Urban Violence: Building Safe and Inclusive Cities in Latin America

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Opening Remarks
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Introduction
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CRITICAL VISION OF SECURITY GOVERNANCE IN THREE LATIN AMERICAN CAPITALS

HUGO FRÜHLING
The Presentation Objectives

• It will compare security policies in 3 capitals of Latin America from 2008 to 2013.
• Special attention will be given to the institutional process of policy design, implementation and evaluation.
• A comparative analysis of projects being implemented at the city level will be conducted.
• Finally, a number of policy conclusions will be drawn.
Analysis of the relationships between the national policy on security and the institutional structure of the three cities

<table>
<thead>
<tr>
<th>Characteristics of national policies</th>
<th>Bogotá</th>
<th>Lima</th>
<th>Santiago</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define clearly the competencies and for its implementation (who does what)</td>
<td>X</td>
<td>X</td>
<td>✓ Sí</td>
</tr>
<tr>
<td>Participation of stakeholders on its implementation</td>
<td>✓ Sí</td>
<td>✓ Sí</td>
<td>✓ Sí</td>
</tr>
<tr>
<td>Resources required to implement the projects are allocated.</td>
<td>X</td>
<td>X</td>
<td>✓ Sí</td>
</tr>
<tr>
<td>Monitoring and evaluation mechanisms are in place</td>
<td>✓ Sí</td>
<td>X</td>
<td>✓ Sí</td>
</tr>
<tr>
<td>It is flexible to account for the specificity of the territories</td>
<td>✓ Sí</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Proposes specific crime prevention actions.</td>
<td>✓ Sí</td>
<td>X</td>
<td>✓ Sí</td>
</tr>
<tr>
<td>Focuses on territories and social groups under risk</td>
<td>✓ Sí</td>
<td>✓ Sí</td>
<td>✓ Sí</td>
</tr>
</tbody>
</table>
Institutional analysis of the three cities: evaluation of security governance at a city level.

<table>
<thead>
<tr>
<th>Characteristics of the institutions</th>
<th>Bogotá</th>
<th>Lima</th>
<th>Santiago</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the city have its own institution in charge of crime prevention</td>
<td>✓ Sí</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Does it have the required hierarchy to implement policies</td>
<td>✓ Sí</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Does it have the required powers and functions</td>
<td>✓</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Does it manage financial and professional resources</td>
<td>✓ Sí</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Does it have the information required for decision making</td>
<td>✓ Sí</td>
<td>X</td>
<td>Si</td>
</tr>
</tbody>
</table>
Problem: national policy is weak in resources and authority.

NORMS
- Political hierarchy of the coordination body is weak in Colombia and Peru.
- Chile - Ministerio del Interior
  - Mandate to coordinate ministries but with no ministerial hierarchy
  - Doesn’t have the resources to implement programs.

ACTORS
- Ministers
- Coordinators or Secretaries of Council
- Deputy ministers or vice ministers

PROCESSES
- Articulation of Councils to redefine policies
- Critical aspect: Lack of political weight to articulate the system
Problem: flow and feedback of the system

NORMS
- Demand for decentralizing the implementation and generating participatory modalities
- Design, monitoring, and evaluation of policies: Top-down vs bottom-up
- Interventions should be based on evidence

ACTORS
- Coordinator or secretary of council
- Mayor, provincial authorities (Intendentes)
- Municipal and district authorities

Critical Aspects
- Do not incorporate all stakeholders
- Lack of evaluation
- Political clientelism influences interventions

Process
Formulación e implementación de la política
Problem: weakness of security policies in Santiago and Lima

Norms
- Lack of a City Directorate with resources
- Difficulties to coordinate institutions which depend from different levels of government.
  * Almost no coordination among local governments

ACTORES
- Coordinator or secretary of council or “tables”
- Mayor, provincial authorities (Intendentes)
- Municipal and district authorities (Instituciones del nivel local)

Process
Implement a policy that is consistent with the diversity of the territory

Critical problems
- Lack of systemic evaluations which could bring about a city level security policy.
- Conflicts of authority within the territory
- Political criteria to allocate resources.
On programs and projects: Institution in charge
<table>
<thead>
<tr>
<th>City</th>
<th>Promotion of quality of life and coexistence</th>
<th>Community prevention of integral character crime prevention</th>
<th>Social crime prevention</th>
<th>Situational crime prevention</th>
<th>Psychosocial prevention directed to vulnerable groups</th>
<th>Reintegration</th>
<th>Integration of approaches</th>
<th>Crime prevention through the justice system (judges and police)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lima</td>
<td>20.0</td>
<td>6.7</td>
<td>6.7</td>
<td>13.3</td>
<td>13.3</td>
<td>26.7</td>
<td>13.3</td>
<td></td>
</tr>
<tr>
<td>Bogota</td>
<td>16.7</td>
<td>41.7</td>
<td>8.3</td>
<td>16.7</td>
<td>8.3</td>
<td>8.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Santiago</td>
<td>5.9</td>
<td>17.6</td>
<td>23.5</td>
<td>11.8</td>
<td>17.6</td>
<td>17.6</td>
<td>5.9</td>
<td></td>
</tr>
</tbody>
</table>
Focalizing criteria by program and projects

- **Focalización territorial mediante Indicadores delictuales**
- **Focalización territorial usando Indicadores sociales y delictuales que definan un barrio crítico**
- **Evaluación técnica de iniciativas o proyectos**
- **Focalización en Grupo de riesgo (genérico o catastrado)**
- **No focalizada (política de carácter universal o que no usa criterios técnicos para su focalización)**
Policy proposals

- Proposals for implementing a national security policy should take into account the lack of a robust institutional system to implement them.
- The decentralization of security policies takes place in several cities in contexts of institutional fragmentation and lack of coordination.
- Crime prevention should call for the coordination among municipalities, but it is usually very inadequate.
- Only in the case of Bogota the majority of projects identified were created by the municipality.
- There has been a diffusion of knowledge on crime prevention in recent years, which has resulted in a variety of programs being implemented.
Conclusions...

- However, ideological approaches differ. They go from social (Bogota) to criminological (Santiago)
- Projects in Lima and Bogota are less focused than in Santiago, which precisely indicates a more social character.
- From the point of view of policies, research and interventions should focus on changing institutions and on the politics of policy formulation.