”. The extent of democratic governance of a particular country depends on the level of accountability demanded by society and the nature and extent of citizens’ control over government actions, given that the principle of popular sovereignty presupposes not only government of the people and for the people, but also by the people. *Accountability* is thus at the core of democratic practice.³⁹

Examples of “account-rendering” allowing better control by society over activities undertaken by the public sector are presented below. The section also includes discussion of other more specific aspects of accountability which can be linked to PPPs and initiatives to prevent crime and violence .

Overall accountability

Various mechanisms exist to help managers account for activities pursued when implementing public policies. These mechanisms can be adopted by the government to facilitate social control by the population at all times. Examples of tools (see chart below) for ensuring general accountability include mechanisms for disclosing public expenditure (Internet, public meetings, telephone numbers made available for obtaining information and making suggestions, complaints, etc., about public services).

Example

Santo André (Brazil)

Santo André, a municipality of the São Paulo metropolitan region (Brazil), has created a *Transparency Site*, from which online data

and information on the activities of the various local government bodies and agencies can be accessed, including payroll costs, City Council expenditure plans and year-on-year budget performance.

For more information: <http://www2.santoandre.sp.gov.br/page/1238/43>

An “easy guide” to services can also be accessed on the Santo André site. This explains how local authority services can be readily consulted. For instance, people requiring a medical consultation can find out

where to go, and what to take with them, as well as an indication of the average waiting time likely to be involved. The results are twofold: better quality of life and greater confidence in the services provided.

For more information: <http://www2.santoandre.sp.gov.br/servicos>

39. For further details see: UNDP. (2010). Thematic Note: *Fostering Social Accountability: from Principles to Practice*. Oslo: UNDP. Available on: <http://www.beta.undp.org/content/dam/undp/library/Democratic%20Governance/OGC/dg-ogc-Fostering%20Social%20Accountability-Guidance%20Note-ES.pdf.pdf>

New York (USA)

The *Citywide Performance Report* website, run by the New York City Hall, is a further instance of a functional accountability mechanism. This site includes considerable information

about the performance of different divisions – health, education, security, etc. Other more negative aspects of public policies and performance can also be accessed [e.g., complaints from members of the public, statistics on students with learning difficulties].

For more information: www.nyc.gov/cpr

The *New York City 311* service is basically a public service call center which receives and forwards calls to appropriate departments for resolution. 311 also has a proactive approach to disseminating information of public interest,

such as parking and garbage collection information, through social networks such as Twitter and Facebook.

Specific accountability

With regard to PPPs, it is important to incorporate specific accountability tools in the arrangement, so that both sectors and the population as a whole are aware of project progress and costs. Transparency can be enhanced by the use of regular reports, newsletters, public meetings, and so on. Some examples of ways to ensure accountability in a specific project are:

Regular reports	Aimed at documenting and monitoring the activities, goals and objectives of a project. Such reports are usually fairly lengthy. Resumés could be placed on the local government's website or on internet sites run by the firm or project managers involved.
Newsletters	Can be issued at shorter and less regular intervals than longer reports. Newsletters should be written in simple language, providing news items about the main activities and achievements of the project. They can be accessed on partners' websites.
Public Meetings	Public meetings can be organized in target localities to present the results, main activities, etc., of the projects and programs.

Communities normally have little access to information about activities related to crime and violence prevention. It is necessary to provide relevant and up-to-date information as a way of demonstrating accountability with regard to a subject that has traditionally been seen as a problem confined to the police. Public discussion of the topic encourages people to play their part in preventing crime and violence.

Example**Medellín (Colombia)**

PPPs were established in Medellín from 2004 onwards to promote the overall development of the city. As for progress on crime and violence, from 1991 to 2007 the city's murder rate fell from 381 per 100,000 inhabitants to 26 per 100,000.

An annual *Transparency Fair*, a public event organized by the city authorities, has been a feature since 2005. Its main goals are to

act as a forum for the people of Medellín to exchange views on transparency, accountability, lawfulness, ethics, commitment to the common good, and so on.

The fair is also an opportunity to hold the City Hall accountable for procurement and other contracts signed with the private sector. In addition to demonstrating transparency in public tendering and bidding arrangements, City Hall's positive response to this initiative helps to boost the city's reputation as a good place to do business.

For more information, visit: <http://feriadelatransparencia.com>

CHAPTER IV

COMPENDIUM OF PRACTICES ON PRIVATE SECTOR PARTICIPATION IN PREVENTION ACROSS THE WORLD

THIS COMPENDIUM contains summaries of projects concerned with crime and violence prevention in which the private sector has been engaged. The projects listed were identified by the *Instituto Sou da Paz* for most of the cases in Latin America, and by the ICPC for projects in other parts of the world.

Project outlines were obtained from the Internet sites of each of the organizations (accessed in July 2011) and other sources, such as research reports. All the sources are listed at the end of this Guide.

The projects present a variety of objectives, beneficiaries, action strategies, geographic reach and funding sources. Private sector engagement varies widely in terms of donations, active participation, direct, indirect or “mixed” involvement, etc.

The initiatives represent examples of partnerships and will hopefully serve to encourage the private sector to become more involved in the prevention of crime and violence. The contact details of each project are included in this Compendium so that users of the Guide, if they wish, can exchange further information and experiences with the relevant project managers.

It is important to note that the projects described below have not been rigorously evaluated in terms of “good practices.” Nevertheless, they are examples intended to illustrate as clearly as possible the diverse opportunities available for private sector engagement with prevention activities.

The projects are presented in alphabetical order according to country of origin.

LATIN AMERICA

Country

ARGENTINA

Project

Project Doncel (Doncel Project)

Objective

To increase opportunities for the social and professional integration of young people living in institutions in Argentina.

Beneficiaries

Adolescent offenders and young people living in institutions

Project
Description

The project was established by the *Doncel Amartya* organization as a social inclusion project aimed at providing work and training opportunities for young people aged 17 to 21 living in youth shelters and other institutions in Argentina. The project seeks to increase opportunities for the social and professional integration of these youngsters through the promotion of joint strategies and the development of social responsibility activities by the public and private sectors in Argentina. The program runs inter alia workshops and a Work Search Center, where the youngsters can conduct their own job search with the support of the program's staff, with a view to empowering this group to cope better with life outside the institutions where they live.

Contact

Amartya

Pasaje Colombo

Av. Rivadavia 2431, entrada 3, 4.º piso, Of. 9

C1034ACD, Buenos Aires (Argentina)

Tel.: +54 11 4952-4779

Email: info@amartya-ar.net

Website: <http://www.amartya-ar.net/proyectos.htm>

Country

ARGENTINA

Project

***Sistema de Formación de Animadores Juveniles Comunitarios* [Community Youth Leaders Training Scheme]**

Objective

To promote social and political commitment of disadvantaged young people, training them to lead socio-cultural development activities in their own communities.

Beneficiaries

Disadvantaged young people, youth groups

Project Description

Targeted at young people with limited opportunities, and youth organizations and groups, the project provides “community leadership” skills, seeking to promote greater social and political commitment of the participants by teaching them to foster and lead socio-cultural development activities in their own communities.

The program is run by the social organization *Fundación SES* funded by the Avina Foundation and the Ministry of Human Development of the Province of Buenos Aires, with support from public and private organizations.

Contact

Fundación SES

Avenida de Mayo 1156, piso 2
C1085ABO, Buenos Aires (Argentina)
Tel.: +54 11 4381-4225/3842
Email: info@fundses.org.ar
Website: www.fundses.org.ar/pformaciondeanimadores.html

Country	BRAZIL
Project	<i>Ação Comunitária Chácara Santo Antônio</i> [Santo Antônio Finca Community Action]
Objective	To involve all sectors of the community in personal and property security matters by emphasizing the need for solidarity among community stakeholders.
Beneficiaries	Police and the community in general
Project Description	<p>The Ação Comunitária Chácara Santo Antônio project was set up by a group of companies in the Chácara Santo Antonio (a neighborhood in the city of São Paulo), convinced that joint community action was the best way to deal with crime in the area. The American Chamber of Commerce (AMCHAM) coordinated preparation and execution of the project, assembling security data from local businesses, schools, community associations and commercial concerns, private security firms and the Military and Civil Police.</p> <p>The project created a distinct uniformed, well equipped and trained private security team, which operates in conjunction with the security guards and others employed by local businesses and residential condominiums. The Military Police also openly patrol the area. A steering committee is responsible for disseminating information to the police and businesses in the area, as well as for overseeing general security developments. Project costs are borne by the participating firms.</p>
Contact	<p>Santo Antônio Comunitária Ação Chácara Rua da Paz, 1568 Chácara Santo Antônio - São Paulo - SP (Brazil) CP: 04713-001 Tel: +55 11 5182-8856 Email: faleconosco@chacarasantoantonio.org.br Website: http://www.chacarasantoantonio.org.br</p>

Country	BRAZIL
Project	<i>Ação na Linha</i> [Action on Line]
Objective	To curb cable theft from a phone company
Beneficiaries	The phone company and the community at large
Project Description	<p>The <i>Ação na Linha</i> project was established in the state of São Paulo in an effort to solve the problem of the theft of copper wire belonging to the Telefônica phone company. After various failed attempts to curb the problem in such places, Telefônica sought the help of its social arm, the Telefônica Foundation, and the NGO <i>Instituto Sou da Paz</i>, to design an innovative alternative approach.</p> <p>The project employed a two-stage methodology. The first phase involved making a local diagnosis of crime and violence associated with wire theft. This served to increase knowledge about the main crime problems in the area as well as informing local stakeholders, such as the police, local authority representatives, and community leaders, and mobilizing their participation in the actions recommended in the original diagnosis. This was followed by proposals for a number of intervention strategies in the target municipality. A third phase was to finalize the activities in the target area and move on to making an appropriate diagnosis in another area.</p>
Contact	<p>Fundação Telefônica Avenida Brigadeiro Faria Lima, 1188, cj. 33/34 Pinheiros - São Paulo (Brazil) CP: 01451-001 Tel: +55 11 3035 1955 Website: www.soudapaz.org/acaonalinha www.fundacaotelefonica.org.br</p>

Country	BRAZIL
Project	<i>Disque-Denúncia [Dial-a-complaint]</i>
Objective	Provides a service for local people to send anonymous information 24 hours a day, seven days a week, thus generating important data in support of the work of the security forces.
Beneficiaries	Police officers and society as a whole
Project Description	The project aims to provide a full-time service for citizens to report information anonymously and track the response. Schemes exist in several Brazilian states – Bahia, Espírito Santo, Minas Gerais, Pará, Pernambuco and São Paulo – with the model varying in terms of free calls, geographical coverage, payment of rewards and methods for measuring impacts and outcomes. Private sector firms fund the civil society organizations responsible for providing the service.
Contact	<p>Disque-Denúncia Rio de Janeiro Instituto Brasileiro de Combate ao Crime Praça Cristiano Ottoni, s / n - 3^o andar – Prédio da Central do Brasil Centro, Rio de Janeiro - RJ (Brazil) Website: www.disquedenuncia.org.br</p> <p>Disque-Denúncia Minas Gerais Pela Paz Mining Institute Rua dos Timbiras, 1200, Sala 502 Centro, Belo Horizonte, MG (Brazil) Tel: +55 31 3214-0417 Website: http://www.mg.gov.br/governomg/ecp/comunidade.do?app=governomg&pg=5140&chPlc=29013&tax=5616&idServ=29013</p> <p>Disque-Denúncia São Paulo Instituto São Paulo Contra a Violência R. Líbero Badaró 377, 27^o andar, Centro, São Paulo (Brazil) C.P.: 01009 906 Tel.: +55 11 2168-2913 Website: http://www.ispcv.org.br/proj/dd/index.php</p>

Country	BRAZIL
Project	<i>Pazeando Londrina [Pacifying Londrina]</i>
Objective	To encourage a culture of peace.
Beneficiaries	Police officers and society in general
Project Description	<p>The aim of this institution is to encourage a culture of peace and lawfulness through a series of events in the city of Londrina, such as "Peace Week", featuring musical performances by local artists, and the "March for Peace".</p> <p>The institution's website provides information about government activities and those of other NGOs concerned with inculcating a culture of peace. It is financed by private local institutions, the majority of which are associated with commercial firms in the city of Londrina. The institution's website carries the message "Be a business friend of the Culture of Peace."</p>
Contact	<p>Pazeando Londrina Rua Prof. Joaquim Barreto de Mattos, 1298 Jd. Maringá, Londrina-PR (Brasil) CEP: 86060-010 Email: paz@londrinapazeando.org.br Website: www.londrinapazeando.org.br/</p>

Country	BRAZIL
Project	<i>Papo de Responsa [Talking about Responsibility]</i>
Objective	To foster closer ties between local police and the community
Beneficiaries	Children and adolescents, youth, police and society in general
Project Description	<p>This project was the result of an agreement between the Civil Police of Rio de Janeiro and the AfroReggae Cultural Group. The project seeks to promote dialogue between the police and residents (particularly young people) of the communities where the police operate. Police officers have an opportunity to listen to local communities and deconstruct stereotypes, while people are able to meet police officers and gain a better understanding of their work, the risks they take and the difficulties they encounter.</p> <p>The project is supported by donations from a Brazilian cosmetics company and a bank, which also fund the AfroReggae Group.</p>
Contact	<p>Grupo Cultural AfroReggae Rua da Lapa, 180 Centro - Rio de Janeiro - RJ (Brasil) 200.21-180 CP Tel: +55 21 2532 0171 Website: www.afroreggae.org/</p>

Country	BRAZIL
Project	Pátio Legal
Objective	To facilitate the return (to their rightful owners) of stolen vehicles recovered by the police in the metropolitan region of Rio de Janeiro in an efficient and speedy manner.
Beneficiaries	Society in general
Project Description	<p>This project was launched in July 2005 as a result of an agreement between the Union of Insurers of Rio de Janeiro (FENASEG), the Public Security Secretariat and the Rio de Janeiro Traffic Dept.</p> <p>The project aims to provide a safe storage area for stolen vehicles that have been recovered by the police in the Rio de Janeiro Metropolitan Region and to provide a convenient, speedy and technically-sound service for vehicle owners to recover their vehicles regardless of the insured status of the vehicles.</p> <p>Previously most of these vehicles were parked on the sidewalks near to the police stations (given that the official parking lots were overflowing), which made it difficult for owners to locate their vehicles.</p> <p>This partnership enables the State to provide better public service and releases police officers for other duties, lowers the costs involved in removal and custody of the recovered vehicles and provides space in the parking lots of the police stations. Insurance companies also benefit from the reduced cost of claims and from an increase in the cost of goods unaffected by the incident, thereby cheapening policies. On the other hand, drivers benefit from a telephone and Internet-based information system providing information about the recovered vehicles and how to regain possession of them. All the withdrawal procedures are carried out in one place.</p>
Contact	<p>Cevera Avenida Duque de Caxias,. 334, Deodoro (Vila Militar), Rio de Janeiro - RJ (Brasil) Tel: +55 21 3369 8155 Email: patiolegal-rj@cevera.com.br Website: www.patiolegal.com.br/</p>

Country	BRAZIL
Project	<i>Praças da Paz SulAmérica</i> [SulAmérica Peace Parks]
Objective	Promote peaceful and democratic occupation of public spaces on the outskirts of São Paulo
Beneficiaries	The community as a whole
Project Description	<p>Created in 2007, the <i>Praça da Paz SulAmérica</i> project is the result of a partnership between the Instituto Sou da Paz and the SulAmérica Insurance Company.</p> <p>The project involves the restoration and peaceful occupation of public spaces in vulnerable areas of São Paulo as part of a strategy for preventing crime. It targets the local population, particularly young people, encouraging them to participate in upgrading public spaces and promoting cultural and sporting activities there. The overall goal is to strengthen and integrate the local community, develop positive leadership skills, and promote youth responsibility and partnership as a means of resolving conflict.</p> <p>The project is divided into four main phases: Phase I. Project implementation and reform; Phase II. Occupation of the public space and managing it in a participatory way; Phase III. Strengthening the participating groups and sustainability; and Phase IV. Monitoring, evaluation and dissemination.</p> <p>SulAmérica company donates resources and management skills to the project.</p>
Contact	<p>Instituto Sou da Paz R. Luis Murat, 260 Vila Madalena - Sao Paulo - SP (Brazil) CEP: 054036-050 Tel: +55 11 3812 1333 Website: http://www.soudapaz.org/pracasdapazsulamerica</p>

Country	BRAZIL
Project	<i>Polícia Prêmio Cidadã</i> [Citizen Police Prize]
Objective	To identify and reward good police practices.
Beneficiaries	Police officers
Project Description	<p>The purpose of this project, developed by the <i>Instituto Sou da Paz</i>, is to identify and reward good police practices in the efficient and lawful handling of public security problems. By showing appreciation to good police officers and reminding other citizens that corrupt and violent officers are an exception, the idea of the award is to stimulate good practices in the course of police work.</p> <p>The awards are available to civil, military or technical-scientific police officers employed in the São Paulo Metropolitan Region. The nominations are evaluated by a committee of community safety experts. The areas benefited by police actions chosen by the final selection process are visited by an expert group to verify the impact of police performance there. Winners receive cash prizes and training/education grants. Funding is provided by private firms and <i>Sou da Paz</i>.</p>
Contact	<p>Instituto Sou da Paz R. Louis Murat, 260 Vila Madalena - Sao Paulo - SP (Brazil) CP: 054036-050 Tel: +55 11 3812 1333 Website: www.soudapaz.org/premiopoliciacidada</p>

Country	BRAZIL
Project	<i>Jovem de Expressão Program</i> [Self-expression for young people]
Objective	To reduce exposure of young people to physical assault.
Beneficiaries	Children, adolescents and young adults
Project Description	<p>The Caixa Seguros Group aims to promote the well-being of young Brazilians, with an emphasis on reducing mortality from external causes. Realizing that most problems were caused by firearms, the CS group formulated a social program to help reduce the exposure of young people to physical aggression. Young people registering in the program can attend a number of different workshops (rap, hip-hop, <i>capoeira</i> and dance) run by two of the three NGOs associated with this insurance company. The participants are also encouraged to discuss their concerns and personal troubles with psychologists and community therapists.</p> <p>The main goal of the project is the social transformation of young people through encouraging them to acquire new knowledge and adopt attitudes and practices which will improve their health and well-being.</p> <p>The Pan American Health Organization (PAHO) validated the methodology of this project and has used it in its violence prevention projects in Washington D.C. as an effective example of how to reduce the suffering caused by violence and crime.</p>
Contact	<p>Caixa Seguros SCN Quadra 01 - Bloco A - Ed Number One - 15 º andar - Brasília - DF (Brazil) CEP 70711-900 Tel: + 55 61 2192-2400 Website: http://www.caixaseguros.com.br/portal/site/CaixaSeguros/menuitem.9b0da7952f61a59b6cd4ac1230e001ca/?vgnnextoid=ec4e1cf28d916110VgnVCM1000009200640aRCRD</p>

Country	BRAZIL
Project	<i>Começar Novo</i> [New Start Project]
Objective	To reduce recidivism and promote the social rehabilitation of prisoners, former prisoners, people serving alternative sentences and adolescent offenders.
Beneficiaries	Adolescent offenders and former prisoners
Project Description	<p>This project, conceived by Brazil's National Council of Justice, aims to reduce recidivism by providing training opportunities to former prison inmates, people serving alternative sentences and adolescent offenders, by reintegrating them into the labor force through the following activities: professional training; forming partnerships with business associations, NGOs and the public sector in favor of reintegration activities; launching campaigns to set up networks for encouraging re-socialization; encouraging integration between the various social services in different states; identifying potential beneficiaries, etc.</p> <p>The CNJ seeks to draw the attention of this project to government agencies, civil society, the private sector and NGOs. It also runs a database to inform stakeholders and beneficiaries of available job offers and training courses.</p>
Contact	<p>Conselho Nacional de Justiça Anexo I – Supremo Tribunal Federal, Praça dos Três Poderes s/n Brasília (Brazil) CEP 70175-900 Tel.: +55 61 3217-6787 Email: comecardenovo@cnj.jus.br Website: http://www.cnj.jus.br/programas-de-aaz/detentos-e-ex-detentos/pj-comecar-de-novo</p>

Country	BRAZIL
Project	Regresso [Offender Re-entry Project]
Objective	Resocialization of former prisoners in the state of Minas Gerais (on conditional or final parole) with a view to reducing recidivism.
Beneficiaries	Former prison inmates
Project Description	<p>The project seeks to promote job creation for former prisoners in local firms and to provide them with educational and professional training courses by organizations linked to FIEMG (Minas Gerais Federation of Industry) such as SESI and SENAI. Firms are called upon to set aside at least one job and not more than 5% of staff on the payroll to former inmates. In exchange, the firms receive quarterly payments equivalent to two minimum wages for two years for each employee hired.</p> <p>Companies interested in offering jobs to this group of people need to approach the Peace Institute of Minas (<i>Instituto Minas Pela Paz</i>) and indicate the actual job and function which the former prisoner will occupy once he is employed, the number of vacancies available, the locality of the workplace, the salary and other benefits. The firm must also set out the qualifications needed, such as a candidate's level of schooling and professional experience.</p> <p>Former prisoners benefiting from the program must be registered in the Social Reintegration Program for Ex-prisoners (PRESPA) under the aegis of the Superintendency for the Prevention of Crime (Ministry of Social Defense). This body will assess educational level and potential to meet the requirements of the job on offer. In this way the responsible government bodies are in a position to get the best candidates to submit applications for the vacancies. Subsequently a "statement of commitment" is drawn up between the participating firm, the Pela Paz Institute of Minas and the State Government.</p> <p>Selection of candidates is done by the firms. The rules governing the former inmates' performance at work are the same as for other employees. These include the company being able to dismiss the employee if he fails to come up to expectations.</p>
Contact	<p>Instituto Minas Pela Paz Rua dos Timbiras 1200, sala 502. Centro - Belo Horizonte - MG (Brazil) Tel.: +55 31 3214-0417 Website: http://minaspelapaz.org.br/projetos.php?id=1</p>

Country	CHILE
Project	Paz Activa [Active Peace Project]
Objective	To prevent crime in vulnerable neighborhoods.
Beneficiaries	The community in general
Project Description	<p>The <i>Active Peace Project</i> is run by the Citizen Peace Foundation, whose remit is to prevent crime in vulnerable neighborhoods. The Foundation's approach is to identify key risk factors in poorer areas and to coordinate effective programs with the collaboration of local communities.</p> <p>The project first seeks to gain the confidence of community residents by informing them about program activities and inviting them to participate. At the second stage a community steering group is set up comprising the key community representatives and participating institutions aimed at defining, designing and prioritizing the project strategies to be implemented to benefit the neighborhood. The project is then presented to the corresponding municipal authority, the police and civil society institutions. A third stage includes intervention strategies to identify and reduce the risk factors, with the overall aim of producing a safer environment, preventing risk groups from participating in violent activities and reducing opportunities and situations leading to violence. The final stage in this endeavor is to evaluate the initiatives and activities that have been carried out, by undertaking victimization surveys to assess outcomes and impacts. The project is mainly concerned with the communities of Recoleta and Pincoya Huechuraba.</p> <p>Run by the Citizen Peace Foundation, with significant funding provided by private firms such as Banco Santander, Falabella, PricewaterhouseCoopers etc.</p>
Contact	<p>Funcación Paz Ciudadana Valenzuela Castillo 1881, Providencia Santiago de Chile (Chile) Tel: +56 2 363-3800 Email: fpc@pazciudadana.cl Website: www.pazciudadana.cl/at_prevencion_barrios_pactiva.html</p>

Country	CHILE
Project	<i>Paz Educa [Education for Peace Project]</i>
Objective	Curbing violence in schools.
Beneficiaries	Children, adolescents and young adults
Project Description	<p>The aim of the Education for Peace Project, implemented by the Citizen Peace Foundation, is to prevent violence in schools. The first step was a pilot project in three local schools in Puente Alto, thanks to the collaboration of the Municipality, donations from a private institution with an interest in this community and technical support provided by the University of Oregon (USA).</p> <p>The main project began in 2000 in collaboration with the <i>Peace Education Foundation Conflict Resolution and Peer Mediation in Schools</i> program, involving a range of activities including the preparation of material and studies about school violence.</p> <p>The project has now been running for three years with good results, especially in the Padre Hurtado School in Puente Alto. Students report an average improvement of 9.1% in indicators such as destruction of school equipment, mugging, possession of weapons, threats and bullying by students, and an 8.8% reduction of violence by teachers. Teachers report that one of the most significant achievements has been the 57% reduction in physical assaults and fights among the students. Between 2006 and 2008 the number of students reported for bad conduct decreased by 45%.</p>
Contact	<p>Fundación Paz Ciudadana Valenzuela Castillo 1881, Providencia Santiago de Chile (Chile) Tel.: +56 2 363-3800 Email: fpc@pazciudadana.cl Website: www.pazciudadana.cl/at_prevencion_escuelas_educa.html</p>

Country	CHILE
Project	Street Lighting Master Plan (CPTED, Chilectra)
Objective	Rehabilitating public spaces.
Beneficiario	The community in general
Project Description	The Public Lighting Master Plan Project was implemented in 2006 by Chilectra, Chile's electricity distribution company. This project aims in part to reclaim urban spaces by contributing to architectural design with a view to rendering them safer for the inhabitants of a particular locality. In 2006, for example, all the public lighting installations more than seven years old were replaced in the community of Lo Prado in Santiago, following the precepts of <i>Crime Prevention Through Environmental Design</i> (CPTED). The CPTED strategy was applied to the safety audit, project design, implementation and evaluation stages of the project, the first two with the participation of the local community and public sector representatives.
Contact	Plan Maestro de Alumbrado Público (CPTED, Chilectra) Website: http://206.49.219.106/medios/municipios/Present_V_Semin/02_ClaudioInzunza_Chilectra.pdf

Country

COLOMBIA

Project

Bogotá Cómo Vamos?
[Bogotá, How Are We Doing Project?]

Objective

To enhance quality of life in Bogotá.

Beneficiaries

Society as a whole

Project
Description

This project is the result of an institutional partnership between the Casa Editorial El Tiempo, the Corona Foundation and the Bogotá Chamber of Commerce.

The project is designed to provide opportunities for promoting effective, transparent and accountable activities by the public authorities, to benefit the city in a number of ways. It calls on the local administration to account for expenditure by producing relevant documentation, which is then scrutinized by experts and members of the community.

The project also aims to develop a better informed, participative and responsible population through, inter alia, public consultations which provide an opportunity for society to express views on access to, and the quality of, public services.

This project is keen to develop partnerships with a view to improving quality of life, providing suitable opportunities for debate and disseminating information as a basis for underpinning the efforts and resources of different stakeholders responsible for the city. The project provides a permanent forum for discussion in which existing knowledge can be consolidated and the institutional learning curve enhanced.

Contact

Bogotá Cómo Vamos

Carrera 6 # 26 - 85. Piso 17

Bogotá (Colombia)

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Email: info@bogotacomovamos.orgWebsite: www.bogotacomovamos.org/

Country	COLOMBIA
Project	<i>Cultura de Paz</i> [Culture of Peace project]
Objective	To foster peaceful coexistence in the territories and communities affected by violence and armed conflict.
Beneficiaries	Young people and society in general
Project Description	<p>The VallenPaz Corporation, a private non-profit organization dedicated to achieving peace through human and socio-economic development, runs the Culture of Peace Project in the rural communities of south-western Colombia hardest hit by violent conflict.</p> <p>The Corporation sponsors the Life Skills Program (for teachers, parents and children) in educational institutions aimed at restoring and re-establishing peace in the territories and communities most affected by violence, and, in general, fostering "non-violent action and the consolidation of peace." The program has so far benefited 6,000 students, 1,000 parents and 300 teachers.</p>
Contact	<p>Corporación VallenPaz Carrera 5 n.11-68, piso 5 Cali, Valle del Cauca (Colombia) Tel: +57 2 8821933 - 8822573 Website: http://www.vallenpaz.org.co/</p>

Country	COLOMBIA
Project	<i>Fútbol por la Paz</i> [Football for Peace Project]
Objective	To consolidate the practices of peaceful coexistence and gender equality in communities located near the Indupalma company.
Beneficiaries	The community in general
Project Description	<p>This project seeks to strengthen peaceful coexistence and gender equality in the communities surrounding Indupalma by promoting the use of peaceful tools, such as football, for resolving day-to-day conflicts.</p> <p>The project changes some of the traditional rules of football so that, for instance, women are included in the teams and a requirement is that the first goal should be scored by a woman. In this way the inhabitants of the region can learn that football can serve as a useful framework for peace. Indupalma supports the project and nominates company representatives to participate in the monitoring and evaluation efforts of the community's Mediation Committee.</p> <p>The company also runs a project dealing with alternative methods for solving conflicts peacefully. This involves participation by company staff, cooperatives, teachers and students from the nearby educational institutions in San Alberto and environs.</p>
Contact	<p>Indupalma Calle 67 N.º 7-94 Piso 8.º Bogotá, DC (Colombia) Tel: (+1) 347 00 10 Fax: (+ +1) 212 10 68/16 Website: www.indupalma.com/contenido/contenido.aspx?catID=6&conID=37</p>

Country	COLOMBIA
Project	<i>Laboratorio de Paz</i> [Peace Laboratory]
Objective	To jointly bring about conditions for lasting peace and peaceful coexistence based on a decent lifestyle and access to opportunities for all inhabitants.
Beneficiaries	Society in general

Project
Description

The Prodepaz Corporation consists of partners from a number of different Colombian firms keen to participate in the process of integration and regional development by making joint efforts to strengthen institutions and democratic government and to promote community empowerment and income generation. The ultimate goal is to improve conditions for peaceful coexistence and a decent life for the population in the area of influence.

Interconexión Eléctrica SA (ISA) is the most important energy distributor in Colombia and one of the companies that have suffered most from the terrorist attacks (power pylons have been bombed on over 100 occasions since 1999). The upsurge of violence in Colombia in the 1990s led the company to reflect on the problems of armed conflict, on the possibility of developing sustainable businesses in areas of conflict, and on the need to focus social programs on building sustainable peace.

In cooperation with the Diocese of Sonson in Antioquía, ISA launched a regional development and peace building program called *Development for Peace* (Prodepaz). Company policy has since included providing support for other programs in Colombia and persuading other firms to do the same.

This project is dedicated to promoting organization and training for communities, bringing about changes to enhance quality of life and the environment in which residents live. The main aims of the program are to address the structural causes of conflict and violence: inequality, lack of prospects (job shortages, absence of career and life plans, etc.) and a widespread culture of violence in the absence of democratic values. To date, 28 cities around 2300 families have benefited from the project.

The Peace Laboratories are a joint technical and financial cooperation initiative by Colombia and the European Union.

The first Peace Laboratory began operations in 2002 in the Magdalena region. To provide continuity and wider scope for the project, the European Union approved the setting up of a Second Peace Laboratory to cover three other regions of Colombia – Norte de Santander, East Antioquia and Macizo Colombiano / Alto Patía. The general objective of these bodies is to collectively bring about conditions for lasting peace and peaceful coexistence based on a decent lifestyle and access to opportunities for all the inhabitants of the areas concerned.

Contact

Corporación Prodepaz – Program de Desarrollo para la Paz

Calle 51 n. 50-34, Ed. San Miguel, Piso 3

Rionegro, Antioquia (Colombia)

Tel: +57 4 5314422, ext 501

Website: www.prodepaz.org/

Country

COLOMBIA

Project

Negocios Responsables y Seguros
[Responsible safe businesses]

Objective

To encourage and facilitate the integration of anti-money laundering measures into business management models and to propose to the public authorities a range of measures for improving the regulation, control and implementation of the anti-money laundering system in the business sector.

Beneficiaries

Colombian firms and society in general

Project

Description

This is a joint initiative between the United Nations Office on Drugs and Crime (UNODC), its Legal Assistance Programme for Latin America and the Caribbean (LAPLAC), the British Embassy in Colombia and the Bogotá Chamber of Commerce (BCC).

The initiative consists of a public-private partnership between the public sector (regulation and justice) and the private sector (financial), to prevent and control money laundering and the financing of terrorism and smuggling in the Colombian business sector.

In addition to the BCC and UNODC, the agreement covers 16 other public and private institutions dedicated to resolving the problem of money laundering and related crimes.

The program addresses the integration of anti-money laundering measures in four ways: (i) awareness raising, by highlighting the dangers of money laundering, terrorist financing and smuggling in order to warn business people against becoming victims of these crimes; (ii) training, by seeking to generate teaching/learning activities among business practitioners, in order to provide them with the skills and methods needed for identifying, and protecting themselves from, these crimes; (iii) co-regulation, to promote opportunities for dialogue between the public and private sectors aimed at adopting anti-money laundering measures, protecting the economy and encouraging the growth of different sectors and (iv) cooperation, seeking to create effective channels of communication and exchange of experiences between the public and private sectors with a view to strengthening the anti-money laundering system in Colombia's business sector.

Contact

Website: www.negociosresponsablesysegueros.org

Country	COLOMBIA
Project	<i>Observatorio de Seguridad [Safety Observatory]</i>
Objective	To propose and provide support for official action by the authorities to reduce and prevent crime, as well as to inform the business sector and public /private organizations interested in and responsible for this subject.
Beneficiaries	Society in general
Project Description	<p>The Safety Observatory is an initiative of the Bogotá Chamber of Commerce aimed at analyzing the security situation in the city of Bogotá and Cundinamarca region with a view to lending support to the crime reduction and prevention activities of the local authorities. A further remit is to propose new activities in the crime reduction/prevention area and channel relevant information to the business sector, public and private agencies and stakeholders in general. The Observatory examines and analyzes objective variables (statistics of more serious crimes) and subjective variables (by conducting perception and victimization surveys) related to the security situation in the city and the surrounding region.</p> <p>The Observatory publishes a regular journal containing specialized material on security-related articles and news of best national and international practices, thus serving as a useful tool for shaping the design of public policies and strategies for reducing and preventing crime in the area.</p>
Contact	<p>Cámara de Comercio de Bogotá Avenida Eldorado n. 68D - 35, piso 7 Bogotá (Colombia) Tel: +57 1 594 1000, Ext: 2764, 3703 and 2755 Email: observaseg@ccb.org.co Website: http://camara.ccb.org.co/contenido/contenido.aspx?catID=126&conID=6574</p>

Country	COLOMBIA
Project	<i>Observatorio de Seguridad, Convivencia y Cultura Ciudadana</i> [Safety, Coexistence and Civic Culture Observatory]
Objective	To provide a permanent network for public and private stakeholders to analyze, research and propose courses of action to address the social phenomena and events affecting security and peaceful coexistence
Beneficiaries	Society in general
Project Description	<p>The Safety, Coexistence and Citizen Culture Observatory is a permanent forum providing opportunities for public and private stakeholders to analyze, research and propose appropriate courses of action for addressing the social phenomena and events affecting security and peaceful coexistence.</p> <p>The Observatory has established itself as a statistical information system on homicides, traffic accidents, domestic violence and crimes against property in Palmyra. It is basically a surveillance system which uses low-cost, geo-referenced, institutionally-monitored information as a tool for defining intervention strategies at municipal level by the government authorities (justice and health), under the aegis of the Mayor of Palmira.</p>
Contact	<p>Fundación Progresamos Edificio Cámara de Comercio de Palmira Calle 28 n.º 30-15 Oficina 201 Palmira, Valle del Cauca (Colombia) Tel: 2735045 Email: observatorios@fundacionprogresamos.org.co Website: www.osccc.org/</p>

Country	EL SALVADOR
Project	<i>Todos contra la violencia</i> [All against violence]
Objective	To change the way that the media approach the subject of crime and violence in the news by avoiding violent language and images, showing respect to all citizens and avoiding stigmatizing victims or perpetrators of crimes and violence
Beneficiaries	The company itself
Project Description	<p>Prensa Gráfica, one of the largest media conglomerates in El Salvador, published a <i>Guide to the media treatment of violence</i>, based on a wide-ranging internal discussion and consultation within the company on how the issue should best be dealt with by the media in general.</p> <p>The proposals were subsequently implemented in all sections of the newspaper. In May 2005, Prensa Gráfica brought out a 188-page, black and white edition to mark the change in the media approach to the subject of violence, emphasizing the need to avoid violent language or images and stigmatization of perpetrators of violence and their victims.</p>
Contact	<p>La Prensa Gráfica Website: http://www.laprensagrafica.com/el-salvador/social/35739--todos-contra-la-violencia.html</p>

Country	GUATEMALA
Project	<i>Project Puente Belice</i> [Belize Bridge Project]
Objective	To show young people how to access the labor market.
Beneficiaries	Young people
Project Description	<p>In the Belize Bridge Project in Guatemala, the partnering firm Koramsa (textile industry) provides jobs for young people living in areas suffering high crime rates. To merit selection, young people must demonstrate responsibility, interest in improving their living conditions and be enrolled in a local school. If young gang members involved in the project do not meet the above requirements, their family members are eligible for jobs vacancies at the firm.</p> <p>The project basically offers young people the opportunity to enter the labor market as an alternative to crime. It also highlights the value to young people of education, personal responsibility and commitment.</p>
Contact	<p>Belize Bridge Project Website: http://puentebelice.org/</p>

Country	MEXICO
Project	<i>Comunidad en Libertad Asistida</i> [Community Probation Project]
Objective	To generate social reintegration for adolescents by introducing them to alternatives to prison
Beneficiaries	Adolescent offenders
Project Description	<p>This project espouses family, educational and social intervention aimed at preventing recidivism and providing other support for young offenders.</p> <p>The Adolescent Education Program offers an opportunity for youngsters to study for the INEA degree or to become involved in computer, human development, fitness, theatre and audiovisual production workshops, and community activities, as well as individual, group or family psychotherapy sessions. The Family Program also offers the INEA / BA, human development workshops, community activities and individual and family psychotherapy.</p> <p>The Reintegra Foundation is financed by the private sector and other partners.</p>
Contact	<p>Fundación Mexicana de Reintegración Social, REINTEGRA Amores 32, Col. Del Valle México, D.F. 03100 (México) Tel: +52 55 36 71 74 Email: reinteg@reintegra.org.mx Website: http://www.reintegra.org.mx/</p>

Country	MEXICO
Project	<i>Observatorio del Delito [Crime Observatory]</i>
Objective	To contribute to improving the security environment near the COPARMEX business centers
Beneficiaries	Society in general
Project Description	<p>The Employers´ Confederation of the Mexican Republic (COPARMEX) was keen to help improve the safety of the areas near to their business premises in order to attract new investment.</p> <p>The creation of a national network of Crime Observatories was thus proposed in cooperation with the United Nations Office on Drugs and Crime (UNODC), with a view to enhancing the pro-community safety efforts of ordinary people by identifying opportunities and best practices.</p> <p>The proposal led to Crime Observatories being set up in each Mexican state, forming part of a comprehensive network.</p>
Contact	<p>COPARMEX, Confederación Patronal de la República Mexicana Insurgentes Sur. 950 1er y 2do. piso, Colonia Del Valle México D.F. 03100 (Mexico) Tel: +52 55 5682 5466, 5547, 5615, 5741, 5868 Website: www.coparmex.org.mx/upload/comisionesDocs/PPT%20Oficial%20Observatorio%20del%20Delito_290307.ppt#277,3,OBJETIVO GENERAL</p>

Country	PERU
Project	<i>Encuestas de Victimización Nacional, Urbana y Metropolitana 2011 de Ciudad Nuestra</i> [National, Urban and Metropolitan Victimization Surveys 2011 by Ciudad Nuestra]
Objective	To build a baseline scenario of community safety conditions in the country's 23 largest cities and in the 35 largest districts in the capital, Lima
Beneficiaries	The National Community Safety System and the provincial municipalities and urban districts surveyed.
Project Description	<p>The surveys measured the principal community safety indicators, namely victimization – direct or by household, type of crime, place where it occurred and use of weapons –, positive perception of police and municipal security patrols, and perception of lack of safety. Altogether, 22,560 people were surveyed (400 in each city and in each district of Lima). The surveys were conducted for Ciudad Nuestra by the Catholic University's Public Opinion Institute in first quarter 2011.</p> <p>Major mining companies, such as Buenaventura, Hochschild, Barrick, Yanacocha and Southern Peru, financed the survey in cities in their service area. Asociación Atacongá, of the Cementos Lima group, financed the survey in districts in Lima's southern cone. Several Lima municipalities also financed district surveys in the capital. The Open Society Institute put up the seed capital and the Andean Development Corporation (CAF) helped finalize the entire survey.</p>
Contact	<p>Ciudad Nuestra (the institution responsible for the project) Av. José Pardo No. 138 – Oficina 1202 – Miraflores, Lima 18 (Peru) Tel: +51 1 243-6377 Email: contacto@ciudadnuestra.org Website: http://www.ciudadnuestra.org</p>

North America

Country	CANADA
Project	San Romanoway Revitalization Association
Objective	To foster collaboration among all sectors with a view to promoting community safety, improving environmental design and implementing strategies for crime prevention through social development and extra-curricular activities.
Beneficiaries	Young people
Project Description	<p>The San Romanoway Revitalization Association (SRRA), Toronto (Canada), works with all levels of government to address some of the social causes of crime in the area.</p> <p>A key feature of the San Romanoway community is the presence of large numbers of young people and immigrants with limited job opportunities and time on their hands. With funding from the Business Action Program (BAP) of <i>Canada's National Crime Prevention Strategy</i>, the SRRA launched its Programme of Cultural and Social Enrichment.</p> <p>The program is managed by the Business Network for the Prevention of Crime and is supported by all sectors of society, the idea being to encourage collaboration of all sectors in improving community safety conditions, environmental design and implementing prevention strategies through social development initiatives (extra-curricular activities, etc.).</p> <p>The private sector has helped the SRRA to develop a strong support network and to highlight the positive aspects of communities by rehabilitating neighborhoods and creating employment opportunities for young people not attending school or those with criminal records.</p>
Contact	<p>San Romanoway Revitalization Association 10 San Romanoway - Ground Floor, North Wing Toronto, Ontario (Canada) Website: www.srra.ca/</p>

Country	CANADA
Project	Partnership Opportunities Legacy (POL) Fund
Objective	To create or improve services with a positive impact on residents
Beneficiaries	The community in 13 Toronto wards
Project Description	<p>The <i>City of Toronto's Partnership Opportunities Legacy (POL) Fund</i> was created within the framework of the city's Community Safety Plan to build new or improve existing community facilities identified by residents as having a potentially positive impact on their neighborhoods. These facilities include football and basketball courts, youth program spaces, community hubs, etc. located in Toronto's under-served neighborhoods.</p> <p>For every dollar the City Hall committed in 2008 to the POL Fund, \$1.90 was provided in additional funds by private sector partnerships (small and large businesses, foundations, etc.), while other public agencies (provincial and federal) contributed an additional \$1.90. In 2008 the Toronto City Council allocated \$13 million to the POL budget to serve as a baseline budget for launching a wider funding campaign. This raised an additional \$24 million thanks to contributions from businesses and a number of other government agencies.</p> <p>The City recruited young people, adults and community agencies to participate at every stage of the process (design phase, construction of public spaces, community consultations, etc.). Residents played a key role in determining the kind of services expected to impact positively on community quality of life. A total of 16 projects are scheduled for completion by end-2010 and another 10 should be finished in 2011.</p>
Contact	<p>City of Toronto Toronto City Hall, 2nd Floor, 100 Queen St. West, Toronto – Ontario (Canada) C.P. M5H 2N2 Website: http://www.toronto.ca/nan/about/pol.htm</p>

Country	CANADA
Project	Joint liquor license: <i>Terrasses Bonsecours</i> and <i>Femmes et Villes International (FIV)</i>
Objective	To raise awareness and provide security for women on their way home from nightclubs
Beneficiaries	Women (and staff) attending evening events
Project Description	<p><i>Terrasses Bonsecours</i> (TB) is a nightclub, bar, restaurant, disco, ice cream parlor open in summer on the quays of the Old Port of Montreal. Behind the main building a separate warehouse can be used as a venue for parties and other events. <i>Terrasses Bonsecours</i> linked up (through a joint license to dispense alcohol) with an organization called <i>Femmes et Villes International</i> (FVI), which specializes in women's safety.</p> <p><i>Terrasses Bonsecours</i> is located in a remote area, and staff are obliged to walk some distance before reaching the main avenue to access public transportation or their vehicles. Realizing that this was not a safe environment for women on their way home, FVI and TB together decided to improve security by purchasing golf carts to accompany the women to bus or taxi ranks, or to their own cars parked in the area.</p> <p>FVI is active in the media and provides technical assistance with a view to increasing public awareness of issues related to women's safety. TB and FVI are joint partners in the organization of summer fundraising events, with FVI receiving donations from sales at the events.</p>
Contact	<p>Femmes et Villes International 6465, Avenue Durocher, Suite 309, Montreal, Quebec (Canada) C.P. H2V 3Z1 Website: http://www.femmesetvilles.org</p>

Country	CANADA
Project	Cybercap
Objective	To help integrate young unemployed people who have not graduated from high school and who are interested in a career in multimedia, and to avoid truancy among adolescents at risk.
Beneficiaries	Unemployed youths (aged 18-25) and teenagers (15-17).
Project Description	<p><i>Cybercap</i> is a nongovernmental organization with a mission to promote the integration of young people at risk in their workplace or school by improving their personal, social and professional skills by encouraging them to study multimedia techniques. <i>CyberCap</i> multimedia training is applied through two socio-professional training programs for preventing dropouts: <i>TransiTion Path (Parcours transition)</i> and <i>InteraXion Challenge (Défi InteraXion)</i>.</p> <p><i>TransiTion Path</i> aims to integrate unemployed young adults both socially and professionally into the jobs market or to encourage them to return to school. It is basically a six-month immersion program adapted to develop the skills and ability of the participants in an environment similar to that of the multimedia industry. Participants work to a personal development plan which they can apply to developing multimedia projects (websites, DVD, 2D animation and digital video) for real clients, supervised on a day-to-day basis by CyberCap staff. During the final three months of the program participants refine their personal and professional goals and expand their cyber expertise. At that stage they can bring their personal qualifications up to date, produce a development plan, organize their CVs, implement projects for external clients, learn specific techniques and choose an area of specialization e.g. script-writing, imaging, animation, sound or digital video. At this point, each participant begins work on a plan to put into operation after leaving the program to seek employment or further study.</p> <p><i>Cybercap</i> collaborates with a number of public agencies (such as Emploi-Québec, Ville de Montreal) and private sector stakeholders such as Microsoft Canada, TQS Television, Caisse Populaire Desjardins, Radio Canada, Ubisoft, etc. who provide equipment (computers, and so on) or arrange internships.</p>
Contact	<p>Cybercap 20, rue Queen, bureau 301 C.P. H3C 2M7 Montreal, Quebec (Canada) Website: http://www.cybercap.qc.ca</p>

Country	CANADA
Project	The Remix Project
Objective	Helping young people with limited opportunities to transform their talents into a viable source of income
Beneficiaries	Young people from areas in Toronto with few opportunities
Project Description	<p>This project was founded in 2006 to help young people with limited opportunities to transform their talents into a viable source of income, provide work opportunities and encourage them away from crime.</p> <p>Young people participating in the Remix Project are selected on the basis of their needs, talents, creativity and dynamism. Remix staff help participants to identify their goals and develop a 6-month action plan. Participants also benefit from the support of a professional mentor from the industry and from access to internships in a variety of firms, to financial support or to study credits for expanding their professional activities. The program also helps participants to excel in their artistic projects, while on the program, by donating high quality equipment and materials (recording studios, photo labs, etc.).</p> <p>The project receives support from a number of private sector benefactors in the form of professional internships, advertising or financial support.</p> <p>The project collaborates with a number of private sector stakeholders: MTV news, Universal Music Canada, New Flow 935, Llamp and Humber College, which provide professional internships or advertise the skills of, and financially support, young people wishing to resume their studies. The project, initially financed with public funds (federal, municipal and provincial), today receives funding from the private sector and foundations (e.g., Trilium Foundation, TD Bank), in addition to funds generated by the Remix Project from its various fund-raising campaigns.</p>
Contact	<p>The Remix Project 2 Pardee Avenue, Suite 201, C.P. M6K 3H5 Toronto - Ontario (Canada) Website: http://theremixproject.ca/site/</p>

Country	USA
Project	National Crime Prevention Council
Objective	To mobilize different stakeholders interested in developing crime and violence prevention activities
Beneficiaries	The community in general
Project Description	<p>The National Crime Prevention Council is one of the largest and oldest crime prevention agencies in the United States.</p> <p>Corporations and associate partners support a variety of projects and the development of strategic and innovative programs.</p> <p>Between 2001 and 2010, one of the Council's key objectives was to develop and promote programs to enable families and communities to create healthy and safe environments for children. This involved preventing crime, violence and drug abuse, inter alia by encouraging young people to help build homes, schools and safer communities. Adults also participated in the programs, developing useful skills for preventing crime and violence.</p>
Contact	<p>National Crime Prevention Council 2345 Crystal Drive, Suite 500 Arlington, VA - 22 202 (U.S.) Tel: +1 202 466-6272 Website: http://www.ncpc.org/</p>

Africa

Country	NIGERIA
Project	Lagos State Security Trust Fund
Objective	To mobilize resources to improve security in Lagos State (Nigeria)
Beneficiaries	Inhabitants of Lagos State
Project Description	<p>The <i>Lagos State Security Trust Fund</i> was created in 2007 as a public-private partnership within the framework of a comprehensive crime control and prevention strategy. The Fund seeks to mobilize resources from government, the private sector and citizens in order to improve the operational capacities of the State security agencies. The Board of Management, consisting largely of private sector individuals, is obliged to produce regular statements of account for public scrutiny.</p> <p>Within two years of its inception the Fund had mobilized over US\$27 million in donations from private companies, public institutions and individuals, in addition to contributions from State agencies.</p> <p>The donations have been used to provide the police and other law enforcement agencies with equipment (over 200 patrol vehicles, boats and motorcycles, etc.). The Lagos State Government, for example, recently acquired two search and rescue helicopters through the Fund.</p> <p>The role of the Fund is to respond positively to crime/security levels, to improve access to equipment and other resources and to promote economic and social development in general in the state. To date it has helped to improve the performance of community-based watch patrols and has initiated a series of useful community meetings at the local City Hall aimed at promoting greater interaction and involvement in security issues.</p>
Contact	<p>Lagos State Security Trust Fund Website: http://www.lagosstatesecuritytrustfund.org/</p>

Country	SOUTH AFRICA
Project	Business Against Crime
Objective	To improve the speed and efficiency of police responses to certain types of crimes.
Beneficiaries	Police officers
Project Description	<i>Business Against Crime South Africa</i> (BAC) was founded in 1996. As a professional organization composed of South African business leaders, it works with the police at national and local level to help improve the effectiveness of their response to certain types of crimes, to expand the service offered by police stations and to improve victim support schemes. BAC is also active in encouraging more efficient use of technical resources in crime investigations and implementing crime prevention programs in schools.
Contact	Business Against Crime South Africa Office Block n. 2 Morning View Office Park Morningside (South Africa) Tel: +27 011 883 0717 Fax: +27 011 883 1679 Website: www.bac.org.za/

Country

SOUTH AFRICA

Project

Intervention Model: “What it looks like when It’s fixed”

Objective

To propose a new and comprehensive way of understanding complex social systems and problems (crime, poverty, unemployment, etc.), and to strengthen cohesion among different partners with a view to producing effective solutions.

Beneficiaries

All community-targeted stakeholders

Project
Description

This project was promoted by the multinational company PricewaterhouseCoopers South Africa on the basis of advice from Dr. Barbara Holtmann, creator of the intervention model “*What it looks like when It’s fixed*”. The model is a new way of understanding current social challenges and creating the conditions for community stakeholders (government, civil society, private sector, citizens) collectively to generate effective solutions.

The model is based on a methodology incorporating principles taken from business as well as the social sciences, generating consensus thanks to active participation by stakeholders from different sectors. The private sector has a great deal to contribute not only as a partner but also as an agent of change. The methodology proposes the development of practical responses to community-based problems based upon the knowledge and skills possessed by people in the communities – which they can share in a collective effort to benefit themselves.

This tool is being implemented by various organizations, such as Khulisa in South Africa, UN-Habitat in Kenya and the Delhi government in India. PricewaterhouseCoopers South Africa sponsored publication of this model at an event jointly supported by the Da Vinci Company and the Social and Industrial Research Council (CSIR) of South Africa.

Contact

What it looks like when it’s fixed

Website: <http://www.pwc.com/za/safecommunities>

Oceania

Country	AUSTRALIA
Project	Residents in Safer Environment Project, Fairfield (RISE)
Objective	To improve security in the city of Fairfield
Beneficiaries	Fairfield residents
Project Description	<p>During the 1990's the City of Fairfield implemented the <i>Residents for a safer environment</i> (RISE) project which included community development and physical improvement components.</p> <p>The Australian insurance firm <i>National Roads and Motorists Association</i> (NRMA), with its expert knowledge of car theft and house burglaries, had previously supported community policing initiatives in the State of New South Wales (<i>Neighborhood Watch</i>), but wanted to try a new approach to crime prevention, and to encourage other members of the community to help reduce crime rates in the city.</p> <p>The RISE project was created jointly by NRMA and the City of Fairfield as a subcomponent of a program of broader social and community development already underway, which included addressing all the factors associated with crime. NRMA committed to providing a 3-year funding for community development activities identified by residents as priorities. Two types of RISE projects emerged: one to respond to the needs of young adults and children (psychosocial support, community recreation programs and assistance with finding employment); and a second group of projects designed to generate resources and create support networks in the community as a whole (the latter included, for example, women's associations, craft workshops, language tuition classes, and so on).</p> <p>In 1996, NRMA launched its own scholarship program, providing more than 1 million Australian dollars for use in community crime prevention projects. Since then the scholarship program has expanded to include Community Assistance Grants, which provide support in terms of injury prevention, emergency services and crime prevention.</p>
Contact	<p>Fairfield City Council PO Box 21 Fairfield NSW 1860 Sydney (Australia) Website: http://www.fairfieldcity.nsw.gov.au/</p>

Asia

Country	INDIA
Project	Prevention and Assistance to Survivors of Trafficking (PAST)
Objective	To combat trafficking in human beings
Beneficiaries	Victims of trafficking
Project Description	<p>The International Organization for Migration (IOM) has launched a series of public-private partnerships in India to bring together representatives of the private sector, government and civil society to address this issue.</p> <p>These PPPs seek to jointly develop rehabilitation programs targeted at survivors of human trafficking by developing skills and better job opportunities as a way of helping to prevent human trafficking and providing direct assistance to victims.</p> <p>The PPP partnership model has led to the establishment of a number of enterprises such as Nestlé Amul Food outlets, gift shops and cyber-cafes, the Xpress Coffee Day, clothes shops, tourist agencies and vehicle hire facilities. The IOM has also supported the setting-up of businesses such as the Easy Shoppe Minimarket and a local laundromat in Goa called Swift Wash, sponsored by a number of firms in the area under Goa's Chamber of Commerce and Industry. The IOM, together with the Indian Industry Conference, also currently provides training courses in janitorial services and retail food and beverage selling.</p> <p>Since 2003, the PPP activities have made inroads into the prevention of human trafficking and rehabilitation of survivors by providing opportunities for employment and economically sustainable lifestyles. This approach has led to the establishment of partnerships between over 20 firms and civil society organizations, benefiting around 600 survivors of human trafficking.</p>
Contact	<p>International Organization for Migration (IOM) Flat No: 202 on 2nd Floor, Bhavya's Faroqui Splendid, MCH No: 11-4-659, Bazar Ghat Road, Red Hills. Lakdi Ka Pul, Hyderabad 500 004 (India) Website: www.iom.int</p>

Europe

Country	GERMANY (OLDENBURG)
Project	'Fairness Bring More' – school mediation in Oldenburg
Objective	To establish a conflict management mechanism through school mediation, thus contributing to the prevention of violence
Beneficiaries	School community (students and teachers) in the city of Oldenburg
Project Description	<p>This initiative, a public-private partnership with local firms and the business sector, consists of training teachers as school mediators and students as peer mediators and thereby establishing an active culture of conflict management through mediation. The initiative in Oldenburg has three operational goals: training teachers and social workers as school mediators; training pupils as peer mediators; and developing a support program for schools to use mediation as a tool for combating violence.</p> <p>The project to train mediators is based upon public-private partnerships involving sponsorship by local businesses, retailers and others.</p> <p>Coordinated by the City Council for Crime Prevention, the project is largely financed by private companies from Oldenburg. The Council organizes the financing scheme and, after identifying interested companies, puts them into contact with schools which they might be prepared to sponsor. A Sponsorship Agreement is then drawn up between the Council, the relevant firm and the school whereby the firm undertakes to cover the whole cost of training by one mediator. In return, the school has to set up a mediation program, to create a mediation working group, to incorporate mediation as a conflict management mechanism and to report on progress on a regular basis. Oldenburg firms support this initiative not only because of the importance of conflict management in schools but also because of the benefits that conflict resolution brings to the community as a whole.</p>
Contact	<p>Präventionsrat Oldenburg Schlossplatz 26 Oldenburg Niedersachsen (Germany) 26122 Website: http://www.praeventionsrat-oldenburg.de</p>

Country	UNITED KINGDOM
Project	Crime Concern
Objective	To work with local stakeholders to reduce crime and create safer communities
Beneficiaries	Society in general
Project Description	<p>Crime Concern UK, created in 1988, specializes in community safety for the public sector, helping the Home Office (Interior Ministry), the police and local authorities to reduce crime and create safer communities. The main feature of <i>Crime Concern</i> is that it works systematically at different levels with the private sector and the community in an innovative way to tackle crime and insecurity and to educate the private sector and communities about crime and violence prevention.</p> <p>Over a period of twenty years <i>Crime Concern</i> increased its size and influence, triggering major initiatives such as <i>Neighborhood Watch</i>, <i>Safer Cities</i> programs, victim support programs, youth inclusion initiatives and the <i>Crime and Disorder Act 1998</i>. Each of these initiatives involved systematic collaboration with the private sector.</p> <p><i>Crime Concern</i> has worked with different departmental agencies to reinforce more than 150 “crime prevention roundtables” also involving private sector participation.</p> <p>For example, in the 1990’s, <i>Crime Concern</i> launched a series of publications on local security: Prevention at community level (Marks & Spencer), car theft prevention (the European Alliance of Automobile Insurance and Vauxhall Motors); and neighborhood burglary reduction (Securicor Security Services).</p>
Contact	<p>Crime Concern (now called <i>Catch 22</i>) Website: http://www.catch-22.org.uk/Crime-Concern</p>

Country	UK / GLOBAL
Project	Stop Sex Trafficking of Children and Young People (Body Shop & ECPAT)
Objective	To provide relief and support to child victims of trafficking and raise public awareness and advocacy for decision makers
Beneficiaries	Child victims of trafficking for sexual exploitation
Project Description	<p>In 2007, the Body Shop company and the NGO ECPAT joined forces to launch a global campaign on child trafficking. This three-year campaign aims to provide relief and support to child victims of trafficking and generate profound changes through public awareness and advocacy with decision makers to strengthen action against trafficking in children for sexual exploitation.</p> <p>Based on ECPAT's extensive network (in 75 countries) and Body Shop's ability to reach its large customer base (2500 establishments in 64 countries), this initiative combines the unrivalled marketing and communication skills of a major international company with the technical expertise of an organization dedicated to safeguarding children's rights.</p> <p>The campaign was launched in 2009 with the publication of <i>Their protection is in our hands – The State of Global Child Trafficking for Sexual Purposes</i>. The report shows that this phenomenon is growing in many countries, and governments need to do more to tackle the problem. During the first year of the campaign, ECPAT groups reported an increase in inquiries from the public and the press on the issue.</p> <p>The campaign includes the sale of a hand cream (<i>Soft Hands & Kind Heart</i>), the profits from which are funneled into direct support for children affected by trafficking, for public awareness campaigns and for deploying a variety of other ECPAT programs throughout the world (research, advocacy, training, support for children, construction of hostels, etc.).</p> <p>The campaign also includes a component to monitor the actions taken by governments to protect children in their countries.</p>
Contact	<p>Campaign to “Stop Sex Trafficking of Children & Young People” Website: www.ecpat.net/TBS/en/about_campaign.html www.thebodyshop.com/_en/_ww/values-campaigns/trafficking.aspx?</p>

Global

Country	GLOBAL
Project	The code: responsible tourism against the trafficking and sexual exploitation of children
Objective	To protect vulnerable children from trafficking and sexual exploitation
Beneficiaries	Children vulnerable to trafficking and sexual exploitation
Project Description	<p><i>The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism</i> is a socially responsible tourism initiative that seeks to increase protection for children exposed to sex tourism and other phenomena related to child sexual exploitation.</p> <p>The Code is a voluntary system for preventing child sex tourism and aims to persuade the tourism industry to implement standard measures along the supply chain (from countries of origin to destination) and raise travelers' awareness of the crime. Around 960 hotels, travel agents and tour operators have formally adhered to the <i>Code</i> in over 40 countries in Europe, Asia, Africa and the Americas.</p> <p>Companies and organizations which adhere to the Code undertake to adopt and implement a series of awareness-raising campaigns and training of staff, as well as to provide annual accountability statements.</p> <p>Examples of firms that have adopted the code include the Accor hotel chain, which has signed the <i>Code</i> in 34 countries and in 2009 provided training for 13,000 of its employees to raise their awareness of the subject. Accor also helps distribute anti-sexual exploitation publicity materials produced by ECPAT.</p>
Contact	<p>The Code Secretariat c / o ECPAT USA, 157 Montague Street 11201 New York, NY (USA) Website: http://www.thecode.org/</p>

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