



## USAID IN MEXICO: PROGRAM OVERVIEW

Working with Mexican public- and private-sector institutions, USAID programs support Mexican leadership in two specific technical areas that are high priorities for both the Governments of Mexico and the United States: 1) strengthening security under the Merida Initiative, and 2) reducing greenhouse gas emissions as part of President Obama's Global Climate Change Initiative.

USAID programs pursue four Development Objectives under the USAID Mexico Country Development Cooperation Strategy 2014-2018:

1. **Crime and Violence Prevention:** Crime and violence prevention models replicated by local stakeholders
2. **Rule of Law:** Constitutional criminal justice reforms of 2008 are operational
3. **Human Rights:** Enabling environment to protect human rights and prevent abuses improved
4. **Global Climate Change:** Greenhouse gas emissions reduced in targeted key sectors

Work in all four areas focuses on developing models and mechanisms to leverage public- and private-sector resources, increase individual and institutional capacity, and strengthen policy and legal frameworks that support reforms. The first, second and third areas of cooperation are part of the broader bilateral Merida Initiative, a bilateral security assistance program between Mexico and the United States that contributes to efforts to combat organized crime. In addition, USAID has also signed a memorandum of understanding with the Government of Mexico to support trilateral cooperation to benefit Central America.

The Mission's legacy programs in competitiveness and workforce development, are not included within the Country Development Cooperation Strategy, since resources for these programs were allocated in prior fiscal years. Work in both areas provides an important complement to both crime prevention programming and global climate change activities and is expected to continue through 2016.

### I. CRIME AND VIOLENCE PREVENTION

Crime and violence related to narco-trafficking affects Mexico's security and economic development with a particularly significant effect on young people. Communities along the U.S.-Mexico border are especially vulnerable. USAID supports Mexico in developing and testing models to mitigate the community-level impact of crime and violence. Those models which are most successful may be replicated and expanded to other parts of the country by the Government of Mexico, the private sector, and other organizations.

USAID initiatives focus in three areas:

- Improving federal, state and local government capacity to safeguard citizen security
- Catalyzing public and private sector resources to expand socio-economic opportunities in the regions most affected by crime
- Increasing youth capacity to play a constructive role in their communities by keeping youth in school, developing their job skills, and supporting family counseling and social integration activities

Current USAID programming includes the following:

#### YOUTH POLICY

**Developing National Policy to promote Youth Wellbeing (9/2012-9/2015)**

**Implementer: Fundacion IDEA**

Under this three-year initiative, Fundacion IDEA is creating a National Network for Youth Development with the capacity to design and evaluate projects and promote national youth policy. While the initiative has national-level implications, special priority is given to NGOs and local authorities in Ciudad Juarez, Monterrey and Tijuana.

## **Human Capital (2/2013-2/2015)**

### **Implementer: Centro de Investigacion para el Desarrollo A.C. (CIDAC)**

Under this two-year initiative, local partner CIDAC will analyze the gaps between human capital supply and demand. Specifically, the initiative maps the most needed professional skills in young people by main economic sectors; identifies gaps in the work supply and training, based on the most required skills; provides better information to families, high school and university students, federal and state governments, and universities on what profiles are in most demand by main economic sectors; disseminates results; conducts a pilot study in two municipalities and documents the two municipal experiences. Activities are carried out in Guadalajara, Mexico City, Monterrey, Puebla, Queretaro and Toluca.

## **WORKFORCE DEVELOPMENT**

### **Youth Pathways Mexico / Jovenes con Rumbo (9/2012-10/2015)**

#### **Implementer: YouthBuild International**

Under this three-year public-private alliance, YouthBuild International has established safe spaces in six communities (three in Monterrey and three in Tijuana), providing a full range of education, job readiness, training and leadership resources for 5,000 young people. Working with private sector resource partners Prudential Real Estate Investors and Intel Corporation as well as local private sector organizations, the alliance supports technical training programs focused on the construction and technology sectors that will place 600 young people in jobs, internships, self-employment and continuing education. Local NGO partners, Jovenes Constructores de la Comunidad, A.C (JCC), and Servicios a la Juventud, A.C. (SERAJ), provide remedial education, leadership support, career counseling, mentoring, and after-school support to address the root causes of school dropout. The project is also designing and implementing a re-entry program for 135 juvenile offenders.

### **Youth:Work Mexico (6/2010-11/2014)**

#### **Implementer: International Youth Foundation (IYF)**

USAID and the International Youth Foundation launched Youth:Work Mexico in 2010 to address youth challenges in Ciudad Juarez and Tijuana. Working with local civil society groups, the initiative helps create safe spaces for disadvantaged young people, strengthen and expand after-school and summer programs, and prepare Mexican youth for viable futures through self or salaried employment. The initiative equips youth with the education, training, and life skills needed to participate actively in the workplace and become positive role models in their communities. It also leverages private sector resources and expertise and increases community involvement to help at-risk youth stay in school and decrease their vulnerability to engage in violent or criminal activity.

## **SCHOOL RETENTION**

### **Crime and Violence Prevention Program (CVPP) (2/2012-2/2015)**

#### **Implementer: Tetra Tech ARD**

Under this three-year initiative, TetraTech ARD works directly with Government of Mexico counterparts at the national level to support crime and violence prevention strategies, which influence policy decisions. CVPP provides technical support to plan and implement community development strategies aimed at reducing crime and violence and providing youth with alternatives to criminal activity.

One of the key objectives of CVPP at the community level is to build sustainable local capacity through small grants and public-private partnerships. CVPP supports the premise that engaging at-risk youth in constructive activities and healthy practices and behaviors is a primary intervention for preventing crime and violence in communities. To that end, CVPP supports the development and implementation of community-based models that engage at-risk youth, and promote healthy behaviors and relationships in the target communities.

### **Empowering Youth in Monterrey (9/2012-9/2015)**

#### **Implementer: Alianza Heartland**

Under this three-year program, Alianza Heartland expands educational and recreational programs for at-risk youth ages 6-18 through community centers and provides group and individual mental health and psychosocial services to youth and families affected by gang and domestic violence. The initiative takes place in five communities in the Monterrey metropolitan area, benefitting 6,000 youth and 2,000 parents.

### **Expanding Youth Development (8/2012-8/2015)**

#### **Implementer: Chihuahuan Business Foundation (FECHAC)**

Under this three-year initiative, the Chihuahuan Business Foundation supports after-school activities and summer camps, provides civic education, offers cultural and scientific workshops and provides academic assistance for youth ages 10-16 in three Ciudad Juarez communities. A total of 1,200 youth are expected to participate in after-school programming and 1,000 youth are expected to participate in summer camps.

### **Messengers of Peace (9/2012-9/2015)**

#### **Implementer: Scouts Association of Mexico**

Under this three-year initiative, the Scouts Association of Mexico provides physical, mental, emotional and professional support and direct academic counseling to adolescents and youth and implements a leading world Scout program on social leadership. The project is expected to reach a total of 1,500 youth and 1,000 parents from three Tijuana communities. This activity is setting the national standard for the Scouts organization for work on life skills, school retention and youth involvement.

### **Music in Human Development for a Culture Free from Violence (8/2012-8/2014)**

#### **Implementer: Citizens Committed to Peace (CCOMPAZ)**

Under this two-year initiative, Citizens Committed to Peace engages 150 middle school students through after-school music activities in one Ciudad Juarez community. Activities teach young participants to play musical instruments and provide venues to showcase their talent in public concerts. Participating adolescents also receive academic support and healthy life skills instruction in order to promote their overall development as young adults.

## **2. RULE OF LAW**

In 2008, Mexico passed a constitutional reform that mandated a change in the criminal justice system from a written inquisitorial system to an oral accusatorial system by 2016. Since 92 percent of crimes in Mexico happen within state jurisdiction, USAID focuses on supporting criminal justice reform at the state level, with additional activities at the federal level. To date, 18 of 32 states (56 percent) have passed revised criminal procedure codes. USAID initiatives form part of a coordinated U.S. Government effort to help strengthen the rule of law in Mexico under the Merida Initiative. USAID cooperates with Mexico to implement criminal justice reform by:

- Supporting Mexico in developing policies and legislation for key rule of law reforms
- Strengthening the capacity of judges, prosecutors, public defense attorneys, lawyers and security officials to promote and implement justice system improvements
- Helping justice sector institutions to effectively plan, implement, and monitor the criminal justice transition that safeguards due process and protects human rights
- Developing curricula for law schools to prepare the next generation of justice sector operators
- Informing and engaging citizens in criminal justice reform, and supporting civic oversight efforts

Current USAID programming includes:

### **Building the Capacity of Mexican Law Schools for the New Criminal Justice System Programs (4/2013-4/2016)**

#### **Implementer: Centro de Estudios sobre la Enseñanza y el Aprendizaje del Derecho (CEEAD)**

Under this three-year initiative, local organization CEEAD works with law schools to adapt their curricula to the new criminal justice system. The initiative will strengthen at least 200 law schools, both public and private, located in 24 states, with special emphasis on those located in underserved communities.

### **Civil Society and Consensus Building Processes (9/2009-8/2016)**

#### **Implementer: The International Republican Institute (IRI) and the National Democratic Institute (NDI)**

Under this initiative with the National Democratic Institute and the International Republican Institute, civil society organization (CSOs) throughout the country are building skills to engage political parties and city government officials in dialogue on judicial reform, public security, and other vital issues in Mexico. The activity also provides a forum for political parties and CSOs to address areas of mutual concern.

### **The Justice and Security Program (7/2009-7/2014)**

#### **Implementer: Management Systems International (MSI)**

Through a contract with Management Systems International, this initiative works with the Government of Mexico to implement and operationalize comprehensive criminal justice reform at the state and federal levels. This includes: 1) developing the legislative framework for criminal justice reform, 2) strengthening institutional and human capacity to implement criminal justice reform, and 3) empowering civil society organizations to foster criminal justice reform. USAID/Mexico is supporting justice sector activities at the federal level and in seven priority states: Baja California, Chihuahua, Hidalgo, Morelos, Nuevo Leon, Oaxaca and Puebla.

### **Strengthening the Rule of Law through Socialization of the new Criminal Justice Reform (2/2013-2/2015)**

#### **Implementer: Centro de Investigacion para el Desarrollo A.C. (CIDAC)**

Under this one-year initiative CIDAC socializes the benefits of criminal justice reform, identifies the obstacles that are limiting the reform, monitors the progress and quality of implementation, and builds partnerships with civil society organizations so they can replicate the socialization campaign.

### **Support for Law Schools, Bar Associations, and Judicial Exchanges in Mexico (6/2010-9/2015)**

#### **Implementer: American Bar Association Rule of Law Initiative (ABA/ROLI)**

Through a cooperative agreement with the American Bar Association, USAID is supporting Mexico to revamp its legal education and professional association regimes. Program activities include strengthening Mexican bar associations and law schools through the implementation of institutional reforms, training, and judicial exchanges.

## **3. HUMAN RIGHTS**

According to the watchdog group Reporters without Borders, Mexico is the world's most dangerous country to practice journalism. Mexico's National Human Rights Commission has documented 61 assassinations of journalists and 11 disappearances since 2000. Many journalists face a difficult choice between self-censorship or physical harm. USAID's cooperation in human rights seeks to prevent abuses such as torture and protect citizens' rights. We also engage with the public sector and civil society to prevent human rights violations, promote a culture of respect and value for human rights, and adequately respond to violations when they occur.

We support the efforts of the Government of Mexico and Mexican civil society organizations to strengthen human rights by focusing on prevention, protection, and advocacy. This includes:

- Improving government and civil society's ability to prevent attacks against journalists and human rights defenders by reducing their vulnerabilities and improving preventive measures
- Strengthening, expanding, and enhancing protective measures and assistance available to at-risk journalists and human rights defenders in Mexico
- Improving the ability of civic groups to engage on public policy and secure long-term government commitment to protecting at-risk journalists and human rights defenders
- Enhancing the capacity of police and prosecutors to investigate crimes while respecting rights in a manner consistent with internationally recognized human rights standards
- Implementing a groundbreaking human rights constitutional reform passed in 2011
- Reducing arbitrary detentions, coerced confessions, pretrial detentions, unreasonable searches and seizures, and promoting greater access to justice for vulnerable groups.

Current USAID programming includes:

### **Constitutional Human Rights Practice (9/2012-9/2015)**

#### **Implementer: Instituto Mexicano de Derechos Humanos y Democracia (IMDHD)**

Under this three-year initiative, IMDHD conducts analyses and information campaigns related to the implementation of constitutional human rights reforms. This initiative contributes to the effective implementation of the Human Rights Constitutional Reform by conducting analyses of current implementation efforts and issuing recommendations on best practices, generating proposals and providing training re-

lated to the reform at the federal and local levels, as well as conducting analyses and public information campaigns related to the protection provided through the constitutional human rights reforms.

#### **National Campaign to Prevent Torture (9/2012-9/2014)**

##### **Implementer: National Institute for Security and Democracy (INSYDE)**

Under this two-year initiative, the National Institute for Security and Democracy (INSYDE) is developing a national campaign against torture that strengthens dialogue and exchange between civil society organizations and the authorities in order to reduce the incidence of torture.

#### **Protecting Human Rights and Freedom of Expression Program (9/2011-9/2015)**

##### **Implementer: Freedom House**

Through a cooperative agreement with Freedom House, USAID/Mexico seeks to improve state and civil society actions to protect journalists and human rights defenders under attack or at risk for their work. The initiative also aims to improve the climate of mutual cooperation and confidence between journalists, civil society and government agencies. Activities focus on strengthening, expanding and enhancing protective measures and assistance available to at-risk journalists and human rights defenders in Mexico.

## **4. GLOBAL CLIMATE CHANGE**

Mexico contributes about 1.6 percent of the global greenhouse gas (GHG) emissions and ranks 13th among the largest emitting countries in the world. Mexico is a global leader in combatting climate change; adopting an economy-wide strategy in 2009 that aims to reduce the country's 2000 emission levels by 50 percent by 2050. Recognizing global climate change as a policy priority for Mexico and the United States, USAID supports national and sub-national policy development as well as capacity building to advance Mexican-led climate change initiatives. We support the country's efforts to achieve its commitment to a low-carbon future through the reduction of GHG emissions from the energy and forest sectors. USAID focuses on climate change mitigation in the following three areas:

- Strengthening policies that promote low-emissions growth
- Improving skills to support low-emissions development
- Establishing financial models for climate change mitigation that leverage resources

Current USAID programming includes:

### **SUSTAINABLE LANDSCAPES**

#### **Including Mangrove Forests into REDD+ Strategies in Mexico (3/2013-10/2015)**

##### **Implementer: ProNatura Sur**

Under this two-year public-private alliance, Pronatura Sur supports a mangrove restoration project, identifying the causes of and mechanisms for addressing deforestation and forest degradation. Program partner Bonafont is investing funding for carbon enhancement pilot projects in three different sites.

#### **Integrated Landscape Management for REDD+ in Community Lands (4/2013-4/2015)**

##### **Implementer: Consejo Civil Mexicano para la Silvicultura Sostenible**

Under this two-year initiative, Consejo Civil Mexicano para la Silvicultura Sostenible (CCMSS) is developing a series of community-led, sustainable rural landscape management projects in order to reduce deforestation and forest degradation, improve local livelihoods and management strategies, strengthen governance structures, and contribute to the planning and implementation process of state and national-level REDD+ frameworks.

#### **Mexico Reduced Emissions from Deforestation and Forest Degradation Program (8/2011-8/2016)**

##### **Implementer: The Nature Conservancy**

Mexico's Reduced Emissions from Deforestation and Forest Degradation (MREDD) Program supports Mexico's efforts to reduce GHG emissions from deforestation and forest degradation (REDD+). Activities support the Government of Mexico in developing and implementing a national REDD+ strategy, and establish robust methods for monitoring, reporting, and verifying reductions in GHG emissions.

Specific activities support the country to strengthen the policy framework, build institutional and technical capacity, and create the financial architecture necessary for sustainably reducing deforestation and forest degradation in Mexico, thus reducing GHG emissions.

#### **Mexico: Sustainable Landscapes (9/2011-9/2014)**

##### **Implementer: U.S. Forest Service**

This initiative supports the U.S. Forest Service (USFS) to improve forest management and conservation. Activities include technical assistance and collaboration between the U.S. and Mexican counterparts to complete and implement their national REDD+ strategy, and to improve models, methods and tools for monitoring, reporting, and verifying reductions in GHG emissions. The USFS is developing partnerships with academia and other relevant institutions that will enhance the country's overall capacity to reduce deforestation. In addition, some funding is being used to support biodiversity conservation by strengthening Government of Mexico's capacity to reduce deforestation from illegal logging or forest fires and to protect endangered species.

#### **Small Project Assistance Program (9/2011-9/2014)**

##### **Implementer: U.S. Peace Corps**

This initiative supports Peace Corps volunteers in developing and implementing small environmental projects in their communities. The program is designed to encourage and support community self-help efforts by providing small amounts of funding for volunteer to develop projects in their communities which have an immediate impact at the local level. The initiative also supports technical skills training to improve the design and management of sustainable community development efforts.

## **CLEAN ENERGY**

#### **Cleantech Challenge Mexico (12/2012-12/2015)**

##### **Implementer: Green Momentum**

Under this three-year initiative, Green Momentum supports an annual green business-plan competition where 128 companies – selected from all states in Mexico – participate during six months for a top prize consisting of MXP\$250,000.

#### **Enhancing Capacity for Low Emission Development Strategies (EC-LEDS) Initiative (10/2013-09/2014)**

##### **Implementer: National Renewable Energy Laboratories (NREL)**

This initiative supports Mexico's efforts to develop long-term strategic approaches to reduce greenhouse gas emissions while accelerating sustainable economic growth. This activity takes advantage of a wide range of U.S. Government agencies' expertise including the Environmental Protection Agency, Department of Energy, U.S. Forest Service and the National Renewable Energy Laboratories to implement projects identified by Mexican counterparts including the Ministry of the Environment (SEMARNAT), Ministry of Energy (SENER), the National Institute of Ecology and Climate Change, and other federal agencies convened by the Mexican President's office.

#### **Mexico Low-Emissions Development Program (9/2011-8/2014)**

##### **Implementer: Tetra Tech ES**

The Mexican Low Emissions Development (MLED) Program supports Mexican-led efforts to develop and implement a Low Emissions Development Strategy (LEDS) and strengthen systems for monitoring, reporting and verification (MRV) of emissions across all emitting sectors of the economy. Program activities include assistance to the Government of Mexico to develop, adopt, and implement policies, regulations, and/or administrative procedures at the national and sub-national scale that provide real reductions in GHG emissions while strengthening the technical and institutional capacity of Government of Mexico agencies.

#### **National Association of Regulatory Utility Commissioners Energy Regulatory Partnership Program (10/2013-09/2014)**

##### **Implementer: National Association of Regulatory Utility Commissioners (NARUC)**

This partnership between the National Association of Regulatory Utility Commissioners and the Mexican Energy Regulatory Commission (CRE) is designed to enhance the regulatory capacity of CRE to support a more economically viable and environmentally sustainable energy sector in Mexico. This is achieved through the strategic development of regulatory support schemes to support a strong regulatory regulator and includes a variety of topics to build the institutional capacity of CRE to enhance its independence and improve its oversight of the electricity market.

## **Water/Wastewater Utility Greenhouse Gas Reduction and Energy Management Program (6/2013-6/2016)**

**Implementer: Green Hub / MDB Advisors, LLC**

Through a Global Development Alliance, USAID and the Border Environment Cooperation Commission (BECC) fund an initiative with the state of Baja California to provide comprehensive and systematic methodology for identifying and implementing cost effective energy conservation and renewable energy projects at municipal utility sites.

## **LEGACY PROGRAMS: COMPETITIVENESS AND WORKFORCE DEVELOPMENT**

The well-being of the U.S. economy is closely tied to that of Mexico due to significant bilateral trade and investment and their impact on employment. More than six million U.S. jobs depend on trade with Mexico. Although Mexico ranks well in international competitiveness indices, constraints to increased growth include security concerns that increase the costs of doing business, barriers to domestic competition in key sectors such as energy and telecommunications, weaknesses in the educational system, and inefficiencies in the labor market. USAID supports Mexico's efforts to enhance economic competitiveness by:

- Improving public policies
- Catalyzing public and private sector resources to expand socio-economic opportunities in the regions most affected by crime
- Developing sustainable financing models to support community priorities

Current USAID programming includes:

### **COMPETITIVENESS**

#### **Expanded State Exchanges (9/2008-9/2014)**

**Implementer: Council of State Governments**

Under this initiative, USAID supports state-level exchanges between Mexican and American peers through the Council of State Governments, that contribute directly to U.S. foreign policy goals and respond to increased demand from Mexican and U.S. state officials to establish venues for constructive dialogue on issues of mutual concern to both countries. The project supports the Mission's competitiveness, rule of law, and clean energy objectives through exchanges between Mexican and American counterparts in these areas. Activities promote cross-border collaboration on a range of issues important for border states.

#### **Expansion of Municipal Development Through Infrastructure Financing (9/2005-9/2015)**

**Implementer: Evensen Dodge International**

Through this Global Development Alliance, USAID and Evensen Dodge International have contributed equal levels of funding to help Mexico's nascent municipal bond market expand to a wider range of issuing states and municipalities by assisting selected subnational entities to improve their credit quality and thereby make their debt more appealing to potential capital market investors. The initiative also facilitates greater market participation for states and municipalities by providing technical assistance to issuers or other key market actors.

#### **The Immediate Deduction of Fixed Assets and its Impact on the Competitiveness of Mexico (4/2013-10/2014)**

**Implementer: Fundacion Ethos - Avance Analisis**

Under this 18-month initiative, Fundacion Ethos analyzes and assess the use of the immediate deduction of fixed assets in order to promote federal reforms to enhance Mexico's competitiveness.

#### **Juarez Micro Lending Program (2/2013-2/2015)**

**Implementer: Salud y Desarrollo Comunitario de Ciudad Juarez A.C. (FEMAP-SADEC)**

Under this two-year public-private alliance, the Mexican Federation of Private Associations (FEMAP-SADEC) facilitates access to financial resources for women entrepreneurs in Ciudad Juarez through a micro-credit revolving fund and providing financial and business training. 1,200 low income women micro-entrepreneurs are expected to directly benefit from this program.

**Labor Reform: Toolkit for Local Governments (2/2013-2/2015)****Implementer: Instituto Mexicano para la Competitividad A.C. (IMCO)**

Under this two-year project, the Mexican Institute for Competitiveness (IMCO) provides information on labor reform and support improvements in labor reconciliation and arbitration systems in selected states.

**Mexico Economic Policy Project (4/2013-4/2016)****Implementer: Abt Associates**

This three-year initiative is being implemented by Abt Associates. This initiative's development hypothesis is that USAID support for Mexican-led efforts to strengthen economic governance will help Mexico progress in its transition from an efficiency-driven economy as defined by the World Economic Forum to one based on innovation.

By supporting Mexican-led efforts to obtain and implement systemic reforms in targeted areas, the initiative enhances Mexico's economic competitiveness, ultimately contributing to sustained economic growth and improved living standards. Initial areas of focus are expected to include transparency, market regulation, implementation of labor law reform, access to credit particularly for small and medium enterprises, and commercial law administration.

**Promotion and Research of Public Policy in Competitiveness (2/2013-2/2015)****Implementer: Centro de Investigacion para el Desarrollo A.C. (CIDAC)**

Under this two-year program, CIDAC develops proposals for strengthening regulatory bodies and the Federal Competition Commission and generates an index of the main industrial clusters in Mexico to develop recommendations for reshoring manufacturing investment.

**WORKFORCE DEVELOPMENT****ICT Networking and Entrepreneurship Development (9/2012-9/2015)****Implementer: World Learning – Cisco Systems**

Under this three-year public-private alliance, World Learning and CISCO establish after-school and summer information technology and entrepreneurship courses in four communities (one each in Monterrey and Tijuana and two in Ciudad Juarez). 1,200 youth and their families are expected to benefit from entrepreneurship training through Entrepreneurship Institutes, and 660 youth will benefit from information technology courses offered through Networking Academies. This activity is being implemented through a public-private alliance with CISCO, managed by World Learning.

**Rutas (9/2013-9/2016)****Implementer: International Youth Foundation (IYF)**

Under this three-year initiative, International Youth Foundation (IYF) implements E2E (entry-to-employment) activities to support systemic reforms to improve the transition of Mexican students from technical education to the workforce and to improve the match between education supply and employer demand. To build a foundation for sustainability and scale up, IYF establishes alliances of key stakeholders —members of the private sector; educational institutions, government entities from the federal, state, and local levels; civil society, youth, and parents' organizations — in Chihuahua City, Ciudad Juarez, Monterrey and Tijuana. Alliance members address critical barriers in the education system impeding students' ability to compete in today's workforce.