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# ALCANCE POSITIVO

FINAL REPORT

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## Executive Summary

The Community Youth At Risk (CYAR) program, known in Panama as *Alcance Positivo* was awarded to Creative Associates International on June 4, 2010 with the goal of addressing increasing youth violence. Creative's methodology was based around enhancing key protective factors associated with the mitigation of violence and diminishing risk factors that lead youth to becoming involved in gangs and criminal activity (*Annex 1*). Our strategy involved engaging and working with youth and communities located in high risk areas vulnerable to gang violence and the presence of organized crime networks.

In order to achieve its objective, the Alcance Positivo program addressed four main results:

1. *Expanded Opportunities for Youth in Vulnerable Communities;*
2. *Expanded Opportunities for Vulnerable Youth in the Darien;*
3. *Improved sectoral capacity for coordinated and comprehensive responses to the needs of youth at risk; and*
4. *Institutional Capacity of the NGO Sector Strengthened.*

### Result 1: Expanded Opportunities for Youth in Vulnerable Communities

The Alcance Positivo program worked with entities at the national, municipal and community levels to implement projects that served at risk youth. At the national level, Alcance contributed to the development of a life skills curriculum for the Ministry of Education. At the municipal level, Alcance established five Municipal Violence Prevention Committees (MVPCs) in the municipalities of Panama City, Colon, San Miguelito, Chorrera and Arraijan. MVPCs were conformed of municipal employees, small business owners, teachers, faith based organizations and other stakeholders who worked together to develop and promote community based youth development activities.

With support from local consultants, Alcance conducted situational analyses to determine existing assets and gaps in each municipality. The results of each of the analyses were shared with the MVPCs as part of a strategic planning process that resulted in the development of municipal prevention plans identifying priority activities for the year in crime and violence prevention. Alcance worked with the Mayors of Panama City, San Miguelito, and Colon as well as with the U.S. Ambassador to organize signings of agreements with each municipality to support Outreach Centers.

Outreach Centers are an important legacy of the Alcance Positivo program at the community level. Alcance Positivo developed 22 youth Outreach Centers (OCs) and 2 Infoplazas in five municipalities in Panama that have served over 9,795 youth, between ages 12-29, with English, computer, vocational training, life skills, sports and community volunteerism. They offer a platform to strengthen alliances between the community, the public, and the private sector to work together to prevent youth from engaging in crime and violence, and serve as an effective crime prevention model in communities.

Key to Alcance's strategy were police and community dialogues through exchanges with police departments in the U.S. and community police in Colon, San Miguelito, and Panama City. Two sets of workshops were held to orient a total of 70 national police officers in the three municipalities above, as well as 45 officers from the Child and Adolescent Police Unit. In June 2013, Alcance worked with Santa Ana, CA Chief of Police Carlos Rojas to train 215 students and 23 school administrators on ethics, behavior and fostering relationships between community and police.

In order to measure its impact at the community level, Alcance Positivo carried out a Vulnerability Perception survey in 12 target communities. Results of this survey were promising. Between 2011 and 2013, there was an increase of 24% of who said that they felt safe or extremely safe in their communities.

Alcance Positivo supported the development of the Panama Chapter of the Youth Movement Against Violence in 2012. Panama joined existing chapters in El Salvador, Guatemala, Honduras, Nicaragua, Belize and Costa Rica to form a Central America Youth Against Violence movement with representation in the Central America Integration System (SICA). Youth Against Violence Panama launched public advocacy campaigns for violence prevention.

Lastly, Alcance Positivo supported job skills training and employment linkages for youth. In partnership with the Ministry of Small Business Development (AMPYME), Alcance Positivo trained 11,700 youth for jobs.

## Result 2: Expanded Opportunities for Vulnerable Youth in the Darien

In the Darien, Alcance Positivo partnered with various NGOs, faith based organizations and government entities to develop activities for at risk youth. In partnership with Fundacion Tierra Nueva (FTN), Alcance Positivo trained 114 youth to develop radio programming that reached over 4000 listeners. In addition, the program provided life skills training in partnership with FTN and the Instituto Forestal y Agropecuario de Darien (IFAD) for 109 youth leaders.

In partnership with various organizations including PanDeportes, the Provincial Baseball League (FEDEBEIS), Atletico de Darien, and FEPAFUT, Alcance Positivo started a sports for development program for youth in the Darien. Over 730 youth participated in this program through 5 soccer leagues, tournaments and team building activities.

In addition, Alcance positive worked with local partners to develop a Darien Culture and Tourism Communications Campaign, to raise awareness about the Darien's tourism potential. Alcance worked with partners like IFAD to train youth in the Darien in the tourism sector by becoming guides in ECOTOURS Darien.

Alcance Positivo replicated its methodology in the Darien, forming 4 Outreach Centers and providing educational and vocational training and recreational space to hundreds of youth. Outreach Centers were developed in La Palma, Jaque, Sambu and Yaviza/Pueblo Nuevo benefitting over 560 youth.

## Result 3: Improved sectoral capacity for coordinated and comprehensive responses to the needs of youth at risk

Central to the success of the Alcance Positivo program was the emphasis placed on working with and strengthening youth serving civil society organizations (CSOs). To achieve its goals, Alcance Positivo provided direct funding to a total of 107 organizations benefitting over 43,460 youth through violence prevention community projects, including training in life skills, entrepreneurship, vocational training, leadership development, sports, and other cultural activities to create a healthy alternative to engaging in criminal activity.

Recognizing that media can serve as a propagator of violence, simply by reporting on violent acts, Alcance Positivo worked to reverse the trend by engaging media outlets through trainings and targeted activities. In partnership with MEDCOM, Alcance sponsored the Ghetto 2: El Poder de 5 movie which reached an audience of over 700,000 Panamanians. In addition, Alcance held media dialogues on youth

violence in partnership with the UNDP, PROSI, UNICEF and the National Journalist Association on creating a stronger code of ethics and promising practices in responsible coverage of youth and violence.

Alcance Positivo worked to train the Child and Adolescent Police Unit (CAPU) basis to ensure better coordination between the other activities of the program, in particular the development of the Outreach Centers. Alcance Positivo trainings focused around the philosophy of community policing, tourism policing, and how perceptions of policing affect the ability to connect with varying members of diverse communities. An overarching theme was building a better understanding between law enforcement and the community in order to build trust and facilitate greater civic participation. Trainings also included topics such as the functions of police in schools, procedures for resolving common conflicts, difficulties and barriers faced by police in the schools, and standard operating procedures and responsibilities.

#### Result 4: Institutional Capacity of the NGO Sector Strengthened

Alcance Positivo sought a window of opportunity to train the NGO sector in Panama through executive courses for NGO leaders and to understand how to increase volunteerism in the nonprofit community. In 2012, Alcance conducted two national studies on NGO management and volunteerism. Results revealed that 383,000 Panamanians volunteer an average of 2 hours per week. Twenty six NGO leaders successfully completed a 32 hour NGO Strengthening Workshop focusing on social media, marketing strategic planning, operations and standardization of process and received an executive level certification. In addition, Alcance Positivo developed a web-based platform for learning, sharing best practices, and connecting civil society in Panama through [www.PonteEnAlgo.com](http://www.PonteEnAlgo.com).

Throughout the life of the project, Alcance Positivo engaged with public, and private sectors, youth volunteers, mayors, Ministers and heads of NGOs to achieve a common goal of supporting youth at risk through targeted trainings, recreational activities and engagement. Finally, the project successfully established an alliance between the U.S. Embassy Panama, United Way of Panama (a local non-governmental organization-NGO) and 11 corporate sponsors to support 22 youth outreach centers for two years. This partnership was part of a sustainability plan to transition the management of these centers to a local NGO and the U.S. Embassy in Panama, as the Activity ended in September 2013. This new partnership between United Way of Panama, the US Embassy in Panama, and the private sector, will continue to provide thousands of youth with alternatives to violence and crime.



## Summary of Monitoring Indicator Results

Indicators	Targets	Progress
% of residents in target municipalities, <i>corregimientos</i> , or neighborhoods who report that they feel “very safe” or “somewhat safe” in their community.	50%	Progress: 1 <sup>st</sup> Survey Completed and Results Disseminated. 38% reported “feeling very safe” or “somewhat safe.” 2nd Perception Survey Completed and Results Disseminated. 62% reported “feeling very safe” or “somewhat safe.”
# of communities assisted in crime prevention with USG support.	26 9 (Annual)	Progress: 30 communities in Panama, San Miguelito, Colón, Arraiján and La Chorrera and Darién
# of communities with joint police-citizen groups actively operating to reduce crime activity.	5 (LOP) 2 (Annual)	Progress: 19 4 (Panama/Colón/San Miguelito/Arraiján) with MVPCs with police citizen collaboration. 15 communities with OCs working with Police.
# of municipalities with Municipal Crime Prevention Committees	4 (LOP)	Progress: 5 MVPCs in Panama/Colón/San Miguelito/Chorrera/Arraiján. Advancement in progress for MVPCs in Chorrera. Initial progress for MVPCs in Yaviza & La Palma, Darien.
<b>IR 1: Opportunities for youth at risk in target geographic areas expanded</b>		
# of youth-at-risk participating in positive youth development programs supported by Alcance Positivo program in target communities	27,570 (LOP, include 2,600 youth leaders) 9,190 (Annual, includes 850 youth leaders)	Progress: 107 grants or POs have been approved implemented benefitting 43,460 beneficiaries to date
# of new, local youth crime and gang prevention strategies, programs and activities developed and implemented with involvement of organizations from one or more of the five key sectors, with CYAR assistance.	130 Total 45 Annual	Progress: 176 organizations or projects which participated in trainings on prevention interventions and Outreach Center orientations, youth leaders, media strategies and web platform
<b>IR 2: Expanded opportunities for vulnerable youth in Darién region</b>		
# of Darién youth at risk participating in new positive youth development radio programming supported by Alcance Positivo program	80 (LOP) 27 (Annual)	Progress: 88 youth participated first group of radio producers plus an additional 26 new enrolled IFAD students have been trained this year, for a total of 114 youth.
# of Darién youth reached with positive youth development radio programming	1,200 (LOP) 400 (Annual)	Progress: 4,000 listeners through dissemination of radio program, live radio participants and Facebook
# of youth reporting increased volunteer participation	800	Progress: 520
# of youth participating in new sports programs/activities	750	Progress: 797 youth
# of youth groups created or strengthened through project interventions	10	Progress: 16
# of youth reporting increased confidence and leadership capacity based	500	Progress: 398

on participation in project activities		
# of youth trained in job preparation skills	200	Progress: 384 (242 VIDA + 180 Ecotour + 34 Servicios Generales Guinard)
# of youth trained in Alcance interventions that find employment	40	Progress: 32
# of new training or outreach centers developed and operating	4	Progress: 4 (Yaviza, Sambú, Jaqué, La Palma)
# of job training centers strengthened in terms of operational capacity	4	Progress: 5

### IR 3: Improved sectoral capacity for coordinated and comprehensive responses to the needs of youth at risk

Comprehensive youth at risk strategy developed and implemented with participation of diverse sectors of Panamanian society.	1 National Violence Prevention Strategy developed	Progress: Development of SUMARSE Roundtable on Prevention. Development of 5 MPVCs (Panama/Colón/San Miguelito/Arraiján/Chorrera) with Action Plans. Development of Youth Opportunity and Prevention Network. Participation of PRODAR Pilot Community Program in Puerto Caimito, La Chorrera.  Partially met. Government launched Comprehensive National Prevention Strategy in 2012
# of specific youth development plans (YDPs) for youth at risk developed by organizations from the <i>five key sectors</i> .	6 (LOP) 2 (Annual)	Progress: 8 total plans. (3 Municipal and 5 Community) MVPCs formed in 3 municipalities and completed their YDPs and are implementing activities (San Miguelito, Panama and Colón). Plans completed for 5 Local Youth Roundtables (Agua Buena, Puerto Caimito, Puerto Pilon, San José de Pedregal, and San José/Arraiján Cabecera). Budget designated to support YDPs and technical assistance.
#of new or strengthened local and national promising practices in youth crime and gang prevention developed and implemented by organizations from the five key sectors	130 (LOP) 42 (Annual)	Progress: 176 projects and interventions being developed in 5 municipalities. Monthly Communities of Practice workshops for local capacity development.

### IR 4: Institutional Capacity of the NGO Sector Strengthened

# of youth at risk, service providers and stakeholders using the web based knowledge platform	15,000 (LOP) 5,000 (Annual)	Progress: <a href="http://www.PonteEnAlgo.org">www.PonteEnAlgo.org</a> was launched in June 2012 and has had 178,630 page views; 39,203 visits and <b>26,004</b> unique visitors  More than 8,117 friends and followers on Social Media: Alcance Positivo More than 1,026 friends on Facebook and Web Site updated with Program and AP 693 followers on Tweeter. 4,123 friends on Ponte En Algo Facebook and 2,275 on PEA Twitter.
Percentage of USG-funded projects that include activities or services designed to reduce specific risks or harm to vulnerable populations.	90% annually (New Indicator)	Progress: 126 of 126 or 100% of USAID/Alcance-funded projects have targeted activities designed to reduce risk actors.
Number of USG-assisted organizations and/ or service delivery systems	50 (New Indicator)	Progress: 176 NGOs implementing prevention, youth



strengthened who serve vulnerable populations.	18/year	development or other activities with vulnerable populations in 5 municipalities, strengthened through specialized trainings and follow up
# connections between users of Ponte En Algo and NGOs soliciting volunteers	300	Progress: 480 connections have been made on the Ponte en Algo website's Volunteer page between users and NGOs soliciting volunteers
# of NGOs trained in certificate course presenting an institutional strengthening project design	20	Progress: 12 trained NGOs submitted projects
# of NGOs participating in NGO Fair reporting new potential relationships with Private sector partners	20	Progress: 60 NGOs participated in NGO Fair 35 NGOs reported new relationships with public and private sector partners as a result of their participation in the Ponte en Algo Fair
# of NGOs developing their volunteer profile on Ponte En Algo	70	Progress: 188 have already registered their volunteer profile
# of NGOs leaders fully aware of survey results of volunteerism and NGO capacity studies	50	Progress: 58 NGOs aware and participated in sharing of surveys results
# of Business leaders fully aware of survey results of volunteerism and NGO capacity studies	50	Progress: 250 Business leaders attended the presentation of the National Volunteerism and NGO Surveys

## Result 1: Expanded Opportunities for Youth in Vulnerable Communities

Alcance Positivo under Result 1 completed a number of successful activities that contributed to positive youth development in Panama. In partnership with local organizations, national level ministries, municipalities, and private sector entities, Alcance has served thousands of youth through the formation of Municipal Violence Prevention Committees in five target municipalities; the development of a life skills for peace curriculum distributed to 360 schools, the inauguration of 22 Outreach Centers For My Neighborhood, the formation of the Panamanian Youth Movement Against Violence, and preparing youth for jobs. Key activities and program results are included below.

### **1.1: Enhanced community and organizational capacity to increase opportunities for vulnerable youth in target communities**

*Target: 1) Develop Municipal Violence Prevention Committees (MVPCs); 2) Foster Community/Police Partnerships; 3) Develop Local Youth Development Roundtables; 4) Provide Capacity Building and Organizational Strengthening; and 5) Conduct a Vulnerability Perceptions Survey.*

#### **Results and Key Activities**

##### *1. Development of Municipal Violence Prevention Committees*

Upon award of the contract, Creative Associates and international subcontractor ICMA conducted initial site visits to target municipalities. In this initial first step, the Alcance Positivo team met with Mayors of Colon, San Miguelito and Panama City, to introduce the project as well as the concept of the Municipal Violence Prevention Committee (MVPC) as a successful, locally driven model for crime and violence prevention. By the end of the program, Alcance Positivo developed five MVPCs in Colon, San Miguelito, Panama City, Arraiján and Chorrera.

The development and integration of the MVPCs is an eight step process (see text box) to ensure that the model is properly introduced and adopted by the municipality and community based stakeholders. The first meetings held with initially identified stakeholders led to the expansion of participants in the MVPCs. Stakeholders and members of MVPCs are community members who include small business owners, teachers, representatives of faith based organizations, and municipal employees who work on prevention activities but may not necessarily be well versed on targeting funding to prevent violence.

Alcance Positivo conducted a Risk Factor Diagnostic Assessments in 2011 in Colon, San Miguelito, and Panama City. The study looked at over 15 key risk factors and 5 protective factors that have been shown to have an impact on violence prevention to try and identify the situation of these factors in the target communities. This study was used as an input for the MVPC planning process to develop the Youth Development Plans in the municipalities of San Miguelito, Panama, and Colon.

#### **Process of Creating and Strengthening Municipal Violence Prevention Committees**

1. Present MVPC model and obtain political will for its development;
2. Identify local leaders, institutions, and stakeholders to form part of the MVPC;
3. Form MVPC and hold initial meetings with stakeholders;
4. Support the registration of the MVPC as a legal entity;
5. Provide training and technical assistance to participants
6. Develop and implement a municipal assessment of crime and violence including risk and protective factors;
7. Develop a strategic plan and plan of action with a participatory methodology; and
8. Implement strategic plan continuously monitoring progress

The Alcance Positivo program provided targeted technical assistance to each of the MVPCs through city-to-city partnership exchanges. For example, in August 2011, AMUPREV and Alcance Positivo held a two-day workshop with Municipal Violence Prevention Committees from Colón, San Miguelito, and Panama, as well as with representatives from 23 municipalities nationwide on how to establish and

strengthen MVPCs. Representatives from Arlington, Texas, and El Salvador also took part. The Forum focused on sharing promising practices for assisting municipalities in promoting violence prevention initiatives.

The program hired a consultant to conduct a situational diagnostic of each municipality which became the basis for the development of the strategic plans for community outreach. These local assessments took into account community demographics and the risk and protective factors that lead to youth violence or resilience. These assessments were shared with each of the MVPCs as part of the strategic planning process. In addition, Alcance Positivo carried out a Perceptions of Violence Survey that analyzed the latest crime statistics presented by the Office on Crime Statistics (SIEC). The findings of these surveys were shared with the MVPCs to support their prevention interventions with robust data.

Following the strategic planning process, the MVPCs developed work plans identifying priority activities for the year in crime and violence prevention. Included in these work plans were agreements to support the development of youth Outreach Centers in target communities. Outreach Centers are a successful Central American model for crime and violence prevention that provide youth with educational, vocational and recreational alternatives to joining criminal networks and gangs.

Alcance worked with the Mayors of Panama, Colón, and San Miguelito, as well as with the US Ambassador to organize signings of agreements by each municipality to support the outreach centers. The Mayor of Panama signed an agreement with Alcance and the US Ambassador in which she agreed to provide supplies to Outreach Centers in 2012, and financial support to the 6 OCs in Panama in 2013. In Colón and San Miguelito, similar agreements were signed between Alcance, the Mayors, and the US Ambassador, committing the municipalities to contribute staff, as well as some basic operational and material expenses in 2013.

In April 2013, Alcance Positivo organized a forum with the 5 Municipal Violence Prevention Committees from Colon, San Miguelito, Panama, Arraiján, and La Chorrera to strengthen their coordination of best practices. The Mayors of Arraiján and Chorrera, along with the Director of the government crime statistics unit also participated along with the 50 members of the 5 MVPCs. A follow up meeting was held on the following day to outline a calendar of ongoing collaboration between the committees and a plan to further engage government ministries.

### Panama City

The Panama MVPC has organized events to raise visibility of their work: a public demonstration in October 2012 on Avenida 50 to promote public messages on violence prevention; an awareness walk to Cerro Ancon in November, and organization of a sports for development league. In addition, members of the MVPC participated in a Forum on Crime Prevention through Environmental Design (CPTED) promoted by the Ministry of the Presidency/National Violence Prevention and Juvenile Delinquency Program and the Chilean Interior Minister.



Launch of MVPC Plan of Panama

The Municipality of Panama continues to support the 6 Outreach Centers of Panama City to advance the implementation of the agreement for support signed by the Mayor and US Ambassador. The Municipality provided a donation of 100 pieces of sports equipment to the 6 centers and began disbursements of a monthly stipend to the centers.

## Colon

In Colon, the MVPC supported the Barrio Limpio, Barrio Seguro,” program with 100 youth in Bambu Line to improve sanitation and safety conditions there. The MVPC participated in and helped to coordinate the implementation of the Mundial del Barrio and organized a forum on African identity, among other activities. The Colon MVPC also organized a large March for Peace, headed by the Mayor, with representatives from the Outreach Centers and other community based organizations in August 2013.

## San Miguelito

In San Miguelito, the MVPC organized a Fair for Peace in June 2012, mobilizing for 1,200 youth and children focused on encouraging youth to think of simple ways to promote peace in their homes and communities. The MVPC also conducted an exchange of toy guns for educational games. The event attracted significant media coverage.

The MVPC of San Miguelito has prioritized its attention on the Republic of Yugoslavia School to develop an integrated support plan. School representatives and other Committee members like Centro de la Mujer Panamena (CEMP), Centro de Apoyo a la Mujer Maltratada (CMM) and the Police of San Miguelito have worked on increasing participation and support to the Parenting School initiative, as well as organizing dialogues with the children on diverse aspects of violence prevention. In April 2012, youth and representatives of numerous MVPC members from San Miguelito took part in day-long activities focused on training youth in peacemaking.

## Arraiján and Chorrera

As the newest MVPCs, the Arraiján and Chorrera municipalities carried out a number of activities in 2013. In May 2013, Alcance staff along with the Mayor of Arraiján and members of the MVPC inaugurated two parks that were supported by Alcance as part of the support to the Committee’s action plan. In Chorrera, Alcance Positivo held a workshop on analyzing crime statistics and perception surveys to guide the actions of the MVPC. Participants included CID-Gallup, SIEC, and members of the committee to analyze recent trends in violence and orient their action plans to target high risk areas and groups.

### *2. Fostering Community and Police Partnerships*

Creative Associates partnered with ICMA to increase collaboration between community and police in target municipalities through trainings of municipal leaders, police officers, and community members. These trainings have been beneficial as communities have increased positive interactions with the police. Topics covered in trainings have included the following: Principles and practices of community policing; Community problem-solving; School resource officer programs; and How to set up and conduct a citizen police academy.

ICMA leveraged its existing USAID program AMUPREV to share resources and conduct trainings in target municipalities. ICMA drew from a wide array of U.S. based municipal leaders and Chiefs of Police to share best practices with their Panamanian counterparts. For example, in June 2013, ICMA brought Santa Ana, California Chief of Police Carlos Rojas to train 215 students and 23 school administrators on ethics, behavior and relationships between community and police. In 2011, Alcance supported an exchange between Pinellas County, Florida police and community police in Colon, San Miguelito, and Panama on engaging police as resource officers in outreach centers. Police are being assigned for a certain number of hours a week to support activities in the centers. Support to the MVPCs continued to be

provided through the AMUPREV Program. The following visits were held during this last year (explanation of content of trainings provided in Section 3.3 of this report):

The following trainings took place throughout the life of the project:

Date	Police Department	Topics Covered
<b>September 2011 and January 2012</b>	Arlington, TX	Conducted training-of-trainers sessions on School Resource Officer (SRO) programs and Citizen Academies for the municipal and national police, including the CAPU in Panama City
<b>March 2012</b>	Pinellas County, FL	Delivered training on the development of a School Resource Officer Program and a Citizens Police Academy Program in San Miguelito and Colon.
<b>July- August 2012</b>	Arlington, TX	Orientation to municipal and national police officers and Child and Adolescent Units and participated in the two-day Forum
<b>August 6-10, 2012</b>	Pinellas County, FL	The Executive Coordinator of the MVPC of San Miguelito, Professor Rosario Matute de Barranco, the Executive Coordinator of the MVPC of Colón, Samuel Bennett, and Officer Edgardo Atencio Guerra – First Sergeant of the Adolescent Police (CAPU) in San Miguelito travelled to Pinellas County, Florida to participate in a study-tour. The visit included presentations on juvenile diversion/graffiti response programs; the Explorer Program; Citizens on Patrol and Citizen Academy Programs; School Resource Officer Programs and community policing. The participants toured different facilities showcasing the collaboration between police, community and municipal resources, including Police Athletic League facilities and other sports complexes, schools, recreational facilities, and many others.
<b>September 24- 29, 2012</b>	Arlington, TX	Social Manager and Coordinator of the MVPC of Panama City, Lizbeth Cunningham Navarro; Luz Eneida Pérez Peña, Deputy Director of the Municipal Police of Panama City; and Ezequiel Vargas, Vice President of the MVPC, along with Deputy Lieutenant Osvaldo Agrazal Ramirez from Colón traveled to Arlington, Texas to participate in a study-tour. The visit included presentations on school resource officers and visits to schools to observe firsthand the interaction between the officers and the students; attendance at an Explorers Meeting; presentation on the use of media in crime prevention; presentation and meeting on the use of analysis (data) to reduce crime and respond to citizen concerns, including methodologies to collect, share and interpret available data; and attendance at a Hispanic Citizens Police Academy, among other activities.

### *3. Local Youth Development Roundtables*

Alcance Positivo supported the development of 5 local level Youth Development Roundtables. The Roundtables developed community risk diagnostics and a local youth action plan proposals that the coalition of youth groups implemented during 2012. The Roundtables have been developed in: Agua Buena, Puerto Caimito, Puerto Pilón, San José de Pedregal, and San José/Arraiján Cabecera. Over 200 youth and adults took part in these Local Youth Development Roundtables. Among the projects developed and carried out by the Youth Roundtables were: beach clean ups, construction of a community playground, sports festivals, and leadership trainings, among other activities.



Youth from Agua Buena Youth Development Roundtables organized a community sports festival.

#### 4. Capacity Building and Organizational Strengthening

Although Alcance Positivo’s objective was to implement a program that enhanced the social safety net for youth in Panama, central to this goal was the strengthening of the civil society organizations that deliver services for youth. Thus, Alcance Positivo implemented a capacity building and organizational strengthening process consisting of 8 modules including: 1) Developing Project Proposals; 2) Monitoring and Evaluation Systems; 3) Social Media Tools; 4) Youth Development Tools: “Desafío de Soñar Mi Vida” Methodology; 5) Volunteer Development and Management; 6) Sustainability and Entrepreneurship; 7) Effective NGO Management; and 8) Networking.

Alcance Positivo staff developed several interventions to strengthen its partners including sustainability, teambuilding, and income generating workshops; NGO management; and social media in partnership with United Way of Panama, Manzanillo International Terminal, AMPYME, IPACOOOP, and Casa Ezperanza, among a few.

In addition, Alcance Positivo provided technical assistance and proposal planning workshops for groups in Panama, Colón, Chorrera, Arraiján, and San Miguelito during the project. These individual and group trainings were part of Alcance’s capacity building process to strengthen groups’ ability to apply to the Community Action Fund. The Community Action Fund was a pool of funding dedicated to funding locally designed and conceived projects in support of positive youth development.

##### **Capacity Building and Training Workshops**

- *Entrepreneurship*- Casa Esperanza, IPACOOOP and AMPYME presented a basic guide to accessing microcredit to local NGOs
- *Social Media*- Training on new social media trends, opportunity to design Facebook, Twitter and Linked in accounts and pages. Trainings also included the Alcance Positivo *Ponte En Algo* web platform.
- *Volunteer Management*- Three workshops including over 40 NGO partners on improving recruiting and retaining volunteers within their organizations
- *Web 3.0*- Trainings for MVPC to improve their communications and action plans.

Strong emphasis was put on strengthening the volunteer management capacity of funded projects to better mobilize and manage volunteers. Alcance staff held technical visits to support recipients, as well as conducting monthly “grantee” communities of practice meetings to share promising practices. Alcance Positivo funded 107 projects supporting youth development. Annex 2 contains a list of all projects implemented by the program and total youth beneficiaries supported.



## 5. Vulnerability Perception Survey

In January 2011, Alcance Positivo carried out a Vulnerability Perception Survey that involved 2,437 adults and youth in the 12 target communities and 4 control communities in the San Miguelito, Colon and Panama City. The survey asked over 80 questions related to risk and protective factors. The survey results were presented in workshops to 131 participants in San Miguelito, Colon and Panama, including members of the MVPC, community leaders, NGO, municipal and police authorities and the media. At least three newspapers and two media stations published data from the survey. This information was used as an input for the MVPC planning process to develop the Youth Development Plans in San Miguelito and Colon Municipalities. It was also used in a series of workshops to train media on responsible coverage of youth and violence.

Alcance and CID/Gallup carried out a Second Perception Survey on Violence in March 2013. In the second round, 3,000 adults and youth were interviewed in the 12 target communities and 4 control communities in the three municipalities. From 2011 to 2013, the percentage of citizens that described themselves as feeling safe or extremely safe in the program's target communities jumped 24% from 38% in 2011 to 62% in 2013.

The survey results were presented in four separate workshops with the MVPCs of San Miguelito, Panama, Colon and La Chorrera. The latest crime statistics for each municipality were also analyzed in these workshops in order to better target the activities of the MVPCs. The survey results received extensive media coverage.

### Results of the Vulnerability Perception Survey (2011-2013)

- 24% increase in those who think that youth take part in healthy activities. The difference was greater among those attending an Outreach Center.
- The perception of the level and commitment to completing education improved significantly (38%) since 2011. 95% think that education in their communities is good or very good quality.
- There was an increase of 10% in the perception of adults regarding the youth of the community have dreams and goals, considering they want to have a better life and get ahead (from 68% in 2011 to 78% in 2013). Consulting young people directly, almost all (99%), 2% more than in 2011, expressed that they have aspirations for their future.
- 9% of families have a child/youth that has abandoned their studies; 14% less than in 2011.

## 1.2 Expanded Role of Education Sector in Crime/Violence Prevention with a focus on schools in target geographic areas

*Target: 1) Life Skills for Peace Curriculum Developed and Distributed; 2) Uno Mas 1 Initiative Developed and Supported; 3) Born Learning Initiative Developed and Supported; 4) Regional Exchanges; 5) Develop Positive Messaging for Youth around Gangs and Violence Prevention*

### Results and Key Activities

#### 1. Life Skills for Peace Curriculum

Upon award of the contract, Alcance Positivo staff met with the Minister of Education, Lucy Molinar, to discuss ways that the program could support crime prevention and positive youth development in school. The Minister informed USAID and Creative that she wanted the focus to be on developing: a life skills or peace curriculum for secondary schools; and support for the Uno + 1 and Born Learning early education and dropout prevention curriculums. The Minister of Education that these educational interventions were more aligned with the Ministry's priorities and would have more impact than the development of the school youth violence prevention plans. Alcance Positivo modified its strategy to align with those of the Ministry of Education.

Alcance Positivo developed a life skills curriculum for peace that was distributed to 360 schools and trained a network of teacher trainers. The program developed six manuals which will be used with secondary students from 7-12<sup>th</sup> grade nationwide. UNICEF, the Organization of Iberian States (OEI), and Telefónica committed funds to support the curriculum dissemination along with MEDUCA. In June 2012, Alcance brought Todd Johnson, an expert on Life Skills curriculum to carry out focus groups to validate the content of the curriculum and he also held a writers workshop with COSPAE staff. This assistance was funded directly by Creative Associates.

Alcance carried out four validation workshops for the Life Skills Curriculum. Participants included 12 youth and 12 education professionals, 50 school teachers' counselors, and 20 NGO leaders, including Outreach Center volunteers. In June 2013, Alcance and its partners launched the formal curriculum and disseminated it through the network of secondary schools and some NGO partners. MEDUCA and Alcance then trained an additional 120 counselors and teachers in schools across the country. Alcance Positivo worked with MEDUCA and an array of partners including OEI, United Way, COSPAE, and others on improving opportunities for providing quality education to youth to prevent school drop-out and reduce violence.

## 2. *Uno Mas 1 Initiative*<sup>1</sup>

Alcance supported the development and roll out of the Uno+1 curriculum of improved primary teaching to prevent school drop outs, and the Born Learning early education curriculum through support for training of trainers. Alcance Positivo provided training of trainers for the Uno Más 1 methodology in the area of Panama Oeste in partnership with United Way, OEI, and COPA.

The Uno Mas 1 methodology is a collaborative literacy and numeracy curriculum that takes into account the individual needs of each student. This methodology is meant to target learning based on the strengths of each student. The program seeks to reduce dropout rates from primary schools through improved teaching methods. The program trained 39 trainers and 800 teachers in 20 schools serving 15,338 children. The workshops consisted of 80 hours of training that focused on the specific needs of each student and included the development of guides for teaching children's literature. Schools receiving the Uno mas 1 training in improved techniques of teaching math and literacy scored on average 10 points better than the control schools on math, reading and writing tests. The Ministry of Education evaluated this program in 4 schools that were trained and 4 that served as a control group. Evaluation results showed that the program increased academic performance in the schools that received the Uno Mas 1 training.

## 3. *Born Learning Initiative*<sup>2</sup>

Alcance Positivo supported the Born Learning (*Nacer Aprendiendo*) initiative with United Way to improve the quality of education of children enrolled in informal community-based preschool programs as part of its dropout prevention strategy. Alcance Positivo provided technical support to the initiative based on materials developed under the Department of Labor Destino Project (Implemented by Creative Associates International from 2004-2008 in Panama) to improve classroom management and teaching skills of community tutors, mainly young women, who volunteer at the government centers.

The Born Learning methodology created and distributed 1,500 teaching workbooks for children in pre-school grades at a national level in areas prioritized by the Ministry of Education and of 15 Learning Kits

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<sup>1</sup> <http://www.panamaeconomyinsight.com.pa/0309041201.html>

<sup>2</sup> <http://www.fondounidodepanama.org/united-way-panama-presenta-su-programa-insignia-nacer-aprendiendo/>

to facilitate implementation in pilot centers. The program also trained teachers in pre-school community centers, and parents of pre-school children.

The United Way Born Learning program was sponsored by Proctor and Gamble and received technical support from Alcance Positivo and the OEI. The First Lady's Office and the Ministry of Education worked on this initiative to improve public policies that will benefit early childhood development to reduce school repetition and dropout in later grades.

#### *4. Regional Exchanges for Prevention*

Creative Associates implemented several programs in Central America around crime and violence prevention and at risk youth. Throughout the program, Creative staff such as Regional Youth Alliance (AJR USAID-SICA) Chief of Party, Harold Sibaja and Program Officer, Juan Jose Hernandez, visited Alcance Positivo to share best practices in crime prevention including the formation of community Outreach Centers, Municipal Violence Prevention Committees, and the formation of the Youth Movement against Violence chapter in Panama.

In addition, members of the Youth Movement Against Violence-Guatemala traveled to Panama to export the Youth Movement advocacy methodology. These efforts led to the formation of the Youth Movement against Violence that continues to exist and implement projects. In 2012 and early 2013, representatives from the Youth Movement against Violence- Panama traveled to Nicaragua and Costa Rica to present at the Central American President's Summit public policy recommendations for a regional policy for prevention. In February 2013, United Way of Panama staff traveled to El Salvador to observe Creative's methodology for implanting and sustaining Outreach Centers.

#### *5. Develop Positive Messaging for Youth around Gangs and Violence Prevention*

Although Alcance Positivo chose to work with *Fundacion Jesus Luz de Oportunidades* (FJLO) and *Muevete Positivo*, the project realized that these organizations would not be able to deliver expected results. Alcance Positivo achieved this objective by working through the newly formed Youth Movement Against Violence. Members of the Youth Movement carried out trainings in Outreach Centers reaching over 200 youth.

### **1.3: Enriched Out of School Time Youth Development Activities Developed to Foster Participation among Youth at Risk in Target Communities**

*Target: 1) Develop 20 OCs in Colon, San Miguelito, Panama City, Arraiján, La Chorrera and in the Darien; 2) Build NGO Capacity as Local Grant Maker; 3) Development of Service Referral Network and a local organization to train youth for vocational opportunities; 4) Sports for Development; 5) Supporting a Culture of Peace*

#### **Results Key Activities**

##### *1. Outreach Centers For My Neighborhood*

Outreach Centers (OCs) are a cornerstone of the Alcance Positivo strategy in target communities. These small community based centers provide a mix of educational reinforcement, vocational training, life skills, out-of-school recreational activities for youth, and promote community volunteerism. They are meant to be a community based physical space that provides an alternative to spending free time on the street. Target communities lack physical spaces where youth can participate in activities, learn a skill, and

be free of negative influences. Alcance Positivo has supported the development of 22 OCs, including 4 in the Darien, as well as 2 technology centers.

Youth Outreach Centers serving more than **9,795** at-risk youth are located in Panama City, San Miguelito, Colón, Arraiján, La Chorrera, and the Darien. These Outreach Centers funded are currently being managed mostly by community and faith-based groups. They serve as the only after-school resource centers for youth between ages 12-29. They also offer a platform to strengthen alliances between the community, the public, and the private sector to work together to prevent youth from engaging in crime and violence, and serve as an effective crime prevention model in communities. Annex 3 includes a detailed list of all OCs developed, the areas they are located, and the services they provide.

Alcance Positivo provided technical and administrative support to the OCs. Alcance Positivo staff held monthly monitoring visits to each of the OCs to ensure that components of the OC, including the Challenge of Dreaming My Life curriculum was being delivered. Alcance Positivo provided technical assistance in the following areas: social networking and communications; youth and employee safety and center management; project design and monitoring; database tracking of beneficiaries; life skills; income generation; volunteer mobilization and management; working with high risk youth; and partnership development.

During 2012 and 2013, Alcance Positivo contracted Consultora Wayra to hold sustainability trainings workshops with each OC and to develop strategic and action plans. During these trainings, personnel of the OCs not only received leadership training, but also developed business plans and encouraged each center to establish income generating activities.

Alcance Positivo also provided these outreach centers with relevant tools, including the development of a business plan for each center, a manual on standard operating procedures for establishing an Outreach Center, an e-learning module on how to use an outreach center. These resources were compiled into a comprehensive CD package and distributed to each center as a resource toolkit to enhance the quality of their management, and delivery of services.

#### **Outreach Center Private Sector Partners**

- Deli Fish has supported the OC in Puerto Caimito.
- Pacific Hills Inmobiliaria has supported OC in Brooklincito.
- UNESCO joint support for two technology centers: one in Arraiján and one in San Miguelito.
- SENACYT has co-sponsored outreach center computer labs in thirteen centers.
- Sports Line America has provided shoes to youth in the OCs
- Microsoft has provided licenses for software
- Multimax has provided technology equipment
- McGraw Hill has provided books to OC libraries
- Colón 2000 has provided funding support to job training in Colon

Furthermore, Alcance Positivo through the United Way grant supported the Instituto Panameno de Educacion Radial (IPER) to provide education equivalency courses to youth who had dropped out of formal schooling. Fifty-seven percent of students who participated in the IPER educational program continued to the second level demonstrating the value of adding an educational certification course to the services of the Outreach Center Model.

In November 2012, Alcance Positivo transitioned the management of the Outreach Centers to United Way of Panama. United Way was selected as an organization that would ensure the future sustainability of the OCs through technical support and fundraising from international donors, and the public and private sectors. Between November 2012 and September 2013, United Way completed several monitoring visits in the Outreach Centers and developed a classification system that identified OCs that fit three categories: 1) OCs that work well with minimal supervision; 2) OCs that are able to operate regularly but require some technical support; and 3) OCs that require high levels of support to operate normally and follow the established OC model. United Way of Panama is using this classification system to select adequate community based partners.

By September 2013, United Way of Panama was working with the Ministry of Education (MEDUCA), Ministry of Social Development (MIDES), and the Ministry of Government and Justice to formalize the development of an Outreach Center Network. The Outreach Center Network would be a legal entity operating in Panama with a board of directors that would assume the strategic direction of the Outreach Center model in country.

In addition, United Way of Panama continued to work to support the development of youth leadership in the Outreach Centers. One of the main initiatives supported by Creative and United Way of Panama was the formation of chapters of the Panama Youth Movement Against Violence in six OCs in 24 de diciembre, Agua Buena, Cristobal, Buena Vista, Nuevo Veranillo and El Chorrillo.

## *2. Build NGO Capacity as Local Grant Maker*

As mentioned above, Alcance Positivo signed an agreement in 2012 with United Way of Panama to have them manage grants with USAID funds for the OCs during 2012 and 2013. The \$538,000 grant was the largest made by the program and was accompanied by significant technical support to United Way to strengthen their capacity as a local grant maker of US government funds. Alcance Positivo provided technical assistance to United Way in the form of financial management support, establishment of procedures to monitor sub-grants to the 22 Outreach Centers, training on grant management. It also supported an audit to gather critical recommendations to strengthen their internal systems. Finally, Alcance led the process along with Stratego Communications to recruit and secure 11 private sector companies to commit two years of funding support for the Outreach Centers channeled through the United Way.

As a result of the collaboration, additional funds were leveraged from the US Embassy and the private sector to be managed by United Way in 2013-2015 for the Outreach Centers. See the *Sustainability* section at the end of the report.

## *3. Development of Service Referral Network*

Alcance created Ponte en Algo, the first web-platform to help connect families and youth with the services that NGOs in their communities may offer, ranging from counseling, to shelter, to treatment, to income generation, to volunteer opportunities and more. Training was provided to 176 NGOs on how to create their profiles on the system and manage their information to connect to interested volunteers, individuals and other professionals. In addition, Creative worked with AMYPYME, Ministry of Labor, and Fundacion Comunidad to connect over 5,000 youth referred from target communities to job preparedness training programs.

## *4. Sports for Development*

Alcance Positivo and its partners saw sports as a key vehicle for violence prevention activities. For this reason, Alcance has worked to support projects that have a youth development component linked to their sports programs, as well as to develop broader societal support for the methodology. Highlights include:

In October 2011, Alcance Positivo co-sponsored with the Public Affairs Section of the US Embassy the launch of two youth soccer leagues for the Bambu Line sector of Colón. The 11-12 year old league focuses on engaging 80 boys in violence prevention through soccer and a commitment to maintaining their community clean of trash through clean-ups and education.

In November 2011, Alcance Positivo supported Escuela de Baloncesto Duncan and the National Security Program (PROSI) to hold a series of 4 basketball clinics for over 200 youth. Harlem Globetrotter, Kevin

Daly, Panamanian star, Mario Butler and two other international players led the workshops. The effort was focused on reviving interest in basketball in target communities and providing inspiring stories for youth to set goals and stay in school.

Fundación Eduardo Morgan and F.C. San Francisco signed an agreement to support the Alcance Positivo program to strengthen NGOs that run sports for development programs. The “Playing for Peace” program has trained 50 staff and volunteers from 12 Outreach Centers, NGOs and sports clubs in the *Futbol Callejero* methodology, and has benefited 988 youth in the centers and soccer schools using the methodology.

In July 2011 and June 2012, Alcance supported the two annual Forums on Sports for Development with business, public sector and NGO leaders. The two-day events focused on building new alliances and developing a law for incentivizing investments in sports for development programs. Another outcome has been the creation of a Sports for Development Working Group that has promoted greater sharing of lessons learned, curriculums, and resources in this field. This group helped generate the creation of Jugando por la Paz, a joint initiative of linking street soccer to youth empowerment.



Participants of the USAID/PROSI Soccer Leagues

Alcance Positivo and the National Security Program (PROSI) jointly supported the soccer for violence prevention leagues in 2012 with 9,000 youth in San Miguelito, David, Colón, and Panama Metro. The three-month leagues engaged youth in high risk communities in safe out-of-school time activities.

In 2012, Alcance Positivo brought Fabian Bendersky from Argentina to facilitate the training of 400 volunteers in David, Panama, San Miguelito, and Colón for the sports for development workshop. He also trained 100 coaches in a 5-day workshop. They replicated the 20 module curriculum with more than 1,100 youth in their communities. PROSI replicated the methodology again in 2013 in their summer leagues.

Alcance also carried out an evaluation of the implementation of the sports for development component. Findings included:

- 58% of participating youth reported improved relationships with their family and 30% reported significant improvement.
- 84% of parents noted improved relationships and 16% reported significant improvement.
- 55% of parents reported improved respect of rules/norms, and 40% significant improvement.
- 83% of youth reported improved respect of rules/norms.
- 77% of youth reported increased perseverance in their work.



- 58% of youth reported less violent conduct.

Alcance Positivo supported Mundialito de Barrio in 2012 with Movimiento Nueva Generación. The 3-month tournament engaged 6,000 youth in sports and development. The opening event held in Chorrillos had broad media, private sector and community youth participation. Alcance's support was targeted at training staff and youth in a life skills and values training component for the program.

#### *5. Supporting a Culture of Peace*

As an alternative to the existing and accepted culture of violence in target communities, the Alcance Positivo program carried out a number of activities in support of a culture of peace. Through these activities, Alcance Positivo sought to demonstrate that it is not normal to live with high homicide rates and fear of violence and that as citizens; Panamanian youth can contribute to rehabilitating this culture. Activities included Peace Fairs that engaged hundreds of youth through projects like graffiti, sports, theater, and music; youth camps; a psychology forum focused; photography; a concert for peace; and a youth volunteer fair. A list of activities carried out can be found in ANNEX 4.

### **1.4: Youth Engagement in Community Service and Leadership Activities is Increased in Target Communities**

*Target: 1) Develop a national youth movement against violence based out of the youth clubs; 2) Develop a network of school-based or community-based youth clubs in partnership with MEDCOM through the Cruzada Juvenil initiative and FETV ); and 3) Expect 5,000 youth to volunteer for various civic activities. Reach a wider audience of 100,000 youth through media.*

#### **Results and Key Activities**

##### *1. Youth Movement against Violence (YMAV)- Panama*

Engaging youth from target communities in service and leadership activities is another anchor of Alcance's methodology. Alcance Positivo staff has met with leaders of youth-led organizations and networks such as Cudelas, MIDES, REDNAJO, IAVE, Panama Verde, Scouts, Cruz Roja, Casa Esperanza, MEDCOM, and others, to see how to best support youth service efforts in target areas. During the project, Alcance supported the expansion of youth service/leadership through its grantees, namely, the Youth Movement Against Violence and the Youth Network for Peace.

In February 2012, Alcance, along with MIDES and CUDELAS, supported the participation of 8,000 youth taking part in 29 camps nationwide during which part of the curriculum was a day-long effort to have them identify key components for a youth movement against violence. Representatives also took part in the March 10<sup>th</sup> National Forum. Organizing committee members held an initial workshop at the UTP to plan out the National Forum which engaged 150 youth leaders.

MIDES, CUDELAS, and 20 other youth-related organizations helped coordinate and use the event to develop a youth platform and network against violence. Youth collaborated via a national and regional structure as well as through the Facebook page for the Red Nacional de Jovenes por la Paz and for the Jovenes Contra la Violencia.

In July 2012, the YMAV held a successful training of trainers on youth dialogues against violence with 50 youth leaders at Universidad Latina as well as held a meeting with the Ministry of Presidency's Violence Prevention Office.

In honor of International Youth Day 2012, the Alcance sponsored, Youth Movement Against Violence organized dialogues with youth groups on topics of violence and youth opportunity in August 2012. The workshop, held at the Universidad Tecnológica de Panamá, developed proposals for a youth policy on violence prevention. The final product was combined with recommendations from other Central American countries into a youth action policy document and presented at the Summit of Central American Presidents in December of that year.

Alcance supported the Youth Movement Against Violence in a formal launch of their “Da la Cara” campaign against violence in November 2012. At the press event, 10 organizations signed membership agreements with the movement and over 200 students from the Universidad Tecnológica de Panamá participated in having their photo added to the campaign and signed up to join the movement.

In December 2012, the Alcance-funded Youth Movement Against Violence held a press event attended by 7 media outlets to launch their campaign on a youth public policy for violence prevention. The event was coordinated with similar events in six other Central American countries. The Movement also sent its Director to Nicaragua to be part of the presentation of the youth policy against violence at the Summit of Central American. Seven youth from the Panamanian chapter of Jóvenes Contra la Violencia took part in the Regional Forum held in San Salvador in November 2012. The Central American Youth Movement Against Violence also launched a series of video spots encouraging governments to adopt the proposed policies.

5 youth from the Panamanian chapter of the Youth Movement Against Violence took part in a regional planning workshop in Costa Rica, organized by SICA. The youth presented their policy recommendations to the Central American Integrated System for Prevention (SICA) and the Presidents of various Central American countries.

Throughout 2012-2013, 14 members of Fundacion Morgan and the Youth Movement Against Violence carried out 36 workshops with 120 youth in 6 outreach centers on Youth Leadership, Human Rights, Teen Dating Violence, Project Planning and other key topics. Those youth were then engaged as facilitators of ongoing training to other youth in the outreach centers on these topics.

In May 2013, Alcance Positivo and the Youth Movement Against Violence held a forum for 175 youth from across Panama City, Colón, San Miguelito and Panama Oeste to review the YMAV new action plan and strengthen existing committees. The YMAV also took youth from the new youth clubs linked to outreach centers to visit the expansion of the Panama Canal.

In order to localize the YMAV and embed it within the target municipalities, Alcance Positivo and Fundacion Morgan inaugurated six chapters of the Youth Movement Against Violence in Chorrillo, Agua Buena, 24 de Diciembre, Nuevo Veranillo and Buena Vista.

## *2. Teen Dating Violence and Domestic Violence Prevention*

In November 2011, Alcance Positivo supported a march of hundreds of members of the network to end domestic violence and residents in San Miguelito to promote the engagement of men against domestic violence. In addition, Alcance Positivo provided a keynote speaker at a forum for 80 community leaders on the topic the day before. The program took part in a national press conference with 7 media outlets present to discuss the importance of domestic violence prevention as a key to youth violence prevention. The event was organized by Morgan and Morgan, a leading law firm that does pro-bono work on domestic violence issues.

Alcance supported a workshop with Morgan and Morgan, the Universidad Santa Maria Antigua, the National Institute for Women and MIDES. The workshop focused on sharing promising practices in engaging youth in domestic violence prevention. Other workshops were carried out in Outreach Centers with a psychologist from FUNDALCOM as part of National Violence Prevention Month. Alcance Pro-bono domestic violence expert Rosie Hidalgo addresses workshop.

Alcance also supported two workshops at our outreach centers on sharing promising practices in engaging youth in domestic violence prevention. The focus was on training police and youth and the workshops were conducted by a psychologist from FUNDALCOM.

In 2011, FLYDES and Alcance Positivo organized a march of 200 youth in San Miguelito to raise awareness on violence prevention and values. The youth were part of a year-long training program by FLYDES supported by Alcance/USAID in which 50 youth leaders reached 2,000 youth in San Miguelito with values and service education.



FLYDES Youth March for Values and Peace

In February 2012, Alcance supported a 3-day workshop in Colón and San Miguelito for 40 participants in the use of technology as a tool in violence prevention.



Youth in FE TV Workshops

In November 2012, Alcance partnered with the US Embassy, Fundacion Morgan, FUNDALCOM (Morgan & Morgan), and Casa de Esperanza to organize training workshops of 50 youth facilitators and 60 adult facilitators of a methodology on “Youth As Facilitators of Teen Dating Violence Prevention.” The workshop focused on healthy relationships, self-esteem, and dating violence prevention. The US Ambassador, a former President of Panama, and the Secretary General of the National Institute on Women opened the first training workshop. The youth and adult facilitators have replicated the workshops in their organizations and communities.

### 3. *Youth Service*

Changing the way that society views youth often requires that youth themselves show their ability to contribute to their communities. Youth volunteerism is one of the main ways that Alcance Positivo and its partners have fostered youth service.

In December 2011 Alcance Positivo celebrated International Volunteer Day with a forum for 200



MNG Youth Mentors

Volunteer Leaders together with the International Association for Volunteer Effort (IAVE), the United Way of Panama, and the Universidad Tecnologica de Panama.

Alcance supported Movimiento Nueva Generacion's training of 25 youth mentors who in turn, each trained 5 youth to form youth volunteer action teams around their community. Mentors carried out training with youth in the Chorrillo neighborhood. These youth in turn reached a total of 900 children with activities in Chorrillo.

Alcance funded a mentoring program for 36 youth from highly vulnerable communities. The Proctor & Gamble mentors met weekly at P&G offices with the youth to go through a life skills and goal setting curriculum together.

Alcance partnered with MEDCOM, PROSI, the National Police and various NGOs to launch a youth leadership and violence prevention initiative for youth ages 12-18 called Cruzada Juvenil por la Paz. The six month program reached a total of 500 youth from high risk areas, of which 300 graduated.

Alcance continued its support to the second year of Cruzada Juvenil por la Paz with MEDCOM, the government Security Program PROSI, and the National Police Adolescence Unit. Alcance facilitated a training for the 120 new youth on developing projects to reduce youth violence.

Alcance Positivo continued to promote youth service through its youth development roundtables and clubs in target communities, the Youth Movement Against Violence, the first Ponte En Algo NGO Fair, and promotion of volunteer opportunities on its web platform [www.PonteEnAlgo.com](http://www.PonteEnAlgo.com).

### **1.5: Job skills training, linkages and employment for youth are increased in target communities**

*Target: 1) Develop with AMPYME the "My first job" workforce development job preparedness curriculum. 2) Target 15,000 youth with related vocational training opportunities and/or job placement. 3) Work with the National Vocational Training Institute (INADEH) and other relevant government, donor, and civil society organizations such as Fundacion Comunidad and UNESCO to promote job skills training and employment for youth at risk. The Contractor will plan on supporting selection and preparation of youth to take part in job training and preparation in target communities including the Darien.*

#### **Results and Key Activities**

##### *1. "My First Job" Workforce Preparedness Curriculum*

In October 2011, Alcance Positivo developed and launched for the Minister of Small Business Development (AMPYME) the new job preparedness curriculum developed for the My First Job program. The launch event engaged over 3,000 youth in a fair-like celebration aimed at signing up youth to take part in the new program. Alcance Positivo trained 22 AMPYME staff in the new youth job preparedness training. These trainers have trained 11,177 youth.

In December 2011, Alcance worked with AMPYME and APATEL (the Panamanian Hotel Association) to hold job preparedness trainings for 78 youth as part of the first class of the My First Job program. Representatives of the hotel industry, as well as the Minister of AMPYME attended the graduation of the group. Many of the trained youth were immediately contracted by national hotel chains.

Positivo worked with the Ministry of Labor (MITRADEL) to develop the new “Development of Job Competencies for Employment” curriculum which supports the “MITRADEL en Tu Comunidad” employment preparation program. In March 2012, 20 staff of the Ministry of Labor (MITRADEL) were trained in the new job preparedness curriculum developed by Alcance Positivo. These staff now serve as facilitators to replicate the training with more than 2,700 youth around the Panama Colón, and San Miguelito regions.

## 2. *Promotion of Job Skills Training and Employment*

In November 2011, 180 youth from the Movimiento Nueva Generacion program supported by Alcance Positivo graduated from the government’s My First Job program with a concentration in Maritime-related jobs.

In April and May 2012, 45 youth from the Curundú neighborhood graduated from the “Development of Competencies for Employment” training program sponsored by Alcance, MITRADEL and Odebrecht. Each youth was interviewed by at minimum two companies for possible hiring, including Hoteles Bern.

In June 2012, Alcance organized job preparedness training courses in Chorrera with 60 youth and in Colón with 25 youth. They have been channeled into job opportunities with Colón 2000, and other companies.

Alcance participated in the graduation of 40 young women in the USAID supported CEMP Women’s Employment Workshop in Samaria.

### **Private Sector Entities Providing Youth Employment**

- Empresas Bern
- Cochez & Novey
- Restaurante los Cebollines
- Hotel Hard Rock Megapolis
- Recimetal
- Estrella Azul
- Todo a Dolar
- Lenos y Carbon
- Super Extra
- Mercado del Marisco
- Grupo Primavera Holding
- Escuela Autogestion

In September 2012, Alcance Positivo held a graduation event for 52 youth who completed the 2-week job preparedness training workshop. The Chamber of Commerce of Colón, Colón 2000, and the Free Zone Association of Colón, collaborated with resources for the training.

Alcance staff met with Nilvia Serrano, National Director of Training for the National Institute of Human Resource Development (INADEH). INADEH and Alcance finalized an agreement of collaboration, as well as agreed to develop a series of job training programs (starting with English for Tourism) in our outreach centers.

In January and February of 2012, Alcance staff carried out a 5-day training of trainers for 40 trainers in the use of the Job Preparedness curriculum. These trainers will now replicate the courses with youth at outreach centers.

In April 2013, Alcance Positivo, the US Embassy, Colon 2000, and various Outreach Center and NGO leaders from Colon hosted a graduation event for the 120 youth that completed the English for Tourism initiative. Ambassador Farrar participated in the event, as did the Director of INADEH – Colon, and Colon 2000. Some of the youth then did a two month internship with Colon 2000.

Alcance continued a training and youth awareness campaign in the communities through the support of the following partners:

- MVPCs: Alcance has worked along with the employment sub-committees of the MVPCs of Colón, Panama and San Miguelito to work on a common youth enrollment strategy.

- NGOs: Alcance worked with Outreach Centers CEMP, Unidos por Colón, Club Samurai, Buena Vista, Samaria and CAMM, and other community leaders to promote youth enrollment for this

### 3. Youth Job Training Beneficiaries

Activity	Institution/ Organization/Private Company	# of beneficiaries
“My first job” Program	AMPYME	11,177
Office of Employment SERPE	MITRADEL	2,784
Trainings of youth in Panama	Ampyme- Apatel- AP	78
Trainings of youth Curundú	Odebrecht- Mitradel- AP	67
Trainings of trainers on job training	Ampyme	22
Trainings of trainers on job training	Mitradel	22
Training of trainers on job training	Youth Employment -Alcance Positivo	27
Training of youth in Colon	MVPC Colon- Chamber of Commerce, Colon 2000, Free Zone and Youth Employment - Alcance Positivo	76
Training of youth in Sector Oeste	Sector Oeste- CRU- AP	58
Training of youth in San Miguelito	Youth Employment (AP)/MVPC of San Miguelito	51
Training of youth in Buenavista, Colon	Buenavista Outreach Center	16
Training of youth in San Miguelito-Samaria	Samaria Outreach Center (2 groups)	46
Training of youth in Colon	Samurai Outreach Center	21
Training of youth in Panamá	Youth Movement Against Violence	16
Training of youth in Panamá	MVPC of PANAMA	15
Training of youth in Arraiján Sector Oeste	Fundaner Grupo Diurno	22
Training of youth in Arraijan-Sector Oeste	Fundaner Grupo Nocturno	20
Training of youth in Arraijan-Sector Oeste	Paninka	21
Training of youth in Tocumen Panamá	Association of Entrepreneurs and Professionals	18
Training of youth with CEMP	Youth Employment (AP)	6
Training of youth in Buena Vista	Youth Employment (AP)	13
Training of youth in in Colon	Colon 2000 / US Embassy	13
Training of youth in El Chorrillo, Sector Oeste y San Miguelito	Youth Employment (AP)	500
<b>TOTAL BENEFICIARIES</b>		<b>15,089</b>

### Lessons Learned and Recommendations

- *Involve the Mayor and the Municipal Council in Establishing MVPCs-* While political buy in was relatively easy to obtain from Mayors in forming MVPCs, imbedding the MVPC as part of the municipal structure requires Municipal Council approval. Without this approval, any municipal entities developed in the duration of a USAID program risk being cancelled once a particular Mayor is out of the office.
- *Create Incentives within MVPCs-* Municipal Prevention Plans require initial seed funding for implementation. This seed funding should be aligned with the goals of the project as well as the overall political goals of the Mayor and municipal departments to support prevention programs.
- *Identify Champions within the Municipality-* Champions at the municipal level could include Mayors, community leaders, artists, or any individuals that have the ability to influence project related



outcomes. For example, in Colon, Reggae singer Bakan has been a key member from the beginning and has rallied the members of the MVPC, including the police, to support activities in the most affected Colón neighborhoods.

- *Obtain Early Buy-in from Minister of Education-* While Alcance Positivo was ready to move quickly with school-based prevention programs, Department Directors at the Ministry of Education were not empowered to make decisions. The Minister of Education required that all initiatives were approved directly by her. Although this caused some early delays, the narrowed scope of work was successfully implemented in schools.
- *Develop Ready-Made Materials for Teachers-* Teachers and school directors lack quality materials that are more “plug and play” allowing them to have sample lesson plans ready to implement. Developing and training teachers and school directors on new curriculums allows them to more effectively complete their work.
- *Relationship between OCs and MVPCs-* In order to build sustainability, there needs to be a strong relationship between the OCs and the MVPCs. If OCs for part of the MVPC’s annual plans, they are more likely to be included in the larger municipal budget.
- *Mobilizing Volunteers-* Partnering with faith-based organizations and universities for community level projects can support the involvement of already existing volunteer bases.

*Community Based Organizations Lack Capacity-* In highly vulnerable communities, it is difficult to find organizations capable of managing US Government funding. Ongoing training is required.

## Results 2: Expanded Opportunities for Vulnerable Youth in the Darien

The Darién component focused on strengthening the sustainable work of organizations in six Darien communities (Meteti, Yaviza, Jaqué, Sambú/Puerto Indio, La Palma, and Lajas Blancas). The project activities targeted: a) regional communication and planning; b) educational opportunities; c) safe out-of-school time activities; and d) economic and income-generation opportunities for youth.

Alcance worked with representatives from various educational and youth sports programs such as Vicariato de Darién, Fundación Sembradores de Esperanza, FEPAFUT, Atlético de Darién, Eco-tours, FEDEBEIS, Peace Corps, IFAD, Grupo Cultural Olga Galvez, Fundación Tierra Nueva, Grupo La Amistad, Club de Leones de Metetí, Little League Baseball, and Junior Chamber, to design the funding proposals linked to culture, employment and sports for development.

### **2.1 Youth Engagement in Community Media, Leadership Activities increased in the Darien Region**

*Target: 1) Creative and FTN shall train up to 80 youth from the IFAD in developing radio programming with the assistance of Radio Voz sin Fronteras. 2) Produce at least 52, thirty minute radio programming to reach 400 families and 1,200 youth on a regular basis. (Coordinate with MIDES, Min. of Health, MEDUCA)*

#### **Results and Key Activities**

##### *1. Youth Trained in Developing Radio Programming*

Alcance Positivo partnered with Fundacion Tierra Nueva (FTN) and supported the *Jovenes Como Recursos* (Youth as Resources) youth radio initiative. FTN trained 114 youth to develop a weekly radio show on topics of interest to youth and that encourage youth to make positive decisions in their lives and avoid risky labor activities. They are currently producing a weekly program aired with the support of Radio Voz Sin Fronteras and is heard throughout the Darien. During the project **76, 30 minute radio programs** reaching 4,000 listeners have been developed, produced and disseminated weekly on the only radio station in the Darien.

## **2.2 Expanded Youth Development Activities to increase opportunities for vulnerable youth in target communities**

*Target: 1) Identify labor market surveys with local partners; 2) Develop educational programs around life skills and financial literacy; and 3) Implement Sports for Development; 4) Increase Cultural Appreciation; 5) Increase Youth Clubs; 6) Promote the Outreach Center Model.*

### **Results and Key Activities**

#### *1. Identify Labor Market Surveys with Local Partners*

Upon consultation with INADEH and AMPYME, two key government partners in the Darien, Creative discovered that they recently had completed labor market assessments. Rather than duplicate efforts, Creative worked with both partners to utilize the information to develop a job-skills training program.

Alcance staff worked with INADEH to define the implementation of training for Santa Fé, Metetí, La Palma, Sambú, and Jaqué. Alcance provides expenses for the youth participants and also basic materials for the trainings. Alcance, in conjunction with the Vicariato of the Darién, carried out a project on job training with INADEH that includes: 1) development of 10 courses in the target communities with INADEH instructors; 2) strengthening of the training centers in Metetí and La Palma for training in computer programming, accounting, and electricity, among other topics; and 3) improvement of training centers in Yaviza, La Palma, Sambú and Jaqué.

The following courses were conducted with the support of, and in coordination with, INADEH and the Vicariato de Darién:

**La Palma:** Fifteen participants completed a course in the Repair of Outboard Motors. During the course, participants have repaired five engines for local government institutions and have received kits in order to continue to find employment repairing motors in the community.

**Jaqué:** Thirty eight participants completed the course of Gardening and Raising Chickens. Beneficiaries collected over \$500 in profits and decided as partners to invest \$350 in a second brood of chickens, with the support of the Vicariato de Darién and the endorsement of INADEH. Six of the graduating beneficiaries created an association to continue raising and selling chickens to the community.

Also in Jaque, English courses were completed by 36 participants. The course was taught on site at the Jaqué Outreach Center.

**Metetí:** A course on Reading Electrical Blueprints was completed by 17 participants. 16 participants completed a Masonry course. The participants completed their training by constructing a grandstand and storage facility in the Darién Regional Baseball Stadium.

**Sambú:** Thirty seven beneficiaries completed a Basic Carpentry course and 20 beneficiaries completed an Industrial Carpentry course. A carpentry workshop has been renovated and equipped and is being providing employment to 6 beneficiaries who have taken the courses.

**Yaviza:** Thirty eight beneficiaries, all women, have completed the course of Gardening and Raising Chickens. Twenty five beneficiaries completed English courses. Notably, the facilitator of this course is a student who graduated through the Alcance and Vicariato de Darién's scholarship program.

Alcance, in coordination with the Vicariato de Darién, PRODAR, and INADEH, identified and recruited facilitators for vocational training courses in the region.

Five new training centers were renovated in 2012-2013 and equipped by the Vicariato de Darien and Alcance. These training centers include: a carpentry workshop in Sambú; a multipurpose training center in Jaqué; a multipurpose training center in La Palma; a multipurpose training center in Yaviza; and in Meteti the Department of Electronics and Electricity at the IPT Marco Alarcon school was equipped with supplies and equipment.

The Vicariato held planning meetings with environmental groups and USMA to replicate successful experiences in order to link training with immediate revenue generation opportunities such as cooking workshops, and help for teachers of the electricity courses. Alcance also collaborated with the purchase and installation of a water pump to ensure the water supply to the INADEH center in Santa Fe.

During 2012 and 2013, fifteen youth from partner communities were trained in the AMPYME small business development and workplace skills development courses. Alcance identified a set of youth businesses and market opportunities and submitted a request to AMPYME. AMPYME approved 14 financing awards for entrepreneurship. These opportunities were related to the topics of: food (Yaviza/Jaqué), artisan crafts (Sambú, Yaviza y Jaqué), tourism and cultural services (Sambú), and mechanical services (La Palma).

Alcance developed a partnership with INADEH to bring mobile classrooms to the Darien that resulted in the training of 60 youth in agroindustry vocational training.

2. *Educational programs around life skills developed as well as training on financial literacy and micro enterprise development*

Fundación Tierra Nueva (FTN) which runs the Instituto Forestal y Agropecuario de Darien (IFAD) and works with over 109 youth leaders from across the Darien on vocational training and life skills. Youth received training in Leadership and other Life Skills workshops including a youth camp, which included sessions on leadership, discipline, communication, and life and financial planning for the future; and two workshops, which included sessions on self-esteem, values, leadership, self-awareness and friendship.

Thirty eight students benefited from a workshop on math and study techniques. The workshop emphasized the importance of math, fractions /percentages, geometry and algebra. Forty students in the 12th grade benefited from an Educational Orientation Day. Sessions of the workshop included: access to information on scholarships, higher education options, and preparation for admission tests. FTN/IFAD has also trained the youth in the Desafio Sonar mi Vida life skills methodology. Life skills camps have taken place in IFAD, Yaviza, Jaque, and Sambú.

In May 2012, Alcance led a youth exchange/service project by students at Balboa Academy and the Fundación Tierra Nueva IFAD School. Balboa students mobilized sports equipment, refurbishment supplies, and trail markers for the IFAD school and participated in a cross-training on youth environmental action.

In 2013, IFAD started mentoring activities in order to reduce failure rates. Mentoring activities were conducted by a teacher who lives at the boarding school include lectures, study groups, and the development of an area for extracurricular games and activities.

IFAD also organized the development of a cultural and folk group, led by local folklorist, Carlos Renteria, with more than 22 participants and supported by Alcance.

In March 2012, media company MEDCOM completed a one-hour segment on the FTN/IFAD school as part of Apoyate En Mi. The program mobilized over \$8,000 in donations. Alcance spearheaded the effort to bring MEDCOM to cover FTN.

In addition to Alcance support its youth radio program, it helped establish an agro-business unit from the activities that have been advanced at the school. Alcance sponsored the diagnosis and design of this business unit in order to make the activities of the school sustainable.

Alcance Positivo worked with NGO Servicios Generales Guinard to improve the marketability of artisan products in Sambu and Puerto Indio by training 34 women in the standardization of processes, improved presentation of goods, and development of marketable designs. Guinard coordinated the process of certification of 12 master artisans and registry of 62 new artisans with the Ministry of Commerce – Department of Artisan Development, which offers the artisans opportunities to market their products and advertise in a National Artisan Directory. The Department of Artisan Development evaluated the artisans' products after the workshops and placed an order to buy new products which they consider marketable. Guinard also helped the group create a Facebook page which the youth in the group are maintain and updating.

Alcance, in coordination with PRODAR, worked with the Association of Women Artisans of Arimae to train 20 women in the use of computers to improve their microbusinesses linked to artisan goods in the community.

### *3. Sports for Development in the Darien*

Throughout the implementation of the program, Alcance Positivo realized that Sports for Development were an effective way to engage youth, families and communities in positive activities. With this in mind, Alcance Positivo contributed to several initiatives in the Darien, involving hundreds of youth.

Alcance has worked with PanDeportes, the Provincial Baseball League (FEDEBEIS), Atlético de Darién and FEPAFUT, as well as local initiatives, to start sports for development programs in the target communities. Support has included provision of basic sports equipment, organization of leagues, training and technical assistance benefitting over 730 youth through the various sports for development activities.

Alcance has worked with FEPAFUT to launch and strengthen 5 soccer leagues for youth in the target communities. Teams participated in April 2012 in the Rommel Cup and in March 2012 the Youth Open Cup that benefitted 216 youth in 10 communities.

In 2012, 10 teams of youth ages 16-29 participated in the Atlético de Darién Soccer tournament supported with USAID/Alcance funds. Youth from Yaviza, Canglón, Metetí, Punta Alegre, Santa Fe, La Reserva, Alianza, Villa Darién, Sansón and El Independiente took part in the 3-month tournament.

The Atlético Darién team, supported by Alcance, received equipment and support from PANDEPORTES for them to play against first division national teams such as Alianza FC and Millennium, as part of a commitment to help Darién for the first time have representation in the regional/national sub-23 tournament “Copa Rommel”.



Youth at Regional Soccer Tournament

Alcance supported FEPAFUT, PANDEPORTES, PRODAR, SENAFRONT, and local leaders in the preparation of a regional soccer tournament for 216 youth 11-15 years old in Santa Fe Darién. The youth are from target communities, including Jaqué, La Palma, Sambú/Puerto Indio, Yaviza, Taimatí, Camogantí, Cucunatí, Zapallal, Metetí and Santa Fe. Alcance supported technical preparation in the Irving Saladino Sport Village that included preparation games with Chepo FC and Alianza FC. The Sub 13 and Sub 15 Darién soccer teams then took part in the national tournament celebrated in La Chorrera in June 2012.

Alcance supported the development of the Aguilas de Darién baseball school along with support of the provincial baseball league (FEDEBEIS), Lions Clubs, and Little League Baseball. Over 120 youth from ages 5-16 have taken part in this baseball program. In June, the baseball school organized a sport camp with the Panama Oeste baseball school. In July and August 2012, the baseball school organized 2 sports clinics with two Major League Baseball experts for Latin America and Panamá. Alcance has also worked to involve the parents of the participants actively as volunteers at the schools, mobilizing funds, and helping with the administration and operations. Parents have become active in sustainability activities including tuition fundraising, food sales, and raffles.

In January 2013, Alcance Positivo supported PRODAR, MINSA, and SouthCom to organize a sports tournament in Lajas Blancas in the Comarca Embera. The day-long sports tournament engaged various teams of 40 youth in soccer, ping pong and other games.

Alcance supported the Regional MEDUCA School Soccer Tournament, CODICADER, with the participation of 9 teams from 7 schools: Puerto Indio IPT, La Palma, IFAD, Boca de Cupe, La Palma IPT, and Garachiné. The tournament took place in La Palma in June. 135 youth participated in this activity. Alcance supported the participation of the female soccer team that then played in the national tournament.

In March 2012, 40 youth from Atlético Darién took part in a teambuilding workshop with an expert facilitator and with the support of the Fundación de Liderazgo y Desarrollo. The Alcance supported workshop focused on becoming youth promoters and on values education.

Alcance Positivo also supported two local soccer promoters from the Darién to be trained in a workshop on sports for development. They have replicated the training in Gararachiné with 6 teams and in Punta Alegre (La Palma) with six male teams and two female teams.

Alcance supported Atlético Darién for the soccer tournament Copa Rommel 2013 and the development of a youth cooperative. With Alcance's support, Atlético Darién hosted the Championship Cup in the community of Santa Fe to identify and select the players to represent Darién in the Copa Rommel 2013 tournament.

With the organization and support of local leaders three (3) training workshops were organized in the communities Sambú/Puerto Indio/ Gararachiné; Jaqué, and Boca de Cupe, benefiting more than 50 volunteer coaches. The trainings covered the topics of refereeing, managing children and adolescents and organization of sporting events.

Alcance/FEPAFUT developed 5 soccer schools in La Palma, Punta Alegre, Jaqué, Canglón, and Yaviza with over 324 youth participants. A soccer school in Puerto Indio has also been organized and 72 youth took part. The schools have developed formal incorporation documents, volunteer commitments, and have been provided uniforms and equipment, and their managers have been trained by FEPAFUT personnel and have been reinforced through ongoing clinics.

With the support of the Yaviza Outreach Center, soccer leagues were carried out in Yaviza (Pueblo Nuevo), Jaqué, and Sambú. Leagues were also organized in Metetí and La Palma, Sambú, Yaviza, and Jaqué during November and December 2012 for the summer season. These leagues provide a basis for selecting players for the sub-15 and sub-17 teams which will represent the province of Darién in mid-2013. In total, more than 20 teams are participating with 18 players on each team. The first of these leagues will be carried out in Sambú. Alcance supported the CODICADER tournament between elementary and middle schools in the Darién region. 120 youth played in the tournament.

Soccer schools were organized by FEPAFUT using a sports clinics model the communities of Yaviza, La Palma, Metetí and Punta Alegre. Other communities like Gararachiné, Cucunatí, Boca de Cupe, El Real, and Santa Fe also benefited from the clinics during the months of November and December 2012.

Sixty five youth and 17 parents and coaches participated in a sports weekend in the city of Penonomé. During the camp, the beneficiaries of the Las Águilas de Darién played games in the following categories: Pre-infantil, infantil, and pony. After the camp, with the support of Alcance, the youth, coaches and parents visited the Miraflores Locks of the Panama Canal and took a tour through Casco Viejo in Panama City.

With the coordination of FEPAFUT, Alcance Positivo supported 8 local coaches and volunteers from target communities to take part in a special workshop by FIFA on soccer team management, coaching, and fitness training.

The Sambú Outreach Center organized a soccer tournament, "Por un Sambú Diferente", held with 4 boys and girls teams.

#### *4. Tour Operator Training and Regional Cultural Contest*

Alcance worked to advance youth tour operator training and cultural expression through working with the communities of Puerto Lara and Arimaé to complete a tourism circuit with La Palma, Metetí and Santa



Fe. Youth in the IFAD training school were also trained in ecotourism and becoming guides by ECOTOURS Darién and la Fundación Sembradores de Esperanza.

ECOTOUR Darién, with support of Alcance, has given a series of workshops on improving cultural practices such as artisan good development to improve tourism and income generation. Seventeen youth were trained in the Administration of Tourism Services from the communities of Sambu, Moque, Yaviza, Puerto Lara and Arimae. Also in these communities 5 community based organizations focused on promoting tourism were created and strengthened.

ECOTOUR Darien gave trainings on developing tourism/cultural inventories in communities that will lead to “eco-tour” packages to attract additional tourists to the region. 163 youth and women were trained from communities include Sambú, Meteti, Arimae, Puerto Lara, Mogue and Yaviza.

Workshops were also held to train guides on nature exploration, bird watching, and observation kits were delivered to the participating communities. ECOTOUR Darién also gave workshops for improving cultural practices such as making cutarras (traditional sandals), tembleques (traditional hair accessories), jewelry, weaving, and more.



Alcance staff held a training with Eco Tours for university students to train eco-tourism guides in the Darién.

The FAMTRIP (a promotional tour of Darién for business and tour operators in Panama City) took place in April 2013, as well as the consolidation of the network of small tourism operators between the communities of Canglón (Yaviza), Sambú, Arimae and Puerto Lara, La Palma, Mogue and others.

The Alcance program carried out regional cultural encounters in Jaqué, Sambú, Metetí, and La Palma and a Darien Regional Cultural Encounter with the participation of youth groups from target communities. The one day event held in February 2013 was held in Meteti with over one hundred participants.

Alcance Positivo also supported the first cultural folkloric celebration with Radio Sin Fronteras that mobilized 12 cultural groups from schools and communities to share their talents on the only station in the Darien.

## 5. Youth Clubs

Alcance Positivo supported the development of 16 youth groups in 5 target communities. Three Youth Clubs in Yaviza and La Palma were supported by Alcance’s donation of music, art, sports, and other materials. In Jaque, supplies were presented to the youth clubs for turtle conservation, to art clubs to do community murals, and a youth soccer club. In Sambú, supplies were presented for a folkloric dance club, and a modern performing arts program. Youth boxing and karate clubs have be established in the communities of Metetí, Yaviza and La Palma.

The youth clubs have carried out youth action plans in each target community. Youth Club activities have included:



Youth Marching Band of Sambú

- Jaqué: Sea turtle conservation and mural development; community clean ups; folkloric events; internet café support; and hip hop.
- Sambú: A talent/cultural program was organized; donation for a marching band; establishment of youth gardens.
- Metetí: A guitar club was formed; the opening of four game clubs; a rock band and skaters team formed; soccer and basketball games; organization of the Metetí boxing and karate club, all with support of Alcance Positivo.
- Yaviza: House repair service projects; painting in parks; a painting workshop; an Embera music and dance group; and drum making.
- La Palma: A dance club; volunteer activity for beach and community cleanup; painting the gym; and a boxing club.



Youth club of Yaviza



Youth dance group in Sambú

In May 2012, Alcance supported a series of cultural activities celebrating African heritage month in the Darién. The events was a collaboration between PRODAR and local organizations as well as some NGOs from Colón. Youth groups supported by Alcance from Sambú and Meteti participated in the cultural program.

#### 6. *Outreach Center Models Developed in Target Communities*

Alcance Positivo developed 4 Outreach Centers in the Darien. These OCs serve hundreds of youth through educational, recreational and vocational activities. The model is similar to those found in other target areas. The program has collaborated with several NGOs to provide services to the OCs. Since February 2012, the National Library cooperated with Alcance projects by donating to IPT Puerto Indio, Yaviza and other target communities, books on biology, physiology, and agriculture to form mini-libraries in the outreach centers.

Below are details on each OC.

**La Palma:** Alcance, Vicariato de Darien, the Municipality of La Palma, MEDUCA and other community leaders celebrated the formal opening of the La Palma OC in March 2013. The La Palma Outreach Center has 170 beneficiaries. The center offers: soccer, volleyball and basketball leagues, self-esteem workshops, a library and computer lab, Life skills camps, board games, guitar classes and courses in computer, English, computer repair and outboard motor repair. Training of Youth in La Palma in Culture of Peace: 70 youth from La Palma received social animation training through a partnership between the Institute of Culture (INAC) and Alcance Positivo.

**Jaque:** The Jaque Outreach Center was launched in 2012 and has 171 beneficiaries. A regional cultural festival was conducted on site at the Outreach Center in November 2012. In September 2012, the center organized the first Environmental Film Festival linked to a project to conserve sea turtles in Jaqué. Two ping pong tournaments and a soccer league have been developed. The Outreach Center and Football School (FEPAFUT) have worked together to develop soccer leagues for both boys and girls. The Outreach Center and the volunteer program have painted community murals in the church, community center, Outreach Center, and airport. The Outreach Center provides facilities to train the INADEH English courses. 36 youth have participated in courses, which include Fishing, Barber, and Computer classes. The Outreach Center has a computer lab; has organized a jewelry workshop; and has sustainability activities as the selling of snacks and a copying center.

**Sambu:** The Sambu Outreach Center, launched in late 2012, has 189 beneficiaries and offers a small library, a soccer league program for boys and girls, music activities, and literacy activities with the support of MIDES. The center attends on average 45 youth per day, with an array of activities including aerobics, weightlifting, sports, music, dancing, and volunteer activities. Two adult and youth literacy groups continued to receive the support and endorsement of the Ministry of Social Development (MIDES). AMPYME gave training to women and girls from the community on microenterprises. Two local soccer tournaments have been developed. Computers have been installed in the Outreach Center. 107 youth have participated in courses such as beauty and barber training, basic and industrial carpentry and baking classes.



**Yaviza/Pueblo Nuevo:** The Yaviza Outreach Center was inaugurated in December 2012. The center offers sports, computing service, recreational games, and school reinforcement. The Outreach Center has a daily average of more than 30 beneficiaries. The Center organized summer activities with the participation of INAC, the National Library of Panama and others. The Outreach Center, the Vicariato de Darién and INADEH have worked together to renovate and open a training center Yaviza. Cooking, baking and canning classes have begun in the training center. Computers have been installed in the Outreach Center. The Outreach Center began its sustainability activities with the sale of snacks and other refreshments.

## **2.3 A multi-sectoral network established in Darien that will promote strategic alliances with all sectors**

*Target: 1) Prevention scholarship fund established for youth at risk; 2) Seed capital available to promote and monitor entrepreneurship initiatives; and 3) Communication strategy established to disseminate good practices*

### **Results and Key Activities**

#### **1. Multi-Sectoral Coordinated Planning**

Alcance worked closely with the Ministry of Presidency's Programa de Darien (PRODAR) office to strengthen the network of multi-sectoral partners working to improve the visibility, coordination and effectiveness of development efforts in the Darien. Besides PRODAR, partners have included the Ministry of Security, PANDEPORTES, the National Border Police (SENAFRONT), INADEH, and other local and national agencies to ensure coordinated planning. These agencies have included the technical

committee for the region, the governor's office and municipal representatives. It has also held large public gatherings in each community and with the Emberá Wounaan Congress to build consensus around the project's activities.

In December 2012, Alcance and PRODAR helped organize the first forum on establishing Municipal Violence Prevention Committees in Meteti, Yaviza and Jaque. Alcance, PRODAR and the Intergovernmental Commission of the Darien met a number of times on coordinating strategies for development efforts in the Darien.

In order to foster interest for potential income generative activities in the Darien, Alcance took 29 business leaders from the Association of Business Executives to the Darién to see tourism, environmental and sports for development projects for possible co-financing. The one-day trip was extremely successful in terms of generating interest by the business leaders in opportunities in the region. Alcance made various presentations to APEDE's Tourism, Sports for Development Committee and Environmental Committee on opportunities in region. Alcance has linked its local partners in the Darién, especially in sports and tourism to the APEDE Committees and to Stratego in order to present options for collaboration and sustainability of projects.

In addition, Alcance Positivo worked on coordination of the Juntas Comunales (Town Councils) in Sambú, Yaviza and Jaqué. Alcance secured partnerships with them for providing space for outreach centers in Sambú and training centers in Yaviza and Jaque, as well as meeting sites for all Alcance program partner meetings.

Alcance staff met with PRODAR staff about environmental projects such as REDD and carbon trading with FTN and ANCON. Alcance supported FTN in the training of 40 youth in REDD, biomass mapping and studies for future income opportunities in the Darién. Efforts were also made to coordinate with PRODAR activities in La Palma and Jaque on leadership development, inter-institutional coordination, and collaboration on an outreach center. Alcance has also coordinated with PRODAR for activities related to youth in El Salto, Lajas Blancas, Yaviza and Meteti.

Alcance has also supported PRODAR workshops focused on food security and supported three groups that received 3 weeks of training on community gardening with the First Lady's Office. The 9 beneficiaries were from Embera communities including: El Coco, Valle Alegre, Pavarandó y Llano Bonito.

Alcance, traveled along with government ministry partners including PRODAR, INADEH, AMPYME, MIDA, SENADIS, ARAP, Tribunal Electoral and PanDeportes in August 2011, October 2011, April 2012, and March 2013 to advance the community development strategy for Jaque. Alcance supported youth programs in Jaque with sports equipment and formalization of youth clubs, as well as preparation for the outreach center and job training components.

In conjunction with the National Library and INAC, youth from Yaviza and Meteti participated in a mobile library project and were trained in different forms of social animation to promote reading and creativity. More than 100 youth benefited from the Catholic Church and Pro Niños de Darién. INAC has also partnered with Alcance by providing a professor to support community culture projects and murals.

## *2. Prevention Scholarship Fund established for at risk youth to attend trainings and youth programs*

Vicariato de Darien, with project support, awarded 43 college scholarships to Darien youth in communities such as Jaque, La Palma, Yaviza and Metetí. Three of the fellows have obtained a university

degree and all have dedicated 40 hours of social work in their communities. Four workshops were also developed for fellows to develop skills in leadership, assertiveness, social abilities and emotional intelligence.

In addition, IFAD, with Alcance's support, awarded 20 institutional half scholarships to support student with limited resources and good discipline during the 2012 school year.

Alcance and the Congreso General Emberá Wounaan, through a memorandum of understanding, strengthened the educational opportunity of Emberá Wounaan students coming from vulnerable communities in the Darien by awarding university scholarships to 20 indigenous students. The Congreso supported the students to ensure the completion of their studies.

3. *Seed capital available to promote and monitor entrepreneurship initiatives among youth in target communities*

Fifteen youth from partner communities were trained in the AMPYME small business development and workplace skills development courses. Alcance identified a set of youth businesses and market opportunities and submitted a request to AMPYME. AMPYME approved 14 financing awards for entrepreneurship. These opportunities were related to the topics of: food (Yaviza/Jaqué), artisan crafts (Sambú, Yaviza y Jaqué), tourism and cultural services (Sambú), and mechanical services (La Palma).

4. *Communication strategy established that includes dissemination of identified good practices*

Alcance developed a communications and promotional strategy in coordination with PRODAR and the Tourism Authority as well as local ecotourism partners. At the heart of the strategy was the development of an educational/promotional poster on eco-cultural-tourism resources of the Darien region designed, printed and distributed through the government tourism office, tour operators, NGOs, and others. The 8,000 posters build awareness of opportunities for tourism and culture in the Darien Region both internally and externally. Alcance also partnered with UNICEF to train Alcance outreach center staff in the use of the Retorno a la Alegria (Return to Joy) methodology which focuses on psycho-social counseling of youth in areas of disaster. Each outreach center received a kit and trained staff to implement this methodology in case of disasters such as floods which affect the communities of Sambu, Jaque, and Yaviza annually.

### **Lessons Learned and Recommendations**

- *Transportation and Communication in the Darien*- The unique challenges of transportation, multiple ethnic groups, and lack of formal infrastructure make normal timelines for project planning much more difficult. These delays in operations should be taken into account for any new program in the Darien.
- *Governance Structures*- Given that the Darien is heavily populated by indigenous communities, dual governance structures exist. It is important to streamline priorities between indigenous leaders and national level leaders.
- *Coordination among Government Agencies*- The Darien lacks a physical presence and representation by many government agencies, and this makes coordination of strategies difficult
- *Staffing models*: The challenges of transportation between regions of the Darien resulted in significant time spent on travel by the limited number of project staff. Alcance tried to address this by using local monitors, supported by the Regional Project Director. However, given the growing scope of the project activities there, a recalculation of staffing needs should be considered in future similar projects.



- *Timing of Component:* Given the significantly weaker capacity of organizations in the Darien, it is important to consider a longer time frame for carrying out capacity building strategies than might be used in more urban areas where technology and access to supplementary training are more plentiful.
- *Faith based organizations and NGOs were more agile than government agencies:* The turnover of leadership and intrinsic bureaucracy of government agencies in the region led to slower implementation by public sector partners versus that of NGO or faith-based partners.

## Result 3: Improved sectoral capacity for coordinated and comprehensive responses to the needs of youth at risk

Alcance Positivo worked through multiple sectors including non-governmental organizations (NGOs), the media and police to provide coordinated responses for at risk youth. Alcance engaged NGOs throughout the life of the program and built on their specific strengths. Understanding that media plays a vital role in how youth are portrayed to the general public, Alcance worked with various media companies to share promising practices in portraying youth as violent. The program also worked with police, namely the Child and Adolescent Police Unit to train both police and community members on interfaces with one another. Key achievements are outlined below as follows.

### 3.1 Network with Enhanced NGO and Civil Society participation working nationally and locally on issues related to youth at risk

*Target: 1) Network of stakeholders created working on prevention to share experiences and best practices; 2) Host regular meetings of MVPCs to promote municipal violence prevention strategies; 3) Host regular meetings with MVPCs and other stakeholders to train and learn from best practices.*

#### Results and Key Activities

##### 1. Network of Stakeholders Created Working on Prevention and Sharing Best Practices

Alcance worked to strengthen coordination among NGOs, government agencies and NGOs around violence prevention and youth development. Alcance staff has continued to help coordinate planning meetings with the National Security Program (PROSI), and other UN-funded prevention initiatives and NGOs, as well as the Ministry of the Presidency's Office on Violence Prevention (PRODAR), in an effort to better coordinate plans, resources and lessons learned.

Although a National Prevention Strategy (including youth at risk) was developed by the government of Panama in 2011, minimal progress was made at a national level towards its implementation. Creative therefore focused



National MVPC Forum 2013



attention at the municipal level and established municipal crime prevention committees involving local government representatives. These MVPCs developed youth violence prevention plans that served as an effective groundwork for increasing municipal commitment.

The mayors of Panama City, Colon and San Miguelito signed agreements to support youth at risk outreach centers and as a result, this has raised the profile for future national level commitment. Alcance organized a national network on prevention in 2011. Since then, the five existing MVPCs have participated. Alcance also organized two national level forums for the networks of MVPCs in 2012 and 2013 to share promising practices and resources. These networks have also benefited from best practice exchanges with other MVPCs in Central America through the AMUPREV program and City Links.

**Youth Opportunities and Prevention Network:** Responding to the priority of the project and of partners to create communities of practice around certain intervention areas, Alcance staff held a series of initial meetings of the Red de Oportunidades y Prevencion. Held at MEDCOM, 20 partners met and agreed to:

- Share a summary of their programs efforts and best practices via a survey.
- Assessed and agreed to the need to form a mechanism to improve coordination around sharing of best practices in youth development and prevention; sharing of calendar of events; improving the connection of youth to opportunities generated by member organizations
- Prioritized the formation of a Web- and/or mobile-based platform that would include a database of opportunities (volunteering, employment, out-of-school activities); best practices/manuals, calendar, dialogue area, etc.
- Discussed the joint interest in developing either a national youth opportunities fair or youth forum in summer.

Alcance Positivo carried out a Survey to find the main focus areas of the NGOs members of the Youth Opportunities and Prevention Network during February to have a comprehensive knowledge and better approach the violence prevention activities.

In 2011, Alcance also worked to develop a Youth Prevention Alliance with UN agencies, Ministry of Security, Ministry of Education, OAS, and others to improve coordination around: a) strategic funding of violence prevention for education; and b) improved communication strategies on prevention. This Alliance developed the “Yo Quiero Oportunidad” (I want an opportunity) public ad campaign which was led by UNICEF with Alcance support.

Alcance developed a partnership with SUMARSE, a network of NGOs and private sector companies committed to social responsibility. The agreement focused on collaboration on a broad-scale NGO Strengthening Initiative. SUMARSE supported the NGO certificate course by providing two technical trainers to give assistance to NGO participants. Alcance and SUMARSE worked together to strengthen the formation of the Youth Development Roundtable and the NGO Roundtable of SUMARSE. SUMARSE held 12 bi-monthly meetings of the Youth Development/Prevention Roundtable. 30 business and NGO leaders took part in the launch of the second year of the Youth Development Roundtable. Colombian Expert Jorge Melguizo facilitated the meetings. A database of projects by all organizations was developed to better share opportunities for collaboration. The group also has visited model sites as well as held one of its meetings in the city of Colón to expand membership.

In addition Alcance partnered with Microsoft and Goodwill Industries in 2011 to hold the annual NGO Day: New Technologies for NGOs training. Over 50 NGOs took part in the day long training.

## *2. Regular Meetings Hosted with MVPCs to Promote municipal violence prevention strategies*

Alcance helped originally organize and then support weekly and/or monthly meetings of the MVPCs in each of the target municipalities over the 2.5 years of their operation. These regular meetings were composed of leaders from community-based, NGO, Municipal, private sector, faith-based, and police institutions that made up each MVPCs. The agendas were focused on developing risk diagnostics, and subsequent youth action plans, as well as on analyzing violence prevention strategies and crime trends. By the end of the project these MVPCs were operating in coordination with one another and without a presence of Alcance.

### *3. Regular Meetings Hosted with Stakeholders to Train and Learn from Best Practices*

Alcance Positivo supported and participated in events to develop “communities of practice” networks on an array of prevention related themes including: Strengthening the planning and operational capacity of MVPCs, Strengthening the capacity of Outreach Centers, Private and Public Sector Outreach, Volunteer Management, Sports/Out-of-School Time, Social Animation, Perspectives from the Private and Public Sector Leaders in Funding Social Programs (United Way, Fundación Jesús Luz de Oportunidades, Manzanillo International Terminal, MIDES), and Project Sustainability and Income Generation.

**Partners Training on Social Enterprises:** Alcance Positivo and AMPYME held a partner training workshop to develop social enterprises. As a result, a number of outreach centers began to develop business plans for social enterprises.

**Volunteer Management Community of Practice:** Alcance and Voluntarios de Panama held a series of 7 workshops in 2011-2012 to promote the development of volunteer management plans and opportunities among NGOs. As a result, many of the NGOs developed formal Volunteer Management plans and all joined Ponte En Algo by putting up their volunteer profiles.

**Roundtable on Sports and Development:** Alcance convened representatives from Morgan and Morgan, PROSI, Movimiento Nueva Generacion, Pan Deportes, Odebrecht, Pepsi, and others to discuss sports for development this quarter. Most importantly, Alcance sponsored a training of trainers for representatives from the various programs to share promising practices based on the new model sponsored by USAID. In addition, the group has formed a formal network called “Jugando por Paz” (Playing for Peace) and launched a model program reaching over 500 youth.

**City Social Web 2.0 Workshop:** In 2012, Alcance partnered with City Social, a group working in Web 2.0 solutions, to organize a workshop on Web 2.0 solutions (innovative Facebook sites for NGOs, setting up Blogs, Twitter, YouTube sites for NGOs) for about 20 of our partners in October. City Social will also be providing pro-bono web 2.0 support to the Alcance program.

## **3.2 Increased Private and Media Sector involvement in offering and/or promoting effective responses for youth at risk at a local and national level**

*Target: 1) Annual Meetings of Consultative Group by key sectors. 2) Media Training on Responsible Coverage.*

### **Results and Key Activities**

#### *1. Annual Meeting of Consultative Group*

Alcance held three consultative meetings with the Public, Private and NGO sector each year to discuss yearly progress and strategic plans for Alcance Positivo's work in the coming year. The partners also discussed strategies to consolidate the impact and sustainability of Alcance's program activities. One outcome of the NGO meeting was an interest by outreach centers to form an Association of Outreach Centers. Other meetings included:

- Meetings between the European Union project planners on strengthening of MVPCs
- Meetings between the Ministry of Economy and Finance (MEF) and 9 government agencies on supporting the Outreach Centers.
- Meetings with PRODAR on strengthening of coordinated planning in Darién.
- Meetings with the National Security Initiative (PROSI) and other UN partners on improving the role of the media in coverage of citizen security.

## 2. *Media Training on Responsible Coverage*

Alcance actively worked to train and engage media to improve coverage of issues of youth violence and citizen security through an array of strategies. In partnership with a leading public relations and communications company, Stratego, Alcance Positivo developed a strategy for increased visibility. Stratego helped organize numerous TV, radio and print interviews for Alcance staff and partners. In total, during the life of the project 494 media articles were linked to Alcance providing exceptional visibility of the USAID-funded efforts. This also generated a tremendous amount of leverage. A detailed list of all media pieces can be found in Annex 5.

In addition, Alcance Positivo carried out a variety of activities with media companies around responsible coverage, increasing their visibility into positive youth development and violence prevention. The following activities were carried out in support of this result:

**1<sup>st</sup> Media Contest on Youth and Violence:** Alcance Positivo helped organize the *1<sup>st</sup> National Contest for Responsible Coverage of Youth and Violence* in partnership with the National Journalists Council, UNICEF, and Red Cross. The contest was preceded by an extensive training campaign held at the headquarters of each of the 9 major media outlets with their staff and experts on youth violence from UNICEF, Alcance, and UNDP. Eighty journalists and leaders joined in the awards contest event which was highlighted by the participation of US Ambassador, Phyllis Powers, and UN Special Representative to the Secretary General on Issues of Violence, Marta Soto. The event received broad media coverage. Alcance Positivo staff designed a web site to promote the Media Contest, to be found at [www.wix.com/aaro41/concurso](http://www.wix.com/aaro41/concurso).

**2<sup>nd</sup> Media Contest on Youth and Violence:** Alcance launched the 2nd National Contest for Responsible Coverage of Youth and Violence in partnership with the National Journalists Council, UNICEF, Secretary of Children and Youth, and the National Security Program. The contest highlighted the most responsible, ethical coverage of issues related to citizen security, violence and youth.



**Dialogue with Media on Youth and Violence:** Alcance worked with PROSI, UNDP, UNICEF, SENNIAF, and the National Journalist Association to host dialogues with leaders of the main media outlets on creating a stronger code of ethics and promising practices in responsible coverage of youth and violence. Progress was made towards developing a stronger more implementable code of ethics on the coverage of youth and violence.

**Filming of Apoyate en Mi:** Alcance worked with MEDCOM to record a segment of the 1-hour program Apoyate en Mi to support the Santa Librada Outreach Center which aired on national prime time TV. Similarly Alcance helped organize the recording of a segment of Apoyate en Mi for the Fundacion Tierra Nueva center in the Darien that it supported.

**FeTV:** FeTV aired 5 cine-spots for television that were developed as part of Alcance's program with them on youth violence prevention. These are testimonials from youth about violence and prevention. They also organized Alcance-sponsored workshops on life skills in Colón and San Miguelito. In addition, they trained teachers in violence awareness in these same neighborhoods.

**Media Outreach Event:** In 2011, Alcance held a workshop event for media to share first year successes and second year plans. A number of companies requested follow up interviews with Alcance including two well-recognized radio programs on RPC and KW Continente. Alcance/USAID also participated on Omega Stereo Radio and SERTV and SERTV Radio. In all cases, the COP spoke for between 10 and 35 minutes about the program and priorities for violence prevention.

**Cruzada Juvenil Launch:** Ambassador Phyllis Powers and 300 youth from vulnerable communities took part in the opening of the Cruzada Juvenil initiative in partnership with MEDCOM, PROSI, and 10 NGOs. The six-month program provided the youth with leadership and values training. The Cruzada Juvenil trainings focused on transferring the 7 Habits of Highly Effective Youth developed by Franklin-Covey.

**MEDCOM/USAID Movie: "Guetto 2: El Poder de 5":** Alcance staff worked with the production team of MEDCOM on the "Power of 5" movie to launch the TV premier of "Guetto 2: El Poder de 5". The made-for-TV movie was filmed in Alcance communities with locals as actors in San Miguelito from March through June 2012. The feature length movie focuses on how youth in vulnerable communities overcome challenges through their access to 5 key protective factors. The movie was launched with significant marketing ads and aired in the prime-time slot of the country's major television channel. More than 700,000 Panamanians viewed one of the two national airings of the movie. The movie was also shown as a cine-debate in 12 communities and universities with youth over the month of September to stimulate dialogue on the risk factors of violence and solutions to building secure communities



Guetto 2 Movie Premier



Guetto 2 Movie Poster

### **3.3 Child and Adolescent Police Unit (CAPU) of the PNP strengthened to develop, support and implement effective community and school oriented initiatives for youth at risk**

*Target: 1) CAPU Operational Plan Developed; 2) Community Policing Orientation*

#### **Results and Key Activities**

##### *1. CAPU Operational Plan Developed*

In August 2010, sub-contractor ICMA, sent a pro-bono expert and an ICMA staff member to Panama, who, through a series of interviews, site visits and document reviews, provided a series of recommendations related to human resource management, organizational structure, crime prevention/social programs and other areas. They also identified training options for the CAPU, Domestic Violence and Community Policing Units to be conducted by different funders and organizations.

As part of the Training Plan, ICMA identified several key areas that it would be able to support through the Alcance Positivo Program, including promoting training/interaction among the three units, training in school resource officer programs, police ethics, and citizen police academies. Other key recommendations included the development of job descriptions for the CAPU, Domestic Violence and Community Policing Units and a policy and procedures field manual for the police to use in their field operations to guide their interactions with youth and adolescents. Both the descriptions and the pocket field guide were developed and delivered.



Police and Outreach Center Youth

ICMA hired Jorge Chang to work with the CAPU on a part-time basis to ensure better coordination between the other activities of the Program, in particular the development of the Outreach Centers, and the CAPU and to ensure that the recommendations and products developed by ICMA are implemented within the CAPU.

Orientation programs were provided to police officers from the CAPU, the Community Police and the Domestic Violence units in school resource officer programs, citizen academies, and police ethics.

An initial visit from Arlington, Texas to Panama City was conducted in September 2011, as part of the AMUPREV Program, focused on community outreach efforts and crime prevention programming; strategies to integrate business and faith-based communities to build successful alliances; the philosophy of community policing, tourism policing, and how perceptions of policing affect the ability to connect with varying members of diverse communities. An overarching theme was building a better understanding between law enforcement and the community in order to build trust and facilitate greater civic participation.

In addition, officers from all three target units and the PNP received a one-week comprehensive training-of-trainers program in January 2012 on school resource officer programs and citizen academies conducted by Arlington Police Officers as part of a second AMUPREV exchange. Civilian observers and members



of the Panama City MVPC also participated, along with the Director of the Programa de Seguridad Integral (PROSI), Dr. Manuel Zambrano. Training included topics such as the functions of police in schools, procedures for resolving common conflicts, difficulties and barriers faced by police in the schools, and standard operating procedures and responsibilities. With respect to the training on Citizen Academies, the Arlington officers explained the importance of having a space for citizens to interact with officers and learn self-defense methods; of citizens participating as volunteers in police patrols; of providing information on suspicious activities in their neighborhoods; and of learning about the work that officers do to keep communities safe.

One day of the exchange was dedicated to CAPU officers, 25 of which were oriented in the implementation of school policing programs and citizen academies. One of the students remarked the following after receiving the training: “I felt this training was extremely helpful and despite of having been 17 years on the force I had never received this type instruction. We were able to exchange ideas between countries, and we are now updating our systems and knowledge on technology. I feel more trained than I could have imagined.”

**Pinellas Police Orientation of Trainers:** Police officers from Pinellas County, Florida also traveled to Colón and San Miguelito as part of an AMUPREV City Links exchange in March 2012. They provided training to PNP and CAPU officers, MVPC members and local school teachers and students from both municipalities in school resource officer programs and citizen academies. A total of 12 CAPU officers and 33 PNP officers participated in the training, which also provided an opportunity for students and teachers to dialogue with police officers and voice their fears and concerns.

**Procedures Pocket Guide on Work with Adolescents:** The National Police Adolescent Unit disbursed and oriented officers on the use of the Alcance-funded pocket guide on procedures for working with adolescents. The guide was distributed to 12,000 officers.

## *2. Community Policing Orientation*

**Orientation in Police Ethics and Community/Police Relations:** Presentations were given to students and school administrators in 5 schools in Panama City, San Miguelito, Colón and Arraiján in June 2012 on community/police relations and ethics. Approximately 215 students and 23 administrators/school staff received the orientation, which was led by ICMA consultant, Deputy Chief Carlos Rojas of Santa Ana, California, with the participation of Panama National Police Officers as well as the Director of the CAPU, Commissioner Mosquera. The focus of the presentations was on police ethics and behavior and relationships between police and community members. Discussions were held with youth on their perceptions of and experiences with police officers. Several police officers who participated with Chief Rojas had attended the Arlington, Texas training-of-trainers program and were using case studies and approaches gained through the program to reach out to the students.

**Police Collaboration with Outreach Centers:** Alcance worked to have the National Police identify officers who could be assigned in the Outreach Centers to work with youth on a rotational basis. Although the CAPU and National Police were reticent initially given the scarcity of officers for patrolling the streets and responding to incidents, Alcance met with the Chiefs of Police of Colón, San Miguelito and Panama and they agreed to assign one community police unit officer to each of the Outreach Centers. An orientation with these officers took place in 2012 and 2013. The officers work



Officers receiving school resource officer training



1-3 days per week for a few hours a day in the Outreach Centers.

**AMUPREV-funded Visit from Arlington, Texas, to Panama City 2012** Three members of the Arlington City Police Department visited Panama. They provided information on how to set up Explorer Programs and Citizen Academies and shared techniques for community/police collaboration, ethics and justice, and the use of the media in changing perspectives and getting the message out about community policing approaches. A total of approximately 30 officers participated in the exchanges, including about 10 from the municipal police, and 20 from the national police (5 of them, from the Child and Adolescent Protective Unit).

### **Lessons Learned and Recommendations**

- *Rotation of Officers*- Constant changes in police personnel at the community level and the headquarters level made it very difficult to convert the orientation into long term implementable results in the target communities. There must be a commitment from the top to allow those officers who received orientation, the opportunity to stay long enough in a target community to implement what they learn.
- *Community Police Presence within the OC*- Despite willingness from the front line officers, if the National Director does not give a formal directive for the officers to work with the outreach centers, the district level commissioners will often not assign them to work part-time as resource officers there.
- *Linking to Media Corporate Social Responsibility (CSR) Strategies*: Alcance Positivo's effort to build relations with a broad number of media through the "National Media Contest on Youth and Violence" resulted in significant levels of additional coverage of our project. In addition, by working closely with MEDCOM on their CSR strategy and supporting its orientation towards addressing issues of youth, violence, and opportunity, we were able to leverage tremendous coverage and support of the key issues through their participation in the development of a prime-time movie, the Cruzada Juvenil leadership training, and their support of the outreach center network.
- *Identifying the building blocks for NGO networks for youth at risk*: Alcance Positivo carried out focus groups with NGO leaders, CMPV representatives and private sector CSR representatives to closely understand their needs and how they saw their role in addressing youth assets and risks. This process led to the eventual development of key training topics and greater sharing of knowledge within and between sectors. It also led to the expansion of the project around Result 4 and tools such as the NGO Management Course, the PonteEnAlgo.com web portal for NGOs, the institutional capacity building grants, the National NGO Fair, and the beginnings of discussions for an NGO network.

## **Result 4: Institutional Capacity of the NGO Sector Strengthened**

In order to enhance overall NGO capacity in Panama in the area of violence prevention and youth development, USAID and Creative expanded Result 4 to include NGO training through a nationally recognized NGO Management course, the development of a web based platform to serve as a repository and tool for youth and NGOs, as well as a sustainability package to ensure that Outreach Centers remained viable. With the USAID/Panama Mission closing in 2012, there was an urgent need to ensure that NGOs working on youth development and crime prevention issues, were adequately equipped to carry out their objectives in the future. For this reason, Result 4 of Alcance Positivo was modified to include these objectives.

#### **4.1 Technical and organizational capacity of Non-governmental organizations enhanced, resulting in improved response and knowledge levels of the NGO sector in Panama**

*Target: 1) Local partnership for program implementation consolidated; 2) Local assessments on NGO Sector in Panama completed; 3) NGO Management Executive Certification Launched and Developed; 4) Complementary workshops for basic level community NGOs developed; and 5) Grants for NGO Capacity Building Initiatives*

##### **Result and Key Activities**

###### *1. Local partnership for program implementation consolidated*

Alcance Positivo developed a strategic partnership with a number of local organizations including United Way, Banco General, Voluntarios de Panama, SUMARSE, and Quality Leadership University to help strengthen the capacity of the NGO sector. In particular, the partnership with United Way was key to a number of initiatives being launched and sustained past the life of the USAID-funded project. These included co-funding and collaborating on: 1) NGO Management and Volunteerism Study; 2) Outreach Center Network and donor fund; 3) [www.PonteEnAlgo.com](http://www.PonteEnAlgo.com) platform for NGOs and Volunteers; 4) National NGO Fair; and 5) an NGO Management Certificate Course. Alcance worked both as a partner with United Way but also to strengthen the capacity of United Way to manage some of these additional initiatives that impacted the broader NGO network.

###### *2. Local assessments on NGO Sector in Panama completed*

In May 2012, Alcance, along with United Way of Panama, and Voluntarios de Panama contracted Sigma Dos to conduct two national studies on NGO management and volunteerism. The studies were finalized on August 2012 and presented to the media and 69 NGO and government partners on September 2012. The studies were the first National NGO Management Study, and the first National Volunteering Study. The press conference/presentation focused on how attendees could use the survey results in designing initiatives to expand volunteering and strengthen NGO management. Among the study results were the fact that 383,000 Panamanians volunteer on average 2 hours per week. The estimated value of this volunteer action to the economy is \$238 million dollars. A book was produced on May 2013 to share the data with partners and government officials



###### *3. NGO Management Executive Certification launched and developed*

The first NGO Management Certificate Course was launched on April 2012 with the participation of 30 NGO leaders through the sponsorship of USAID/Alcance Positivo, United Way, and Banco General. The course curriculum was created by Georgetown University and was held at the University of Louisville Panama. It included 13 modules



NGO Management Executive Certification Course Graduates

with a total of 132 credited hours. The group graduated on June 26 and 29 graduates received one-year membership in SUMARSE and form part of its NGO Roundtable Forum, in addition to receiving monitoring support from SUMARSE staff. They also had the opportunity to participate in the first Capacity Building grant process from with 10 NGO received funds to conduct their projects.

The second NGO Management Certificate Course began in September, with the sponsorship of USAID/Alcance Positivo, UNICEF, United Way, Colón 2000, and Banco General. In December 2012, 31 graduates completed the 2nd NGO Management Certificate Course. The 3-month 13-module course strengthened the leadership and operational capacity of the 31 Executive Directors.

#### *4. Complementary workshops for basic level community NGOs developed*

In January 2013, FUDESSOS carried out workshops that included four 8 hours modules (32 total) including: Social Media and Marketing, Strategic Planning, Legal Aspects of NGO and Standardization of Processes. Twenty six NGOs successfully completed the 32 hours of required participation.

#### *5. Grants for NGO Capacity Building Initiatives*

In March 2012, Alcance launched the first NGO Management Certificate Course in Panama with the participation of 30 local NGO leaders. As part of the certification process, these 30 NGO leaders were requested to submit a final project for evaluation and consideration of grant. Twelve NGO leaders, of the 29 graduates of the initial certificate course submitted proposals which funded the institutional capacity building grant process. Ten NGOs were selected for funding on August 2012. These projects began on September 2012 and ended on February 2013. Each grantee has successfully implemented their institutional capacity building projects by end of February 2013. All projects were reviewed to assess both financial and technical reporting in compliance with USAID requirements and all files have been closed successfully by early May 2013. This type of support is completely unique in Panama's experience with the NGO sector. Grants included building the financial management capacity of NGOs through purchase of accounting software and related training; strategic planning consultancies to develop five year plans and sustainability strategies; development of communication and social media capacities and strategies, among others. NGO leaders reported significant improvements in how they were able to invest in their staff's development for the first time as well as better engage their boards in overall strategic planning and financial reviews.

### **4.2 Increased multi-sector involvement in offering effective support to NGO sector**

*Target: 1) NGO Alliance Building Fair with five key sectors designed and implemented; 2) Knowledge Web Based Platform for Non-governmental Organizations Developed; 3) Sustainability Plan for NGO sector developed and transitioned; 4) Global Development Alliance Implemented by Local NGO (Superate)*

#### **Results and Key Activities**

##### *1. NGO Alliance Building Fair with five key sectors designed and implemented*

Alcance helped organize the first National Volunteer Fair "Ponte En Algo" together with the Panamanian Canal Authority, United Way, MEDCOM, Stratego, Morgan y Morgan, UTP, and IAVE. The event drew over 600 participants including business leaders, NGO leaders, volunteers and general public to visit the 60+ NGOs that put up booths and led over 20 workshops. A special recognition award was given to

Don Federico Humbert of Banco General, and the National Volunteerism Survey and new draft law promoting volunteerism were presented.

## *2. Knowledge Web Based Platform for Non-governmental Organizations developed*

Alcance in conjunction with United Way, Voluntarios de Panama, and Banco General collaborated to create the first national portal for volunteering and NGO resources: [www.PonteEnAlgo.org](http://www.PonteEnAlgo.org). The site was launched in June 2012 at a gathering of 75 NGO and other sectorial leaders.

**Site visits and growth:** As of June, 2013 the site reported a total of 39,203 visits with 26,004 unique visitors, and 32.25% returning visitors since it was launched. The site also reported 178,630 page views. The site currently has 176 NGO registered including an integrated database of volunteer opportunities, job opportunities and services. The site has more than 8,117 friends and followers on Social Media: 4,123 friends on Ponte En Algo Facebook and 2,275 on PEA Twitter, among others.



**Training workshops:** In 2012, Alcance Positivo held a 4 month follow up workshop with 40 NGO leaders to discuss successes, advances, and challenges with the web based platform. [www.PonteEnAlgo.com](http://www.PonteEnAlgo.com) has over 162 organizations that have signed up to share volunteer opportunities, resources, and events.

**TEDx Presentation of Ponte En Algo:** In 2012, Alcance partner, Carolina Freire of Voluntarios de Panama, presented USAID-funded web platform, [www.PonteEnAlgo.com](http://www.PonteEnAlgo.com) at the annual TEDx conference held at the Panama Canal Auditorium.

**Advertising Campaign:** In September 2012, a selection of local TV commercial producers was held, and Quirofano Films was selected to create a 30 seconds television spot which was finalized on November 2012 under the concept of “become part of the lives of others”. The advertising campaign was put on hold due to end of the year media compromises, but it was launched on February 26 to promote awareness of the website. The campaign included 2 mechanic billboards on the heart of the San Miguelito District, 3 digital billboards (on Via España, Transistmica Avenue, and 50th Street), 1 digital billboard at the entrance to Coronado beach sector and closed digital circuit at Universidad Interamericana and Ulacit University, and 35 bus stop mini billboards around the capital city granted by the Municipality/Mayor of Panama City. It also included air time on 6 local television networks (TVN Channel 2, RPC Channel 4, FETV Channel 5, SERTV Channel 11, Telemetro Channel 13 and NEXtv Channel 21). The event was live broadcast by the six media that supported the campaign.



## *3. Sustainability Plan for NGO sector developed and transitioned*

Alcance has worked to develop a sustainability plan for the NGO sector in particular related to the network of 22 organizations running the outreach centers. This plan should help guide their outreach

actions and planning related to resource mobilization. On a general level, Alcance trained 90 NGO leaders through the 3 month NGO Management Certificate Courses and the FUDESSOS NGO Capacity Building course on resource mobilization and sustainability planning. This is key given the departure of USAID and other traditional funding sources.

In conjunction with the Outreach Centers, Stratego, and United Way, as well as other partners, Alcance Positivo have developed a long term vision and strategy for the sustainability of the NGOs managing outreach centers in Panama. This strategy focuses on 5 pillars that are included in the Sustainability Plans that each Outreach Center has:

- Mobilization of local Volunteer resources
- Micro-business resource development
- Public sector partnerships
- Private sector partnerships
- International support

In 2012, each Outreach Center with the support of Alcance Positivo, developed a Volunteer Mobilization Plan. In addition, Alcance has worked to help develop partnerships with local universities and churches to mobilize volunteers. Additional sustainability initiatives have included the following:

**Private sector partnerships:** The following progress was made in private sector partnerships:

- **MEDCOM:** Stratego and Alcance built a partnership with MEDCOM to develop a media visibility package for potential donors to the OCs worth \$1,000,000 in media coverage.
- **CNSA:** CNSA has committed as a Gold Level Sponsor at \$50,000 per year for two years
- **Manzanillo International Terminal (MIT):** formally announced that they will become a Silver Sponsor of the Outreach Center network, contributing \$30,000/year for two years to the OC network
- **COPA Airlines:** COPA has committed to providing additional support for OCs in 2013-2014 as a bronze level sponsor. They already provided an \$80,000 donation to an Outreach Center, 24 de Diciembre, for construction of a vocational training workshop.
- **Colon 2000:** Confirmed as a Bronze level sponsor with special support for OCs in Colon. They provided funding for the English for Tourism training in Colon in the past quarter.
- **Banco General:** Banco General confirmed as a Bronze level sponsor for the OCs for 2013-2014. It supported Ponte En Algo and the NGO Certificate Course this past quarter.
- **Cementos de Panama:** Has committed as a Bronze sponsor.
- **Activo 20/30:** Activo 20/30 committed as a Bronze sponsor. They just recently donated \$12,000 for the Santa Ana Outreach Center to support refurbishment and creation of a kitchen/meal program and a gym.
- **ENSA,** an energy company, selected the Outreach Center in Barrio Norte to be the beneficiary of their annual 5/10k run that raised an estimated \$20,000 in funds for the center. It also confirmed as a Silver level sponsor.
- **Microsoft:** Microsoft has offered to provide access and training to youth in the outreach centers on Microsoft Office 365 free of charge, and will consider being a potential donor.
- **Deli Fish:** Deli Fish donated \$20,000 in 2012 to one of the OCs. It is committed as a Bronze level sponsorship for the coming two years.
- **AES:** AES has committed as a Bronze level sponsorship.

**Long-term private sector support:** The strategy is to build a personalized relationship between each company and one of the OCs to create volunteering opportunities and other support, as well as a relationship that could last beyond the next two years. In addition, the OCs have all been receiving



training in partnership cultivation and resource mobilization to diversify to other local private sector sources.

**Training:** Consultora Wayra has provided Leadership Training workshops with the OC Coordinators as well developed overall action plans with the Centers. A series of 4 workshops on NGO management were held with some of the OC Coordinators as well as other NGO leaders.

#### *4. Global Development Alliance implemented by local NGO and successfully monitored*

The B'nai B'rith Association was granted a fixed obligation grant in the amount of \$250,000, as a contribution to the program “SUPERATE-Fundación JUPA Center” providing formal and informal educational services to 150 youth from the municipalities of San Miguelito, Panama and other Panamanian municipalities, for a 12-month period from date of award. The Center was successfully opened on April and a grand opening ceremony was held early May 2013.



Ambassador Farrar speaking at Inauguration of Superate Center

#### **Lessons Learned and Recommendations**

- *NGO Strengthening Strategies require Corporate Donor collaboration as well-* Alcance Positivo did the initial focus groups with NGO and private sector CSR representatives together to identify the components and strategies in this initiative. By engaging the private sector funders, it allowed NGO leaders to hear what corporate funders wanted to see in terms of capacity and accountability, in order to gain their commitment to long-term funding of the activities and organizations. An example of this was the leadership from Banco General in supporting the NGO Management Certification training that then led other companies to support a second round of the training.
- *Importance of breaking old models of training –* When the competitive bid process did not result in a University presenting a proposal for NGO Management training that was sufficiently dynamic, Alcance Positivo and USAID found a solution in reaching out to a recognized international NGO certification program to do a training of trainers model that significantly improved the quality of the ultimate training methodology.
- *Introducing technology and social media to NGOs is a slow but vital process-* The success of the PonteEnAlgo.com platform would never have been possible without extensive repeated trainings of key NGO staff in issues of volunteer opportunity design, recruitment, and basics of using technologies such as Wordpress to create, update, and maintain their information on the platform. Once the NGOs identified and had the appropriate person trained, the content of the platform substantially expanded to reach a level that could meet the demands of the general public.
- *Future Sustainability of the OCs-* Core basic costs of operation of a center can be brought down to \$15,000-\$18,000 based on size, population, and other factors, that could be more economical and easily maintained by the community. Other programs such as United Way Mentoring, or IPER Education, may add costs to the overall budget of a center but add to quality of programming and in turn could increase funders' interest. Local volunteer resources are key to running center activities, and training in volunteer management would benefit OCs in increasing the number of volunteers giving classes. To that end, mobilization of university and faith-based center volunteers is important to the sustainability of OC activities. Subsidies from Municipalities could become long term support



with proper buy in from municipalities. Qualifying for MIDES subsidies could provide a long term flow of support. Development of partnerships with Private Sector during the coming two years can lead to possible long term partnerships with specific centers.

## **Sustainability**

Alcance Positivo and USAID identified sustainability of the various program components, especially the network of outreach centers, as a key focus of the program from the start and carried out strategies throughout the project as highlighted below. However, based on the announcement of USAID's departure from Panama and the shortened length of the project, it became an even more urgent focus in the second and third year of the project.

*Target: 1) Select and qualify a potential local sub-recipient(s) to be eligible for future financing by USAID and other donors, and 2) Develop the local sub-recipients capacity to become a stronger and a more mature entity in key organizational areas, including appropriate training and technical assistance, and recommend the transition of these organizations by the end of this program.*

### **Results and Key Activities**

#### *1. Identify Long Term Technical Supervising Partner*

Alcance Positivo and USAID identified United Way of Panama as the organization that would be best suited to serve as the umbrella organization providing oversight and technical assistance to the Outreach Center network. United Way of Panama was chosen because of its ability to generate private sector funding to support the long term sustainability of the Outreach Centers through their extensive network of corporate funders. Alcance Positivo awarded United Way a grant of \$538,000. United Way has been able to leverage significant private sector funding. In the months of July-September 2013 alone, United Way of Panama has raised \$137,829.89 in leverage funding. In total, United Way has leveraged \$536,833.81 in funding. Creative provided technical assistance to United Way in terms of grant and financial management training. It also worked to enhance their reporting capabilities, and supported an audit to identify areas for improved accounting with grantees. Finally, it developed a strategy for leveraging 11 private sector partners to provide 2 years of support to the Outreach Center network.

#### *2. Identify Short Term Technical Supervising Partner*

Alcance partnered with Consultora Wayra to work with the 22 NGOs managing youth outreach centers to help them develop income-generating plans for their centers. Sixteen OCs completed business plans and have begun establishing their income generating capacities. Consultora Wayra also provided technical assistance to each center on leadership development and NGO management to improve their ability to mobilize volunteers, manage staff, and carry out community outreach.

#### *3. Private Sector Partnership with Stratego*

As mentioned above in the section on outreach centers, Alcance successfully worked with Stratego to develop 2-year funding partnerships with 11 private sector companies to support the 22 outreach centers. The \$500,000 from these companies is matched by \$500,000 from the US Embassy. In addition, Alcance and Stratego developed a plan to increase media coverage for the program. This effort resulted in numerous TV, radio and print interviews for Alcance staff and partners. In total, during the life of the

project 494 media articles were linked to Alcance providing exceptional visibility of the USAID-funded efforts.

Alcance and Stratego developed a sponsorship strategy for private sector resource mobilization for the outreach centers. The funds from companies to this mechanism would go into a fund with United Way that is earmarked to support the operation of the centers from October 2013 to September 2015. There are three established sponsorship levels: Gold \$50,000 and above; Silver \$30,000/year; and Bronze \$15,000. Commitments are for a minimum of 2 years.

#### *4. Finalize OC Sustainability Plans<sup>3</sup>*

In November 2012, Alcance received the formally signed grant agreement from United Way to manage 22 Outreach Centers in 2013. These centers are located in Colon, San Miguelito, Panama, Chorrera, Arraijan, and the Darien. United Way will support these centers in financial management and technical support to sustain their work. Alcance has trained a United Way Grants Assistant on financial management procedures and disbursement/monitoring of sub-grants to the Outreach Centers. The Technical Coordinator and Grants Assistant will both officially move to United Way offices in April 2013.

Alcance also provided coaching and technical assistance consistently through years 2 and 3 around volunteer recruitment and management as a key source of building sustainability. As a subsequent result of the monthly OC Network trainings and best practice sharing the OCs decided to begin a process to form an Association of Outreach Centers to maintain quality and jointly mobilize resources.

Consultora Wayra has been providing technical assistance to work with each center to develop a business plan. This plan includes possible microenterprise ventures that could generate income for the centers. 15 centers have participated and have a plan in place have begun to implement their business plans

Alcance gradually shifted all responsibility for managing the centers to United Way, providing technical support as needed until September 2013. Alcance and United Way began to work last quarter with a group of Outreach Center Coordinators to design an Association of Outreach Centers. This Association could potentially provide long term support and strengthen the network of centers. United Way's Final Report is included in a separate attachment as Annex 6.

#### *5. Government Partnerships*

**Municipalities:** In 2012, the Municipalities of Colon, San Miguelito, and Panama, in conjunction with the Municipal Violence Prevention Committees, signed partnership agreements with the US Ambassador to support the OCs with in-kind support and some subsidies. In 2012, this took the form of sports equipment, some materials, and meeting spaces. They also presented to the Municipal Councils the request for subsidies starting in 2013. These funds have now been approved and the final subsidy disbursement mechanism is being finalized. The subsidies will be retroactive to January 2013 once approved. The expected amounts will be:

- Panama Metro: \$18,000/year/center for the 6 centers
- Colon: \$3,600/year/center for the 5 centers
- San Miguelito: \$3,600/year/center for the 5 centers
- The 2 centers in Arraijan and Chorrera are discussing support with their mayors offices

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<sup>3</sup> Additional information on sustainability is found in section 4.2.

**Municipal Crime Prevention Committees** have been formed in 3 municipalities, and two additional municipalities supported by the UNDP will be included in upcoming capacity building activities. These crime prevention committees have been key in building support from local mayors, sustaining community attention on crime prevention and highlighting the importance of maintaining support for the Youth Outreach Centers.

**Ministries:**

- **Ministry of Economy (MEF) and MINSEG/PROSI:** USAID and Alcance met with MINSEG/PROSI and MEF to discuss support by the government for the outreach centers in the coming year. MEF has helped organize a meeting of government ministries to visit one of the centers. In addition, they are writing letters to key ministries to encourage them to include support for the centers in their 2014 budget.
- **MINSEG/PROSI:** The Programa de Seguridad Integral has mentioned their support for the centers and promote the model as a promising practice. Based on IDB support they may work to put funds into the centers from their budget in 2014.
- **Ministry of Science and Technology/Infoplazas (SENACYT):** Infoplazas has certified 10 centers which will receive subsidies for internet as well as educational software. An additional 3 OCs have already received this support.
- **Ministry of Presidency:** Alcance staff met with Dayra Dawson of the Ministry of Presidency and PRODAR staff to update on Darien activities. Ministry of Presidency staff discussed their strong interest in seeing how to mobilize resources for the Darien OCs.
- **National Police:** Alcance has collaborated with the National Police to see how community police units can serve as resource officers in the centers.
- **MIDES:** Alcance is interested in presenting to the Ministry of Social Development a proposal to have the OCs included in the 2014 NGO subsidies that they provide.

*6. International Partnerships*

- **USAID:** USAID has provided the initial startup funds for the centers, matched by local in-kind and other resources during 2011-2012. In late 2012, it provided \$538,000 to United Way of Panama to channel operational funds to the 22 centers for the period of October 2012-September 2013.
- **US Embassy:** The US Embassy is currently reviewing a proposal from United Way of Panama to provide \$250,000/year for the period of October 2013-September 2015 to support the centers capacity and operations. These funds would be used to leverage the private sector partnerships as well as encourage the public sector partnerships.
- **Canadian Embassy:** The Canadian Embassy has supported activities at one of the OCs in Colon. It has also said it would consider a Small Grants Fund request of \$10,000 for centers in the Darien in 2013.
- **Inter-American Foundation:** The IAF has stated that they would welcome a proposal from United Way or another partner for possible funding for the centers in the Darien.
- **United Nations:** The UNDP carried out a study on the effectiveness of the OCs as a consultancy with the MEF in April 2013. This may support possible future funding opportunities.
- **Inter-American Development Bank:** The IDB met with Alcance and expressed possible interest in directing some of their 2013/2014 crime prevention funds toward support of the centers.
- **European Union:** is currently developing the new EuroSocial crime prevention project which may be a strong opportunity for additional support in future years.

### **Lessons Learned and Recommendations**

- *NGO Certification Alone is Insufficient*- Despite a three month high quality NGO Management Certificate Course, NGO leaders need a broad package of support including one-on-one mentoring or assistance.
- *Private Sector Engagement*- Efforts to mobilize resources for the OCs showed that a private sector leaders is necessary to champion the program. In Alcance Positivo, working with Stratego provided the program the ability to knock on doors that would otherwise be out of reach.
- *Faith Based Partners*- Working with faith based partners has been identified as a best practice because these groups are indigenous to the community, have a large volunteer base, and are able to support an OC unimpeded by constant donor funding.
- *Challenges of identifying and building local grant making capacity* Alcance carried out extensive analysis of organizations that could fulfill the role of providing ongoing grant management and technical assistance to the OC network. In the end, United Way offered the best match of skills for this type work. However, more in depth NGO assessment is needed early on to identify possible areas for technical assistance to such entities that are unaccustomed to managing USAID regulations and procedures with sub-grantees. The involvement of private sector leaders in analyzing the opportunity with United Way, the needs of United Way and the OCs, and approaching other companies to provide matching support was key to the success of the strategy. Nonetheless, even existing grant making NGOs such as United Way have to be evaluated for additional absorptive capacity to take on substantial projects such as the OC Network grant to ensure that their staffing is sufficient to meet requirements.

## ANNEX 1: Protective and Risk Factors Associated with Violence in Communities

### **Protective Factors associated with Successful Youth Development and Resiliency**

1. Connection to a caring adult or mentor to help set goals and values
2. A safe space that offers creative out-of-school activities to youth
3. Information and access to services to make healthy decisions
4. An effective education oriented towards making the transition to secondary school and then obtaining marketable job skills
5. The opportunity to be civically engaged and serve others

### **Risk Factors associated with Values and Identity**

1. Dysfunctional families with lack of supervision in the home and high indices of domestic violence
2. Loss of social values and family values
3. Need for identity and belonging; low self-esteem; negative peer influence; lack of life plans
4. Sexual activity at an early age or irresponsible sexual activity

### **Risk Factors associated with Formation of Capacity and Employment Opportunities**

1. Isolation with limited access to basic services (including green spaces and sports)
2. Limited access to formal and informal education; low quality of education; school drop-out
3. High youth unemployment rates and lack of skills for employment

### **Risk Factors associated to Public Policy and External Environment**

1. Drug consumption and exposure to gangs and organized crime
2. Drug trafficking and proliferation of illicit economic activities
3. Police abuse and corruption
4. Lack of comprehensive crime prevention policies at national/local levels
5. Proliferating effect on violence of indicators of immigration and deportation
6. Lack of training/rehabilitation programs in prisons
7. Lack of reliable databases on youth issues and youth violence
8. Ineffective justice systems/lack of alternatives to incarceration
9. Lack of access to best practices in municipal crime prevention

## ANNEX 2: Alcance Positivo Implemented Projects

Organization	Type of Intervention	Beneficiaries Reached
	Location	
<b>CAMM</b>	IR: 1.2, 1.3, 1.4, 1.5	<b>453</b>
	Youth Advocacy , OST Activities, Life Skills, Family Empowerment, Vocational training and Employment	
	Outreach Center	
	Paraiso San Miguelito	
<b>Fundación Unidos por Colón</b>	IR: 1.2,1.3, 1.4, 1.5	<b>236</b>
	Youth Advocacy, OST Activities, Life Skills, Family Empowerment, Vocational training and Employment,	
	Outreach Center	
	Barrio Norte, Colón	
<b>CINEP 2</b>	IR: 1.2, 1.3, 1.5, OST Activities, School retention, Life skills, Vocational Training, Outreach Center	<b>94</b>
	Curundú	
<b>CEMP – Artes Escénicas</b>	IR 1.3, 1.4, 1.5 Work Skills, Entrepreneurship, OST Activities, Youth Activism and Networking	<b>555</b>
	Colón	
<b>CEMP</b>	IR: 1.1,1.3,1.5	<b>674</b>
	Women – Youth Advocacy, OST	
	Activities, Vocational training and Employment	
	San Pancracio, Los Andes #1, Samaria y Paraiso	
<b>Iglesia Niño Jesús De Praga (Puertas Abiertas)</b>	IR: 1.3., 1.4, 1.5	<b>589</b>
	Outreach Center	
	Buena Vista, Colón	
<b>MEDCOM CRUZADA Juvenil</b>	IR: 1.2, 1.3	<b>416</b>
	Youth Advocacy , OST Activities, Media Campaign	
	Panama, National	
<b>FE-TV</b>	IR: 1.2, 1.3	<b>385</b>
	Youth Advocacy , OST Activities, Media Campaign	
	San Miguelito	
<b>Asociación Mujer y Familia (AMYFA)</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>405</b>
	Outreach Center	
	Barrio Norte, Colón	
<b>Fundación Escuela de Canaán</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>819</b>
	Outreach Center	
	Santa Librada, San Miguelito	
<b>Misión Internacional Ríos de Agua Viva</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>153</b>
	Outreach Center	
	Samaria, San Miguelito	
<b>Fundación Eduardo Morgan 1</b>	IR: 1.3 Sports, Life skills and values	<b>180</b>
	Los Andes, San Miguelito	



<b>COSPAE/MEDUCA</b>	IR: 1.2 Life skills	<b>149</b>
	National	
<b>Fundación Tierra Nueva 1</b>	IR: 1.2, 1.3, 1.4, 1.5, 2.1	<b>482</b>
	Darién	
<b>Fundación Transformando Vidas</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>283</b>
	Outreach Center	
	Nuevo Veranillo, San Miguelito	
<b>Fundación Ayudando a Vivir</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>283</b>
	Outreach Center	
	Nuevo Veranillo, 24 de diciembre	
<b>Asociación Bendición</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>790</b>
	Outreach Center	
	Nuevo Veranillo, Arraiján	
<b>Fundación Más</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>318</b>
	Outreach Center	
	Puerto Caimito	
<b>Fundación Desarrollo y Familia</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>364</b>
	Outreach Center	
	Nuevo Veranillo, Nuevo Colón	
<b>FUNDETIC</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>228</b>
	Outreach Center	
	Nuevo Veranillo, Agua Buena	
<b>Fundación Comunidad</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>1,136</b>
	Outreach Center, San Miguelito	
<b>Fundación Pura Voluntad</b>	IR: 1.3 and 1.4 Youth Sports, Leadership and Community action	<b>206</b>
<b>CUDELA</b>	IR: 1.4 Youth Leadership and Community action	<b>800</b>
	National	
<b>Panama Verde</b>	IR: 1.4 Youth Leadership and Community action. National. Tu Idea Vale 100	<b>306</b>
<b>Cruz Blanca</b>	IR: 1.4 Youth Leadership and Community action	<b>44</b>
	Family Communication Training	
	Puerto Caimito and Colón	
<b>Cosechando Triunfadores (Carsi)</b>	IR: 1.2, 1.3, 1.4, 1.5 OST Activities, Life Skills, Sports for Development	<b>75</b>
	Panama	
<b>Atletico Darién</b>	IR: 2 OST Activities, Life Skills,	<b>286</b>
	Metetí, Yaviza, La Palma, Santa Fe	
<b>Vicariato del Darién</b>	IR: 2 Darién OST Activities, Job Training,	<b>312</b>
	Metetí, Yaviza, La Palma, Santa Fe, Sambú, Jaqué	
<b>Cosechando Triunfadores PROSI (Cancelled)</b>	IR: 1.3 OST Activities, Life Skills, Sports for Development. National	<b>348</b>
<b>CUDELA – Movimiento</b>	IR: 1.4. Youth Leadership and Community action	<b>2,171</b>

<b>contra la violencia</b>	National	
<b>FEPAFUT</b>	IR: 2. Opportunities for Youth in Darién	<b>324</b>
	Soccer	
	Metetí, Yaviza, La Palma, Santa Fe, Sambú, Jaqué	
<b>FEDEBEIS</b>	IR: 2. Opportunities for Youth in Darién	<b>127</b>
	Baseball	
	Metetí, Yaviza, La Palma, Santa Fe, Sambú, Jaqué	
<b>Fundación Sembradores de Esperanza</b>	IR: 2 Darién OST Activities, Life Skills, Ecotourism	<b>192</b>
	Metetí, Yaviza, La Palma, Santa Fe, Sambú, Jaqué	
<b>Quality Leadership University 2</b>	IR: 3. NGO strengthening	<b>30</b>
	NGO certificate course	
	Panama	
<b>Inbox</b>	IR: 4. Web Platform	<b>26,004</b>
	National	
<b>Fund. Ministerio Palabra y Poder</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>197</b>
	Outreach Center in Santa Ana	
<b>Fund. Ministerios Para Una Vida Abundante</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training. Outreach Center in Calidonia	<b>191</b>
<b>Fundación Danilo Pérez</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills,	<b>501</b>
	Culture of Peace	
	Outreach Center in Santa Ana	
<b>Asociacion Beneficiencia Bnai Brith/JUPA</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>50</b>
	Outreach Center, in Panama	
<b>Fundahombre. Iglesia Cristo Redentor</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>568</b>
	Outreach Center in San Pancraccio, San Miguelito	
<b>Fundación Comunidad</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>1053</b>
	Outreach Center in Arraiján	
<b>Junior Chamber International</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training in Darién	<b>14</b>
<b>Vicariato del Darién (OC Jaqué)</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>171</b>
	Outreach Center in Jaqué Darién	
<b>Vicariato del Darién (OC La Palma)</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>197</b>
	Outreach Center in La Palma Darién	
<b>Fundación Sembradores de Esperanza/Sambú</b>	IR. 2 1.5 Darién OST Activities, Life Skills,	<b>189</b>
	Vocational Training	
	Outreach Center Sambú	
<b>CNP 2</b>	IR. 3.2 Media Collaboration	<b>54</b>
	National Contest and training 2012	
<b>Fundación Calicanto</b>	IR. 4 NGO Strenghtening	<b>**</b>
	Panama	
<b>CEMP</b>	IR. 4 NGO Strenghtening	<b>**</b>

	San Miguelito	
<b>CINEP</b>	IR. 4 NGO Strengthening	<b>**</b>
	Panama	
<b>Vicariato del Darién /Fumolijup (Cancelled)</b>	IR. 2 1.4 Darién OST Activities, Youth Leadership Darién (USMA, FUMOLIJUP) La Palma, Jaqué, Sambú, Rio Indio, Yaviza and Metetí	<b>0</b>
<b>Asoc. De Jóvenes Productores La Amistad</b>	IR. 2 Darién OST Activities, Life Skills	<b>293</b>
	OC Yaviza	
<b>FundaCancer</b>	IR. 4 NGO Strengthening	<b>**</b>
	National	
<b>Muchachas Guías de Panamá</b>	IR. 4 NGO Strengthening	<b>**</b>
	National	
<b>IPER</b>	IR. 4 NGO Strengthening	<b>**</b>
	National	
<b>ProEd</b>	IR. 4 NGO Strengthening	<b>200</b>
	National	
<b>Fundación Amaneceres</b>	IR. 4 NGO Strengthening	<b>**</b>
	National	
<b>Samurai Club Colón CdA</b>	IR: 1.2, 1.3, 1.5 OST Activities, Life Skills, Vocational Training	<b>470</b>
	Outreach Center in Colón	
<b>FUNDALCOM – Teen Dating Workshop</b>	IR: 1.4 Youth Leadership and Community action	<b>40</b>
	Life Skills, Family Communication Training	
	Panama, Colón	
<b>Onelia Peralta</b>	IR: 1.4 Youth Leadership and Community Action. National	<b>**</b>
<b>Fundación Eduardo Morgan – Fútbol Callejero</b>	IR 1.3 OST Activities, Life Skills	<b>988</b>
	National	
<b>Delia Lopez</b>	IR 1.1: Enhanced capacity of communities and organizations to improve opportunities for youth in target communities	<b>200</b>
	Panama, Colón, San Miguelito	
<b>CEMP – Movimiento de Jóvenes Contra la Violencia</b>	IR: 1.4 Youth Leadership and Community action	<b>82</b>
	National	
<b>Consultora Wayra</b>	IR 1.3 OST Activities, IR 4.0 NGO Strengthening	<b>22</b>
	National	
<b>Fondo Unido</b>	IR: 1.2, 1.3, 1.5, 4.0 OST Activities, Life Skills, Vocational Training, NGO Strengthening	<b>**</b>
	Outreach Center in Colón, Panama, San Miguelito, Darién, Arraiján	
<b>Sumarse</b>	IR. 4 NGO Strengthening	<b>**</b>
	National	
<b>COSPAE</b>	IR. 4 NGO Strengthening	<b>**</b>
	National	
<b>ICON</b>	IR 3 Improved sectoral capacity of OCs	<b>**</b>

<b>Fundación Tecnológica de Panamá.</b>	IR:3.2 Foro de animación sociocultural/media campaign/concierto	<b>800</b>
<b>FUNPASE</b>	IR: 3.2 Media Campaign	<b>6,000</b>
<b>Asociación Religiosos Mercedarios</b>	IR: 1.2,1.3,1.5 OST Activities, life skills, vocational training outreach center. El Chorrillo	<b>296</b>
<b>Colón Samurai Club</b>	IR: 1.3,1.5 Sports, OST Activities, life skills. Colón	<b>367</b>
<b>FLYDES</b>	IR: Youth Leadership. San Miguelito	<b>7,342</b>
<b>Patronato Kiwanis</b>	IR: OST activities, school retention and volunteer	<b>309</b>
<b>Casa Esperanza</b>	IR: 1.2,1.3,1.4,1.5 Youth Employment, OST activities, school retention, Volunteer training. Curundú, Calidonia, Samaria	<b>774</b>
<b>Fundación Piero M. de la Hoz</b>	IR: 1.3 Family empowerment, life skills, PS values and emotional empowerment. El Chorrillo	<b>68</b>
<b>Movimiento Nueva Generación. Curso de Marino</b>	IR: 1.2,1.3,1.4 Values, volunteerism, mentorship . El Chorrillo	<b>180</b>
<b>Movimiento Nueva Generación. Curso Mentoreo</b>	IR: 1.2,1.5 Employment training. El Chorrillo	<b>118</b>
<b>Fundación Tecnológica de Panamá. Diplomado</b>	IR: 1.3 Capacity building-ASC violence prevention methodology. Panamá	<b>228</b>
<b>Movimiento Nueva Generación. Mundialito</b>	IR: 1.3, 1.4 Panamá, San Miguelito y Colón	<b>6,300</b>
<b>Guillermo Villalobos</b>	IR: 1.5 Vocational Training	<b>100</b>
<b>IAVE</b>	IR: 1.4 youth leadership and community action	<b>120</b>
<b>La City Social</b>	IR: 1.2,1.3,1.4 OST Activities, lifes skills.	<b>20</b>
<b>MUVA- Caminata Calidonia</b>	IR: 1.3 OST Activities, life skills	<b>500</b>
<b>Fundación Seguridad Ciudadana Pro Orden y Disciplina/Strengthening MVPCs</b>	IR: 1.1	<b>***</b>
<b>Fundación Tierra Nueva 2</b>	IR: 1.0,2.1 Opportunities for youth in Darien	<b>140</b>
<b>Leadership Technologies</b>	IR: Youth Leadership and Community Action. Panama	<b>300</b>
<b>Servicio Guinard</b>	IR. 2	<b>73</b>

<b>Congreso Emberá Wounaan</b>	IR. 2	<b>20</b>
<b>ProArtesana</b>	IR. 4 NGO Strengthening	<b>300</b>
<b>Guillermo Villalobos 1.5</b>	IR: 1.5 Employment training	126
<b>Guillermo Villalobos 3</b>	IR: 1.5 Employment training	500
<b>CNP 1</b>	IR 3.2	37
<b>Fundacion Eduardo Morgan – MJCv</b>	IR 1.4	120
<b>QLU 1</b>	IR. 4 NGO Strengthening	30
<b>Georgetown U</b>	IR. 4 NGO Strengthening	***
<b>Sigma Centroamericana</b>	IR. 4 NGO Strengthening	***
<b>FUDESSOS</b>	IR. 4 NGO Strengthening	30
<b>TOTAL BENEFICIARIES</b>		<b>70,895</b>

## ANNEX 3: Outreach Centers For My Neighborhood

**El Chorrillo:** The Asociación de Religiosos Mercedarios runs the El Chorrillo Outreach Center located at 26th Street, El Chorrillo, Panama District. The center serves youth from 2:00 pm to 6:00 pm. They have to date 296 beneficiaries whose ages are between 6 to 22 years old. The center offers a wide variety of services including: soccer leagues, a tennis league, martial arts workshops, guitar courses, board games and mental dexterity, educational video game tournaments, Life Skills training, tutoring, and a film debate, among others. Among the job training courses are English, French, and graphic design. Tutoring is focused on math and English. The center uses 27 volunteers to develop youth mentoring sessions, and training of beneficiaries in various graphic design programs. The center also provides scholarships and training with a Small Business Association. They plan to implement a micro-business enterprise focused on embroidering shirts, hats, and other artifacts. A unique component of this center is its training on 3-D graphic design, digital design drawings, and a music recording studio. They currently do not have any outside donors beyond the Catholic Church, however, they fully own the building in which the center is located.

**24 de diciembre:** The 24 de diciembre Outreach Center is run by the Ayudando a Vivir Foundation. It is located in the Community of Cabuyita, in 24 de Diciembre, District of Panama. Currently, it has 283 beneficiaries, between 12 and 29 years of age. They have had 236 people volunteer in the center. This center offers the widest variety of services including soccer and volleyball leagues, ping pong, chess, painting workshops, guitar classes, courses in English, hair cutting, computer repair, basic electrical, sewing and computer, as well as school reinforcement. They also run a computer repair shop and a barbershop at the center to raise money. They recently succeeded in establishing a partnership with COPA Airlines who donated \$20,000 to expand their facility and continuous to hosts activities to raise funds for the center. The Director of this center is Dr. Eduardo Barsallo. Dr. Barsallo is a professor dedicated to social issues in Panama. His family donated the building that houses 24 de Diciembre. His dedication and the support of his family are key pillars in promoting the sustainability of this center.



**Santa Ana:** The Santa Ana Outreach Center is run by the Ministerio Evangelico Palabra y Poder Foundation. It is located in the old Red Cross building on Avenida Ancon, in the Community of Santa Ana, District of Panama. Currently, it has 197 beneficiaries, between 12 and 29 years of age. They have 25 volunteers in the center. It is located in a red crime zone in one of the poorest inner cities of Panama. It is estimated that over 9 different gangs operate in this neighborhood. This center is one of few services that provides out-of-school activities including: soccer, aikido, ping pong, electric guitar and conga classes, personal development workshops, board games, Computer, English, computer repair, and barberry courses, as well as school reinforcement in subjects such as Spanish and Math. They have plans to implement a micro-enterprise business through a gym and a feeding program. They have a huge building in need of repair





and construction. Recently, United Way, Panama organized a rehabilitation of the building through corporate sponsorship.

**Calidonia:** The Calidonia Outreach Center is run by the Abundant Life Ministries. It is located on Calle 36 and Avenida Cuba, in the district of Calidonia, Panama District. Currently, it has 191 beneficiaries, between 12 and 29 years of age. They have 19 volunteers. The center offers: Ping Pong, Wii, cine-debate, a mobile-van for outreach, life skills, camps, computer and English courses, school tutoring in English and other topics, community service with the Hope with Youth Recycling Program and Youth Movement Against Violence, and a microenterprise training program with AMPYME. A unique feature of this center is their ability to develop films to tell the story of the impact of crime and violence in their neighborhood through the eyes of the community. As a result, they have made significant progress in their anti-violence awareness building campaigns. This center is supported through the Church of Abundant Life Ministries, international donations, and a grant from the Mayor of Panama. They also plan to implement a copy center as their micro-enterprise business to earn additional income. The foundation owns the facility where the Center is located.

**Puerto Caimito:** The Fundación Movimiento de Acción Socializadora<sup>4</sup> ran the Puerto Caimito Outreach Center. The center is located on Uvero Street, Puerto Caimito, District of La Chorrera, Panama Province. The center is open Monday through Saturday from 8:00 am to 6:00 pm, and serves approximately 318 beneficiaries between the ages of 12 and 29 years old. The center's main activities include: baseball, volleyball, guitar lessons, teaching English and computer classes, as well as volunteer activities such as beach cleanups and care of mangroves. They also conduct welding courses. They have 15 volunteers. They have earned additional income to support their services through the sale of food and a copy service. This year they plan to open a beauty salon and barbershop as their micro-enterprise business venture to earn additional revenue. They have received financial support from Deli-fish, a seafood company.

**Agua Buena:** The Agua Buena Outreach Center was managed by Fundación Para el Desarrollo de las Tecnologías de Información y Comunicación (FUNDETIC)<sup>5</sup>. It is located in front of the John F Kenney School, in the Community of Agua Buena, Chilibre, Panama. The outreach center serves approximately 240 beneficiaries between the ages of 12-29. They have 34 volunteers. The center offers: soccer leagues, courses in construction, music workshops, youth cooperative workshops, a youth roundtable, environmental field trips, life skills workshops, Microsoft Office training, and school reinforcement.

**Paraiso:** The Paraiso Outreach Center is managed by Centro de Apoyo a la Mujer Maltratada (CAMM). It is located on Calle Circunvalacion, Local 27 in Paraiso, San Miguelito Panama. The outreach center serves approximately 453 beneficiaries between the ages of 12-29. The center offers: courses in computers, Life-skills camp, classes on sexual health and violence prevention workshops, sports and cultural activities, and school reinforcement.

**Brooklincito:** The Brooklincito Outreach is run by the Centro de Investigación Nueva Escuela de Panama (CINEP). It is located near the pedestrian bridge from La Loceria, in the community of La Primavera/Brooklincito, district of Panama. The center has served approximately 100 beneficiaries between the ages of 12-29. The center has 10 youth volunteers. The center offers: soccer leagues, self-esteem workshops, job training workshops, Life-skills camps, home schooling, board games, and math tutoring.



<sup>4</sup> This OC is now managed by another NGO under the supervision of United Way of Panama

<sup>5</sup> This OC is now managed by another NGO under the supervision of United Way of Panama

This center has received financial support from the Cervecería Nacional and has a strong relationship with the Universidad de Panama. As of yet, this center has not presented their plans to United Way.

**San Jose Arraijan:** The San Jose Outreach Center is run by Asociación Bendición. It is located on Calle Principal, in the Community of San Jose, District of Arraijan. The center currently serves approximately 790 beneficiaries between the ages of 12-29. They have 45 volunteers in the center. The center offers: soccer leagues, ping pong, pool, board and video games, guitar classes, courses in Computers, English, Piano, Computer Repair, basic electric maintenance, cooking, and sewing, as well as school reinforcement. They have raised funds through selling food and have developed a fundraising strategy and are on their way in securing private sector support.



**Santa Librada:** The Escuela Canaan Foundation runs the Santa Librada Outreach Center, located in the community of Santa Librada, Calle Principal opposite the Good Shepherd School in the District of San Miguelito, Panama Province. The youth center is open from 10:00 am to 5:00 pm Monday through Friday and Saturdays 10-2pm. The center serves approximately 819 beneficiaries between the ages of 12 and 29 years old. The services they provide include: sports leagues, Life Skills, job training in English, computer, upholstery, and cell phone repair, tutoring in mathematics and English; and volunteer activities. They have 39 volunteers. They also offer a program on gang reduction with the Police and the Evangelical church in the evenings to encourage youth not to join gangs. The center receives support from SENACYT /INFOPLAZA, and Juan Carlos Tapia, a business leader who equipped the center with a gym. The gym offers a small income to support operational expenses.

**San Pancracio:** The San Pancracio Outreach Center is run by the Catholic Church. It is located on Calle P, in the Community of San Pancracio, District of San Miguelito. It is open Monday through Saturday, 9:00 a.m. to 6:00 p.m. The center serves approximately 567 beneficiaries, between the ages of 12 and 29 years old. They have 115 volunteers. The activities offered by the center include: soccer leagues, street soccer, chess, guitar classes, painting workshops, board and video games, as well as Computer, English, and AutoCAD courses. The center rents their facility as an events center and sells food as their micro-business enterprise to earn additional income. The Catholic Church owns the facility where the Center is located.

**Samaria:** The Samaria Outreach Center is run by Ministerio Internacional Rio de Agua Viva. It is located in Casa 338 on Calle Pricipal, in Sector 5, in the Community of Samaria, District of San Miguelito. The center serves approximately 153 beneficiaries, between 12 and 29 years of age. They have 20 volunteers. The center offers: soccer leagues; guitar, keyboard, bass and drum classes; computer, welding and beautician courses; ping pong and video games. They earn additional income through selling foods and snacks, and are going to implement a new micro-business enterprise by opening a small restaurant and fruit and vegetable stand.



**Nuevo Veranillo:** The Nuevo Veranillo Outreach Center is run by Fundación Transformando Vidas. It is located



in local 142, Sector 32, in the Community of Nuevo Veranillo, District of San Miguelito. The center serves approximately 283 beneficiaries between the ages of 12 and 29 years. They have 17 volunteers. The center offers: soccer leagues; guitar classes; courses in Microsoft Office, English, barber, sewing, computer repair, youth cooperatives, ping pong, and video games. The center plans to implement a micro-business enterprise to sell fish and ceviche.

**Cristobal:** The Cristobal Outreach Center is run by Samurai Colon, which is located in the province of Colon, in the township of Cristobal, Margarita. It is open from 2:00 pm to 6:00 pm daily. Currently, they have 470 beneficiaries from 14 to 19 years. They have 50 regular volunteers. The main activities include: sports, martial arts classes, guitar lessons, singing, socio-dramas, musical and recreational motivation, chess, football, air hockey, playstation-2 and X-box. They also provide Life Skills training and job training in English classes for tourism, and skills development for employment. They also promote volunteerism in their community through activities such as delivery of food baskets, beach cleaning, recycling, delivering toys, and helping support various social institutions upon request. They plan to implement several micro-enterprise business plans including selling sports equipment, and offering martial arts classes. They also conduct talks and presentations in schools about youth violence. They receive financial support from the National Integrated Security Program and PANDEPORTES. They have a lease on the premises, approved by the City of Colon, and the Ministry of Economy and Finance.

**Buena Vista:** The Diocese of Colón-Guna Yala of the Catholic Church runs the Buena Vista Outreach Center, which is located next to the Catholic Church in the province of Colon, in the community of Buena Vista. This is a red zone area with one of the highest crime rates in Panama. It is open Monday through Saturday from 10:00 am to 8:00 pm. They have approximately 589 beneficiaries ranging between the ages of 12 to 29. The center offers: soccer, volleyball, guitar courses, folklore courses, PlayStation and Wii, Life Skills training, crafts, tutoring, computer, and English. The Center has 15 volunteers. Their micro-business enterprises include bingo, tailoring and dressmaking. The center also promotes volunteerism and social work in the most impoverished communities. The Diocese owns the facility where the center is located.



**Nuevo Colon:** The Nuevo Colon Outreach Center is run by the Fundacion para el Desarrollo de la Familia y la Juventud in Sabanitas, located in the Gold Coast Mall, Local # 5, District of Colon, Colon Province. The Center is open from 9:00 am to 6:00 pm and is located in a red zone with one of the highest crime rates. The center serves approximately 364 beneficiaries between the ages of 12-25. The center offers: ping pong, Wii, board games, computer training, tutoring in English, Spanish, mathematics, guidance and personal development, formation of youth cooperatives, volunteerism, and personal development. They plan to implement a micro-business enterprise project through an internet café, snack shop, and a silk screening business. They have 11 volunteers.



**Barrio Sur- Colon:** The Asociación Mujer y Familia Siglo XXI (AMYFA) runs the Barrio Sur Outreach Center in Colon, which is located at 11th Street and Amador Herrera, Building No. 4005,





Local No. 10 A. The center serves approximately 405 beneficiaries between the ages of 12 and 29 years old. They have 17 permanent volunteers. The center offers activities including: soccer, karate, cultural activities, Life Skills and life planning, English and computer for job preparation, strengthening school tutoring, especially English. They have successfully established a partnership with Manzanillo International Terminal, who will be providing support to them starting in 2013. The Canadian Embassy also funds a leadership course for girls that the center implements.

**Barrio Norte- Colon:** The Barrio Norte Outreach Center is run by Foundation Unidos por Colon. It is located on Calle 7, in the Community of Barrio Norte, District of Colon. The center serves approximately 236 beneficiaries, between the ages of 12 and 29 years. They have 20 volunteers in the center. The center offers: soccer, ping pong, board games, drawing, dancing and art workshops, and courses in Computer, English and Tourism. They also offer business workshops, job preparation workshops, and a radio production program. They have raised funds through selling snacks and plan to open up a silk screen business as their micro-enterprise business.

**La Palma, Darien:** The La Palma Outreach Center is run by the Catholic Church through the Vicariato de Darien. It is located on Calle Principal in the Casa de la Gobernación, in the community of La Palma, District of Chepiganga, Darien Province. The center serves approximately 197 beneficiaries between the ages of 12-29. The center offers: soccer, volleyball and basketball leagues, self-esteem workshops, a library and computer lab, Life skills camps, board games, guitar classes and courses in computer, English, computer repair and outboard motor repair. The operating expenses of the center are supported by the Panamanian government, since it is located in a government facility.

**Jaque, Darien:** The Jaque Outreach Center is run by the Catholic Church through the Vicariato de Darien. It is located in the Centro Misionero y Pastoral boarding school run by the Catholic Church in the community of Jaque, Darien Province. There are approximately 179 beneficiaries between the ages of 12 and 24. The center offers: soccer leagues, volleyball, ping pong, board games, video games, a computer lab, dance and guitar classes, tutoring in Spanish and Math, Life skills and leadership workshops, painting and drawing workshops, courses in handcrafts, barberry, computers and English. The center will open a refreshment stand and a barber shop as part of its micro-business plan.



**Sambu, Darien:** The Sambu Outreach Center is run by Fundación Sembradores de Esperanza. It is located next to the SENAFRONT post, in the community of Sambu, Darien Province. The center currently serves approximately 189 beneficiaries between the ages of 12 and 24. The center offers: soccer leagues, exercise equipment and weights, personal defense and aerobics classes, ping pong, board games, video games, a computer lab, dance and guitar classes, a marching band, tutoring in Spanish and Math, life skills and leadership workshops, painting and drawing workshops, courses in tourism, carpentry, sewing, and job training workshops. The center is located in the Casa Comunal and was given the space for five years by the Junta Comunal.



**Yaviza/Pueblo Nuevo, Darien:** The Yaviza Outreach Center is run by the Asociación de Jóvenes Productores Agropecuarios La Amistad (AJPALA), a motivated women's group. It is located in the community of Pueblo Nuevo, across the pedestrian bridge from Yaviza, Darien Province. The center currently serves approximately 293 beneficiaries between the ages of 12 and 29. The center offers: soccer leagues, exercise equipment and weights, ping pong, board games, courses in computer, jewelry making, confection of baked goods, school reinforcement, and painting and reading workshops. The center has a copy center and refreshment stand to generate income. They are also developing a poultry project to sell eggs to the community as part of their micro-business enterprise.



Location	Organization	Beneficiaries
<b>Colón</b>		
Barrio Norte	Fundación Unidos por Colón	236
Buena Vista	Parroquia Niño Jesús de Praga	589
Barrio Sur	Asociación Mujer y Familia	405
Nuevo Colón	Fundación Desarrollo Familia	364
Cristobal/La Margarita	Samurai Club Colón	470
		<u>2,064</u>
<b>Panama</b>		
Curundú	CINEP Brooklincito	94
El Chorrillo	Iglesia de Fátima	296
24 de Diciembre	Fundación Ayudando a Vivir	283
Aguabuena	<i>Change of partner</i>	240
Calidonia	Fundación Ministerios para una Vida Abundante	191
Santa Ana	Fundación Ministerio Evangélico Palabra y Poder	197
		<u>1,301</u>
<b>San Miguelito</b>		
Paraiso	CAMM	453
Samaria	Misión Internacional Rios de Agua Viva	153
Santa Librada	Fundación Escuela Canaán	819
Nuevo Veranillo	Fundación Transformando Vidas	283
San Pancraccio	Iglesia San Pancraccio	567
		<u>2,275</u>
<b>La Chorrera</b>		
Puerto Caimito	<i>Change of partner</i>	<u>318</u>
<b>Arraiján</b>		
San José, Arraiján	Asociación Bendición	<u>790</u>
<b>Darién</b>		
Yaviza	AJPALA	293
Sambú	Fundación Sembradores de Esperanza	189
Jaqué	Vicariato de Darién	179
La Palma	Vicariato de Darién	197
		<u>858</u>
<b>Technology Centers</b>		
Municipio of San Miguelito	Fundación Comunidad	1,136
Municipio of Arraijan	Fundación Comunidad	1,053
		<u>2,189</u>
<b>Total</b>		<b><u>9,795</u></b>



## ANNEX 4. Supporting a Culture of Peace

**Casa Esperanza Peace Fair:** In June 2011, Alcance supported Casa Esperanza's Peace Fair in Calidonia that engaged 200 youth from the USAID-funded Project in graffiti art, sports, theater, and music. The youth are part of the Alcance Juvenil initiative of Casa Esperanza that Alcance Positivo supported with 774 youth leaders in San Miguelito, Colón and Panama Metro.

**Casa Esperanza theater celebration by Alcance youth.** Casa Esperanza concluded its Alcance Juvenil youth leadership project with the production of the Little Prince. Embassy, USAID, and Casa Esperanza staff and Casa Esperanza board members attended. The youth were part of the Alcance Juvenil initiative of Casa Esperanza that is building youth leaders in San Miguelito, Colón and Panama Metro.



Youth from Alcance-sponsored project put on "The Little Prince"

**Artes Escénicas Art for Peace Celebration in Colón:** Alcance supported Arte Escenica's which used performing art as a strategy to promote peace in Barrio Norte of Colón. Over 200 youth participated in the singing, dancing, theater, and urban circus activities.

**Socio-Cultural Promoters Network:** In 2012, Alcance trained a network of socio-cultural trainers linked to the Universidad Tecnológica de Panama. The 50 trained promoters carried out replication workshops including:

- 90 hour camp for 53 youth from Santa Ana, Chorrera and Colón
- 16 hour workshop for youth from Colón
- 32 hour workshop for teachers.

**Forum of Psychology Students on Violence Prevention:** Alcance, along with PROSI and Fundación Style helped sponsor a Forum of Psychology Students with 250 students which resulted in the development of a network of students working on violence prevention issues.

**Expo Familia event:** Alcance was a supporter of a large "family fair" at the main convention center that had over 6,000 visitors. Alcance staff gave presentations and provided access to dozens of project beneficiaries.

### **Al Compaz Musical with Fundacion Danilo Perez:**

Alcance Positivo along with the Ambassador of the United States, the Mayor's Office of Panama, PROSI, Fundación Fulbright, and the Danilo Perez Foundation, supported the "Al Compaz Musical" project. The project has trained 501 youth target communities of Panama, San Miguelito, Colón, and the Darién in jazz and music performance. In addition, youth have received values and leadership education focused on violence prevention.



Youth in the Danilo Perez Foundation courses

**Danilo Perez Foundation Youth to EarthTrain Mamoni Reserve:** 90 youth linked to the Danilo Perez Foundation "ComPaz Musical" program funded by the US Embassy and



Youth from Danilo Perez Foundation

in

USAID/Alcance Positivo travelled to the Mamoni Valley Reserve run by international NGO, EarthTrain. The youth from vulnerable communities are learning music and leadership from Foundation volunteers. At the Reserve, the youth discovered the bio-diversity of the jungle and carried out impromptu musical performances at a waterfalls called “Junglewood”.

**Jazz Festival:** Alcance Positivo collaborated with the US Embassy in sending 150 youth from outreach centers to take part in the Panama Jazz Festival concerts throughout the week

**IMAX Panama filming:** The US Embassy invited youth from the Calidonia OC to observe the filming of a new IMAX film on Panama and discuss movie production with the movie’s director.

**Photography Training:** Youth in the Calidonia and the Colon Samurai Outreach Centers received a special training on photography and photo journalism from US Embassy staff. The photos will be part of an exhibition next month and the US Ambassador will select the top three photos.

**Gran Concierto por la Paz.** Alcance supported the Gran Concierto por la Paz both in 2011 held in Panama and in 2013 held in Colón. 6,000 youth attended the first concert in Panama, and 1,000 youth and adults attend the second one in Colon. 14 musical groups performed, a youth forum was held, and the MVPC of Colón, Alcance, and the Youth Movement Against Violence had booths there.

**Feria de Acción Juvenil – Balboa Academy:** Alcance, Balboa Academy, Voluntarios de Panamá, and many other groups who helped plan the first Feria de Acción Juvenil in celebration of Global Youth Service Day supported the Feria de Acción Juvenil 2013. Over 400 youth attended the event that included stands of 30 youth groups, workshops, a sports for development area, and music by recognized national artists.



## ANNEX 5: Media Coverage of Alcance Positivo

		<i>October- December 2011</i>	<i>January- March 2012</i>	<i>April – June 2012</i>	<i>July – September 2012</i>	<i>October- December 2012</i>	<i>January - March 2013</i>	<i>April - May 2013</i>	<i>Total</i>
<b>Number of pieces</b>		54	62	82	76	79	56	85	<b>494</b>
<b>Quantification AVE</b> <i>(advertising value equivalency by media)</i>	TV	50,531.24	\$47,022.84	68,505.69	\$53,583.00	\$39,630.64	\$24,687.00	\$28,295.46	<b>\$312,255.87</b>
	Magazines	325	\$3,567.50	4,877.50	\$2,815.00	\$5,040.00	\$889.00	\$0.00	<b>\$17,514.00</b>
	Print	6,409.96	\$4,505.55	7,083.63	\$10,307.50	\$5,375.50	\$9,060.00	\$12,678.00	<b>\$55,420.14</b>
	Internet *	1,610.50	\$3,625.00	5,550	\$3,250.00	\$3,800.00	\$5,400.00	\$7,800.00	<b>\$31,035.50</b>
	Radio	2,743.67	\$9,768.00	2,392	\$970.00	\$1,210.00	\$0.00	\$270.00	<b>\$17,353.67</b>
<b>Monthly AVE</b>	MONTHLY TOTAL	<b>61,620.37</b>	<b>68,488.89</b>	<b>88,408.80</b>	<b>\$70,925.50</b>	<b>\$55,055.64</b>	<b>\$40,036.00</b>	<b>\$49,043.46</b>	<b>\$433,578.66</b>
<b>P.R Value</b> <i>(Public Relations virality )</i>		512,941.71	619,101.81	463,415.76	\$362,805.25	\$289,467.02	\$180,011.00	\$269,739.03	<b>\$2,697,481.58</b>
<b>Hits by Media</b> <i>(Number of times AP/USAID was mentioned)</i>	TV	69	71	55	137	54	14	15	<b>415</b>
	Magazines	2	29	16	15	17	1	0	<b>80</b>
	Print	34	29	77	92	54	44	43	<b>373</b>
	Internet *	41	70	91	64	71	105	53	<b>495</b>
	Radio	71	83	20	17	38	0	13	<b>242</b>