

ECOSYSTEMIC PLANNING CRIME PREVENTION

GABRIELA Y. SOLIS

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PRESENTATION

1. Institutional fragmentation
2. Ecosystems vs. Systems
3. Human needs
4. Ecosystemic planning
5. Case study: Crime Prevention Model, Quintana Roo, Mexico
6. Policy example

I INSTITUTIONAL FRAGMENTATION

PUBLIC INSTITUTIONS EVOLUTION

Government institutions have evolved to become:

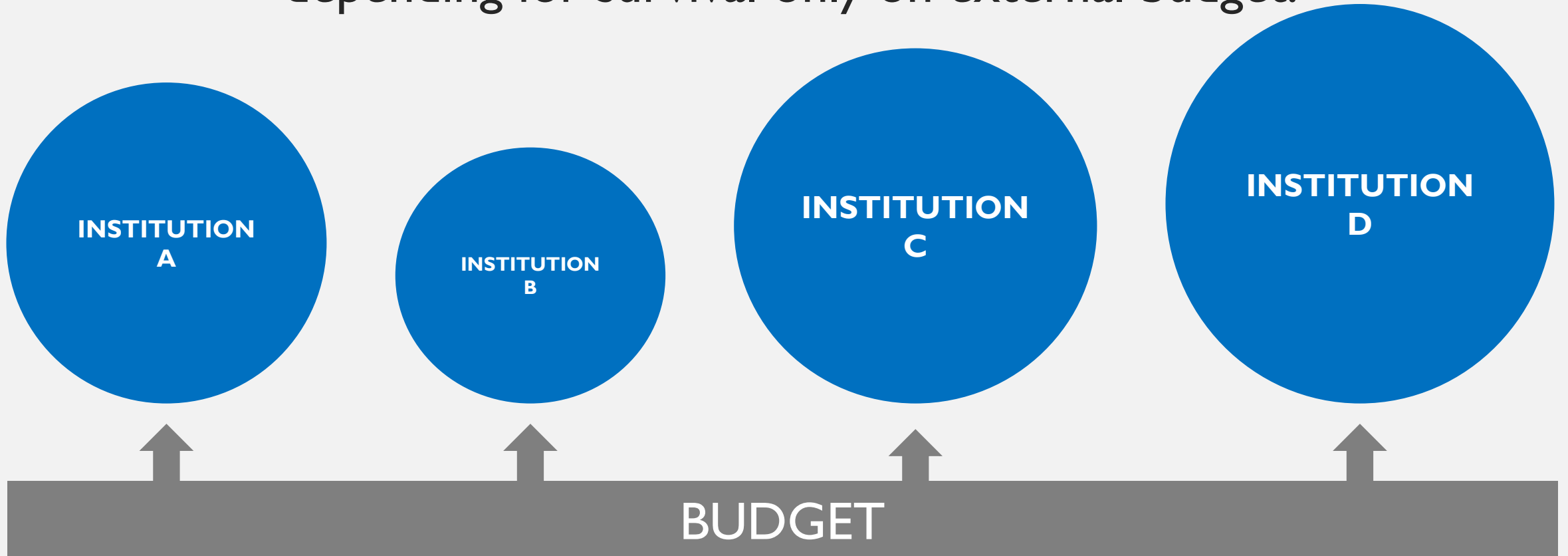
- Self sustainable

They have their own:

- Legal frame
- Mandate
- Human resources
- Material resources

INSTITUTIONS AS CLOSED SYSTEMS

In this sense, institutions have become **CLOSED SYSTEMS** depending for survival only on external budget.



EACH INSTITUTION DELIVER
MANDATED SERVICES

NON CROSS FUNCTIONAL INTERACTIONS

A

B

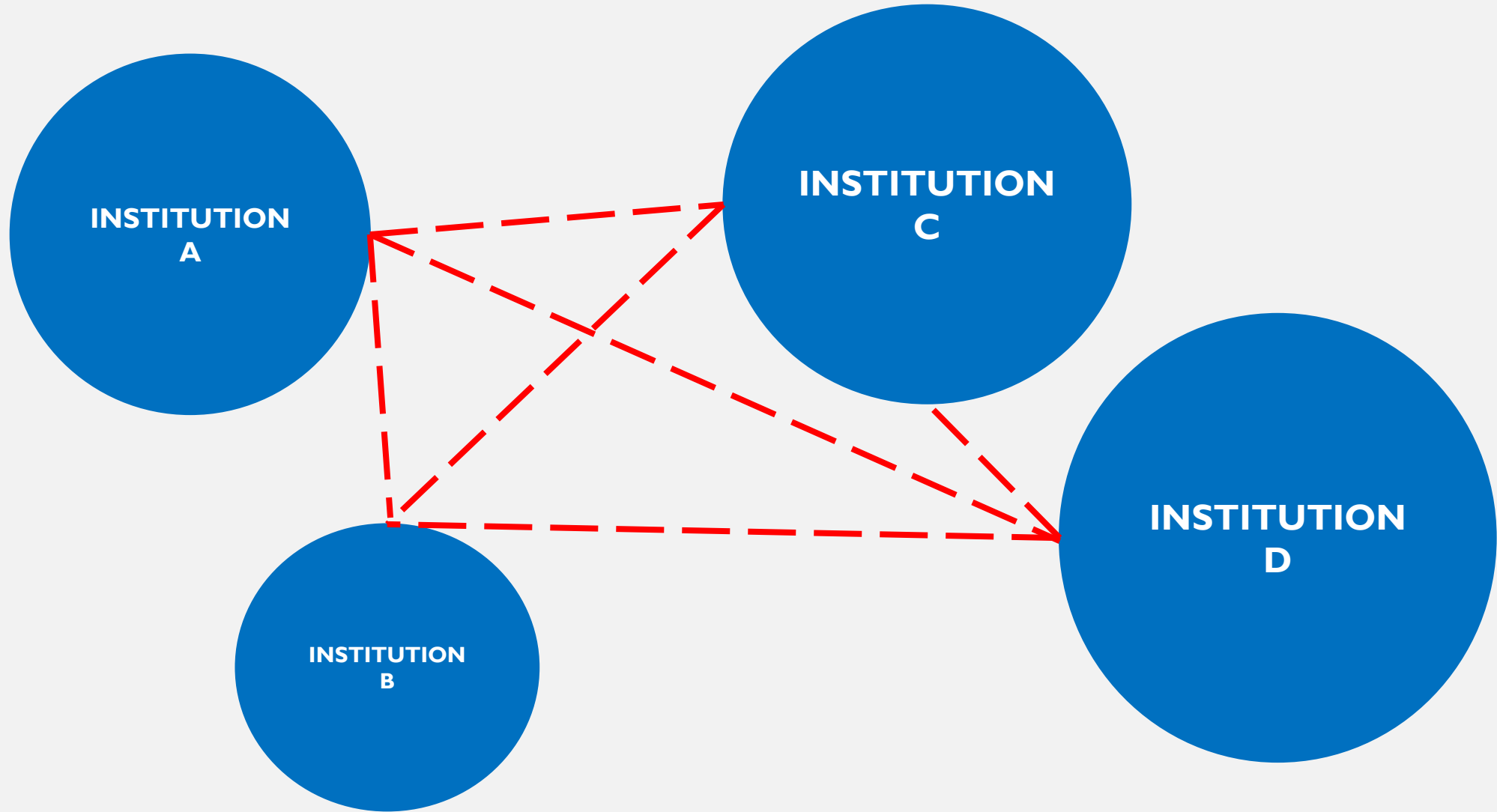
C

D

CITIZENS

receive services from each institution

INTERACTION IS LOST =
INSTITUTIONAL FRAGMENTATION



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ECOSYSTEM VS. SYSTEM

Institutional System

Static and isolated institutions, working independently to fulfill their own mandate.

Institutional Ecosystem

Dynamic, interdependent and co-acting institutions that interact with one another to fulfill a collective goal, under their own mandate.

System	Ecosystem
Working alliances	Co-act, under common goal
Problem analysis: under a single point of view	Problem analysis: enriched by a diverse perspective
Public policy fulfill specific citizens needs	Public policy fulfill a wide range of citizens needs
Decrease probability of positive policy impact	Increase probability of positive policy impact
Evaluation: Single indicators, making difficult to evaluate impact	Evaluation: Shared indicators

IMPACT OF SYSTEMS PERSPECTIVE ON POLICY DELIVERY

- Unrelated
- Uncoordinated
- Duplicated
- Using diverse indicators, making difficult for government to evaluate the overall policy impact
- Increased complexity for citizens, e.g. institutions demand different qualifying criteria and requirements

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HUMAN NEEDS

SOCIETY

Society is integrated by highly diverse human beings interacting with one another in complex arrangements, and having varying needs.

Therefore, government should be integrated by diverse institutions interacting with one another, in a cohesive and coordinated response to fulfil human needs.

NEED increased by globalization =

Multicultural + Multi ethnic + Multi lingual

SYSTEM



TARGET POPULATION

Static

Isolated

Frozen by time

Population description is influenced by culture, stereotypes, discrimination, etc.

ECOSYSTEMS

TARGET POPULATION



Dynamic
Interrelated
Changing

Influenced by culture,
environment and time

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ECOSYSTEMIC PLANNING

ECOSYSTEM PLANNING PRINCIPLES

Institutional Commonality

1. Common needs: people centred policy

2. Common grounds

Principles

Objectives & Goals

Actions

Evaluation & Indicators

ECOSYSTEM PLANNING ORGANIZATION

Short term projects: TASK FORCE

Mid and long term projects: PROJECT COORDINATOR

COORDINATION TOOLS

1o CONCEPTUAL FRAMEWORK

2o ACTION PLAN

3o COLLABORATION MATRIX

TOOL I
CONCEPTUAL FRAMEWORK
How we all address the problem?

Problem description

Vision and values

Central concepts (public security and human development, protect and strengthen, collective efficacy, transdisciplinary approach, etc.)

Strategic lines

General objective, for each strategic line

Communication strategies

TOOL I (cont...)
CONCEPTUAL FRAMEWORK
How we all address the problem?

Public policy (design, planning, implementation, evaluation & documentation)

Public participation (principles, considerations for inclusive policy and processes organization)

Institutional efforts coordination (Structural organization, common agenda, shared evaluation system, continuous and frequent communication, mutual reinforcement).

Base on: Collective impact methodology.

TOOL 2

ACTION PLAN

Collection of common public policies

Document organized by strategic lines:

- a. Public policy's name.
- b. Specific objectives.
- c. Actions (necessary to accomplish public policy specific objectives)

TOOL 3
COLLABORATION MATRIX
How we organize among ourselves?

3 Roles:

- Policy leader
- Action responsible
- Collaborator

POLICY COORDINATION
ROLL I: POLICY LEADER

- Convene participating institutions
- Organize participating institutions
- Develop a time table
- Evaluate the policy
- Report the policy
- Deliver specific actions

POLICY COORDINATION
ROLL 2: ACTION RESPONSIBLE

- Deliver specific actions
- Evaluate specific actions
- Report specific actions to Policy Leader

POLICY COORDINATION
ROLL 3: COLLABORATOR

Supports the work of Action Responsible, i.e.

- Provide public servants to organize a public enquiry (*human resources*).
- Facilitate spaces for service delivery (*infrastructure*).
- Lend a truck to transport food (*material resources*).
- Provide support in technology, legal advice, etc. (*professional support*).

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CASE STUDY

QUINTANA ROO, MEXICO
CRIME PREVENTION MODEL

PHASE I
POLICY DESIGN
(9 months)

Policy designer develops conceptual framework, operational plan, and collaboration matrix, based on:

- Needs assessment, centered on reduce risk factors.
- Scientific information.
- Best practices (i) historical, ii) reported in the literature and adapted to local needs.
- Institutions mandate.

**This process provides opportunities to design the policy as a whole and reduce policy fragmentation. Also allows to incorporate new information sources, from an Ecosystemic perspective.*

PHASE 2
POLICY APPROPRIATION
(2 months/34 institutions)

Policy designer(s) present policies to government experts within each institutions involved.

As results: suggestions are incorporated, new policies are designed, actions are added and/or adapted; even policy names are changed, to match existing communication strategies.

** This process helps to align new policies to existing policies; incorporate experts view; and promote policy ownership by public servants within involved institutions.*

PHASE 3
COLLABORATION PLAN
(1 month for developing matrix and 1 month for meetings/34 institutions)

A first draft of a collaboration matrix is developed, based on institutions' mandate.

All institutions involved in the same policy, according to their mandate, met to discuss their role of in the policy and define level of collaboration: Policy Leader, Action Responsible or Collaborator.

** This process helps to make agreements among institutions, such as leadership, clarify actions and collaboration.*

CONCEPTUAL FRAMEWORK

Examples

Human security
Vs.
Public security

Risk factors
definition

Maps
based on risk factors
Vs.
Maps
based on crime rate

Define span =
25 years

CONCEPTUAL FRAMEWORK

Risk Factors

1. **SOCIAL** risk factors
2. **ECONOMIC** risk factors
3. **ENVIRONMENTAL** risk factors (presence of gangs, drug selling, garbage collection, lighting, roads, mobility, etc.)
4. **AUTHORITY IMPUNITY**
5. **COLLECTIVE EFFICIENCY** (weakness on public participation working towards a common goal)

PLANNING, ACTIONS & COLLABORATION
EFFORTS WERE ORGANIZED UNDER A
CONCEPTUAL ALIGNMENT

Conceptual Framework

RISK DEFINITION

Action Plan based on risks identified

Collaboration structure based on risk identified

Evaluation system based on risk identified

COLLABORATIVE MATRIX EXAMPLE

RISK	PREVENTION EFFORT Number of institutions involved
SOCIAL	17
ECONOMIC	6
ENVIRONMENT	4
+ Coordination & support	8

CONCEPTUAL FRAMEWORK

Strategic lines example

1. Institutional strengthening
2. Scientific and informed decision making
3. Protect and strengthen citizens
4. Active citizenship

ACTION PLAN EXAMPLE

3.2.5.1. Productive projects

Goal: Provide support for youth to positively manage their free time, and increase chances of employment or self-employment.

Action 1: Support the development of productive projects.

- Identify potential markets near home of young people.
- Identify individual skills and preferences of young people.
- Provide training based on local market demands, skills and personal preferences.
- Train young people to acquire knowledge and productive skills.

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POLICY EXAMPLE

SYSTEMIC PLANNING POLICY
EXAMPLE

Institutional goal: *Promote job acquisition and maintenance for youth between 18 to 25 years, living at “X” low income settlement.*

Mandate: Labour services.

Policy: Job training at “X” low income settlement for youth 18 to 24 years.

POLICY EVALUATION

Job acquisition: 40% of all youth trained got a job.

Job desertion: 30% of all youth hired, dropped after the 1st month.

Policy impact: 10% of all youth trained were able to sustain a job.

ECOSYSTEMIC PLANNING POLICY
EXAMPLE

Common institutional goal:

Reduce crime by promoting job acquisition and maintenance for youth between 18 to 25 years, living at “X” low income settlement.

Mandate

Economic ministry: Detects industrial area closest to “X” low income settlement as a job potential to decrease transport costs.

Tax authority: Offers tax benefits for industrial companies hiring youth.

Labour ministry: Industrial job training for youth 18 to 25.
Sensibility courses for industrial companies.

Commercial ministry: Offers a 3 months real job experience for youth, prior to final job entry.

Transit authority: Mobility services at "X" settlement, to link industrial area on job hours.

Social ministry:

Offers a workshop: for youth:
CV drafting.

Successful interview:

- Dress up and hair code.
- Job interview prep.

Sensibility courses for families to support
working youth participating in the programme.

POLICY EVALUATION

Job acquisition: 80% of all youth trained got a job.

Job desertion: 5% of all youth hired, dropped after the 1st month.

Policy impact:

75% of all youth trained were able to sustain a job.

Crime rate on “X” low income settlements decreased 45%; therefore, task benefits given to industrial companies hiring youth was socially worthy.

ECOSYSTEMIC PLANNING BENEFITS

- Good communication between institutions enables effective outreach.
- Coordinated services provision increase de probability of policy positive impacts.
- Empowering the existing resources enhanced policy sustainability.
- Policy delivery is friendlier for the people.
- Increased budget efficiency (*Costs do not reflect inefficiency due to lack of institutions coordination*).