



UNODC
United Nations Office on Drugs and Crime



Center of Excellence in
STATISTICAL INFORMATION ON GOVERNMENT,
CRIME, VICTIMIZATION AND JUSTICE



MONITORING AND EVALUATION REPORT

Local Safety Audit in the
Municipality of Queretaro



2020



MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

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CONTENT

.....	1
Introduction.....	6
1. Background	7
1.1 <i>Public Policy at the municipal level.....</i>	<i>8</i>
1.1.1 Municipal Safety Program.....	9
1.1.2 Acción Es Prevenir Program.....	10
1.1.3 Defendamos Queretaro 10x100 State Program	12
2. Monitoring and Evaluation Process.....	14
2.1 <i>Importance of Monitoring and Evaluation</i>	<i>15</i>
3. Contributions to the 2030 Sustainable Development Agenda.....	16
3.1 <i>The 2030 Sustainable Development Agenda at the local level.....</i>	<i>16</i>
3.1.1 The 2030 Agenda and the recommendations of the Local Safety Audit	16
3.1.1.1 SDG 3. Health and Wellbeing.....	20
3.1.1.2 SDG 5. Gender equality.....	21
3.1.1.3 SDG 11. Sustainable cities and communities	25
3.1.1.4 SDG 16. Peace, Justice and Strong Institutions.....	28
3.1.1.5 Solid Institutions	38
3.2 <i>Monitoring of the implementation of the recommendations</i>	<i>45</i>
4. Monitoring and Evaluation Challenges.....	48
5. Annexes.....	51
References.....	64



MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

Figures

FIGURE 1. Timeline and stages of the Local Safety Audit in the municipality of Queretaro	7
FIGURE 2. Municipal strategies to fight insecurity based on prevention and social coexistence	9
FIGURE 3. Participating institutions in the Accion Es Prevenir program	11
FIGURE 4. Priority lines of the Defendamos Queretaro 10 x100 State program	12
FIGURE 5. Defendamos Queretaro 10x100 Programs	13
FIGURE 6. Monitoring and evaluation processes.....	14
FIGURE 7. Recommendations of the Local Safety Audit in Queretaro	17
FIGURE 8. Findings related to the Sustainable Development Goals.....	17
FIGURE 9. Recommendations related to the SDG.....	20
FIGURE 10. Actions implemented: ODS3.....	20
FIGURE 11. Recommendations related to SDG 5.1	21
FIGURE 12. Recommendations related to SDG 5.2	22
FIGURE 13 Recommendations related to SDG 5.5	23
FIGURE 14. Actions implemented: SDG 5	23
FIGURE 15. Recommendations related to SDG 11	25
FIGURE 16. Actions implemented: SDG 11	26
FIGURE 17. Targets of SDG16	28
FIGURE 18. Recommendations related to SDG 16.1	29
FIGURE 19. Actions implemented: SDG 16.1	31
FIGURE 20. Recommendations related to SDG 16.3	32
FIGURE 21. Actions implemented: SDG 16.3	33
FIGURE 22. Recommendations related to SDG 16.6	34
FIGURE 23. Actions implemented: SDG 16.6	34
FIGURE 24. Recommendations related to SDG 16.7	35
FIGURE 25. Actions implemented: SDG 16.	36
FIGURE 26. List of indicators and the Results Indicators Matrix (MIR) in the municipality of Queretaro	40
FIGURE 27. Recommendations to the SSPMQ.....	43
FIGURE 28. Institutional strengthening actions	44
FIGURE 29. Classification of recommendations by type	45
FIGURE 30. Classification of recommendations by scope	46



Graphics and Tables

GRAPH 1. Witnessing alcohol consumption in the streets in the municipality of Queretaro 2016 - 2020	21
GRAPH 2. Total population served by the SSPMQ in family or gender violence cases by sex 2017-2019	24
GRAPH 3. Problems identified in Queretaro by the population aged 18 years and older (March, 2020)	26
GRAPH 4. Population aged 18 years and older that has faced personal harassment and sexual violence in public places from July to December 2019.	27
GRAPH 5. Perception of security in people 18-years and older by public space in Querétaro	27
GRAPH 6. Total investigation files for robbery in the municipality of Queretaro 2015 -2019	31
GRAPH 7. Level of trust in the municipal police 2018-2020	33
GRAPH 8. Total vehicle theft in the municipality of Queretaro from 2015 to 2019	35
GRAPH 9. Perception of security in the municipality of Queretaro from 2017 to March 2020.....	37
GRAPH 10. Population aged 18 years and older for crimes and antisocial behavior, as witnessed by the residents	37
GRAPH 11. Progress made in the implementation of recommendations for prevention, intervention and strengthening	45
GRAPH 12. Progress made in the implementation of recommendations aimed at People, Institutions and Places	46
GRAPH 13. Total recommendations addressed to the SSPMQ	47
GRAPH 14. Percentage of recommendations addressed to the SSPMQ by type and scope	47

Tables

TABLE 1. Institutions considered for the implementation of ALS recommendations.....	19
TABLE 2. 2015-2018 Municipal Development Program	41
TABLE 3. 2018-2021 Municipal Development Plan	42



Introduction

The project *Evidence-based policies for improved community safety in Latin American and African cities* was implemented in the city of Queretaro by the Center of Excellence for Statistical Information on Government, Public Security, Victimization and Justice (CoE) of the United Nations Office on Drugs and Crime (UNODC) in Mexico; by UNODC-Colombia in Cali and by the United Nations Human Settlements Programme (UN Habitat) in Durban, South Africa, during 2017. This project was funded by the United Nations Department of Economic and Social Affairs (UNDESA).

This project involved implementing Local Safety Audits in the 3 cities. The findings of the Mexican audit of the Municipality of Queretaro were released in 2019¹. The Audit Findings Report identifies problems related to crimes and risk behaviors at the community level with a mixed analysis diagnosis, based on statistical and qualitative information. Among the main challenges identified are the problematic use of alcohol and drugs; non-violent robberies; domestic violence; the young age of homicide victims and the increase in firearm injuries.

In addition to listing the main challenges of the municipality, it provides 141 recommendations that have been followed up to monitor the progress by municipal institutions. This Monitoring and Evaluation of the Local Safety Audit includes the process of monitoring said recommendations, their implementation based on their connection with the 2030 Development Agenda, the Sustainable Development Goals to which they are associated and the related challenges.

On the other hand, it includes reference indicators that could be impacted by the strengthening of actions or the implementation of new initiatives in the Municipality of Queretaro. This document reflects and concludes all the stages of the first Local Safety Audit carried out in Mexico by UNODC.

¹ It is available at: https://auditoriadeseguridad-cdeunodc.org/wp-content/uploads/2018/12/Auditoria-Informe-Queretaro_230419.pdf



1. Background

UNODC is mandated to provide technical assistance to United Nations member states in their fight against illicit drugs, crime, and terrorism. UNODC's intervention helps governments to be better equipped to make evidence-based decisions, consolidate strategies based on good practices and comply with international commitments. It has different tools and instruments available to achieve that purpose, one of these is the Handbook on the Crime Prevention Guidelines² that establishes the implementation of Local Safety Audits to increasing the governance over safety and coexistence, through the analysis of quantitative and qualitative information used to develop prevention and safety policies that respond to the problems, risk factors, vulnerabilities and capacities found at the local level.

In Mexico, the Local Safety Audit comprises 6 stages. The first three stages were carried out in 2018 and the Findings Report was presented in April 2019.

FIGURE 1. Timeline and stages based on the Local Safety Audit in the municipality of Queretaro



Source: Own elaboration

² Available at https://www.unodc.org/documents/justice-and-prison-reform/crimeprevention/Handbook_on_the_Crime_Prevention_Guidelines_Spanish.pdf



The availability of relevant statistical information for the analysis of the problems at the local level was reviewed at the first two stages and 106 indicators were identified. Using some of these indicators, neighborhoods were selected to carry out a participatory social diagnosis where the citizens of Queretaro identified the capacities, risks, and vulnerabilities of 22 neighborhoods³. A mixed analysis was carried out with quantitative data enriched through geographic information and qualitative research.

The issues of greatest concern for the people living in the Municipality of Queretaro were identified in the third stage and they were communicated to the authorities through the Findings Report of the Local Safety Audit in the Municipality of Queretaro. This report connects the findings of the first two stages and provides recommendations focused on addressing the specific problems identified, as well as recommendations to strengthen the institutional capacities of the Public Security Secretariat of the Municipality of Queretaro (SSPMQ).

In the fourth stage, the institutions that make up the municipal government assumed the commitment to act on the recommendations under a scheme of coordination and articulation with other municipal, state and federal agencies, as well as with other stakeholders and the UNODC. During the fifth stage, a periodic monitoring of the implementation of the recommendations was carried out, particularly the coordination of municipal government

institutions, and the development and scope of the recommendations derived from the Local Safety Audit.

The sixth and last stage involved the analysis of the actions by municipal institutions, and the review of their results and their impact on the well-being of the residents of the city of Queretaro.

1.1 Public Policy at the municipal level

One of the main challenges when designing comprehensive public crime prevention and safety policies is to recognize the particularities that exist and persist in a single territory. There are significant differences from one continent, country, city and town to another in terms of the challenges posed by crime, victimization and violence. Policies and programs must be adapted to local contexts, especially to design crime prevention strategies based on the guidelines developed by the United Nations that can be entrenched and sustained over time.⁴

The purpose of the recommendations derived from the Local Safety Audit is to contribute with elements to inform the design of a comprehensive prevention model at the local level, by analyzing its importance and differentiation, and to promote regulatory frameworks that lead to

³ Social and criminology theories that attempt to explain crime, its behaviors, insecurity and fear of crime were considered for the Local Safety Audit of Queretaro, including the Social Risk Management Theory approach based on authors such as Robert Withman, Bialostok, Setven, Bradley William, Ulrich Beck, Niklas, Luhmann, Anthony Giddens, etc. This theory identifies the elements that generate vulnerability and threats in the communities.

⁴ UNODC (2011) Handbook on the Crime Prevention Guidelines.



the integration of actions focused on crime prevention and specific social problems of the municipality of Queretaro. The diagnosis and the recommendations go beyond the political-electoral processes at the local level because the results of the Audit may benefit others in addition to the current administration. This is a reference for future administrations to learn about the evolution of crime trends, risk factors, vulnerabilities, and capacities, as well as the different public policies that have been implemented in the last decade.

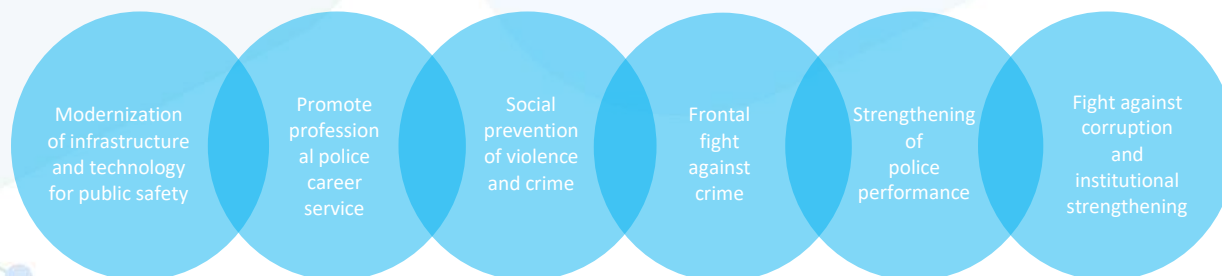
The results and recommendations of the Local Safety Audit were used as input for the design of the 2019-2021 Municipal Development Program⁵, the *Municipal Safety Program* and the *Acción Es Prevenir* Program. The latter managed to articulate the *Defendamos Queretaro 10x100* security initiative of the state, generating a synergy of coordination and specific actions on issues of public safety, crime prevention and inter-institutional work.

1.1.1 *Municipal Safety Program*

The first two stages of the Local Safety Audit in the municipality of Queretaro were carried out in 2018, which made possible to have a good interaction with the elected government for the 2018-2021 administration. Before the publication of the Findings Report, UNODC interacted with the bodies responsible for designing the safety and prevention strategies to convey the impressions derived from the completed work for their consideration in the design of the public policies of the incoming administration.

At the beginning of the new administration, the local authorities presented the **2018-2021 Municipal Public Safety Program**, a document containing the general guidelines to fight insecurity based on prevention and social coexistence through the six strategies outlined in the following illustration.

FIGURE 2. Municipal strategies to fight insecurity based on prevention and social coexistence



Source: Own elaboration based on data from the Secretariat of Public Security of the Municipality of Queretaro

⁵ Available at <https://www.municipiodequeretaro.gob.mx/plan-municipal-de-desarrollo-2018-2021/>



MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

The **Rules for the Social Prevention of Violence and Crime in the Municipality of Queretaro⁶**, were published in February 2019. It establishes strategies and actions to identify, address and reduce the risk factors that generate violence and crime, and the basis for coordination between public municipal agencies, the academic sector, and the non-governmental sector.

The creation of this regulation promotes the elaboration, implementation and evaluation of programs, strategies, and actions for the social prevention of violence and crime, considering the areas of competence and attributions of the municipal offices.

1.1.2 *Acción Es Prevenir Program*

In March 2019, the municipal authorities presented the ***Acción Es Prevenir*** (To Act is to Prevent) program to cross-align the work of the entire municipal administration. This purpose of this program is the implementation of social prevention actions, detecting risk factors through focus groups and exploratory marches in collaboration with the community. The intervention proposed by this program is based on 77 actions by the 17 municipal agencies involved. The achievement of its goals is based on a high inter-institutional coordination at the local level to achieve relevant interventions in collaboration with the residents of the city.

Focusing on prevention across the board requires agencies to be clear about their scope and functions in order to avoid duplicating actions or generating contradicting attributions. Its articulation with the results presented by the Local Safety Audit underscores the importance of inter-institutional coordination, as will be seen later, many of the prevention actions fall on the Municipal Public Security Secretariat of Queretaro, but they are not exclusive of this institution.

This program promoted by the 2018-2021 municipal government shows the intention to generate an effective administration by focusing on the delivery of services and transparency. The intervention proposed by this program is based on the creation of Action Plans for each intervened space, to be carried out in the short, medium and long term by the agencies of the municipal administration in accordance with their powers and competencies.

Determining the responsibility of each administrative figure based on the nature of its functions makes it possible to determine very specific lines of action and management with potential impact if the public safety and crime prevention efforts are articulated.

⁶ Available at

<https://municipiodequeretaro.gob.mx/municipio/repositorios/transparencia/a66/3T19/sspm/Reglamentoparalaprevencionsocialdelaviolenciayladelincuencia.pdf>



MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

The municipal government of Queretaro comprises 10 secretariats⁷, 2 Coordination offices⁸, and 12 Entities⁹, out of a total of 24, 17 collaborate with concrete actions¹⁰ with the program coordinated by the Municipal Presidency through the collegiate bodies, established in the aforementioned Rules, the Municipal Council and Coordination Office for the Social Prevention of Violence and Crime.¹¹

FIGURE 3. Participating institutions in the Accion Es Prevenir program



Source: Own elaboration based on data from the Secretariat of Public Security of the Municipality of Queretaro

⁷ The Secretariat of the Interior, the Secretariat of Administration, the Public Works Secretariat, the Secretariat of Sustainable Development, the Secretariat of Human and Social Development, the Secretariat of Tourism, the Secretariat of Culture, the Management Secretariat, the Secretariat of Mobility, the Secretariat of Public Security of the Municipality of Queretaro.

⁸ Coordination Office for Devolved Delegations and Institutes and Social Communication Coordination Office.

⁹ Municipal DIF System, Civil Registry, Job Promotion, Bicentennial Park, INFAMILIA, International Affairs Coordination Office, IMPLAN, COPLADEM, Municipal Institute of Youth of Queretaro, the Municipal Institute to prevent and eliminate discrimination, the Queretaro Trust for the Conservation of the Environment.

¹⁰ To know the specific actions of each institution, check Annex 1.

¹¹ Available at <https://www.municipiodequeretaro.gob.mx/acciones-prevenir/>



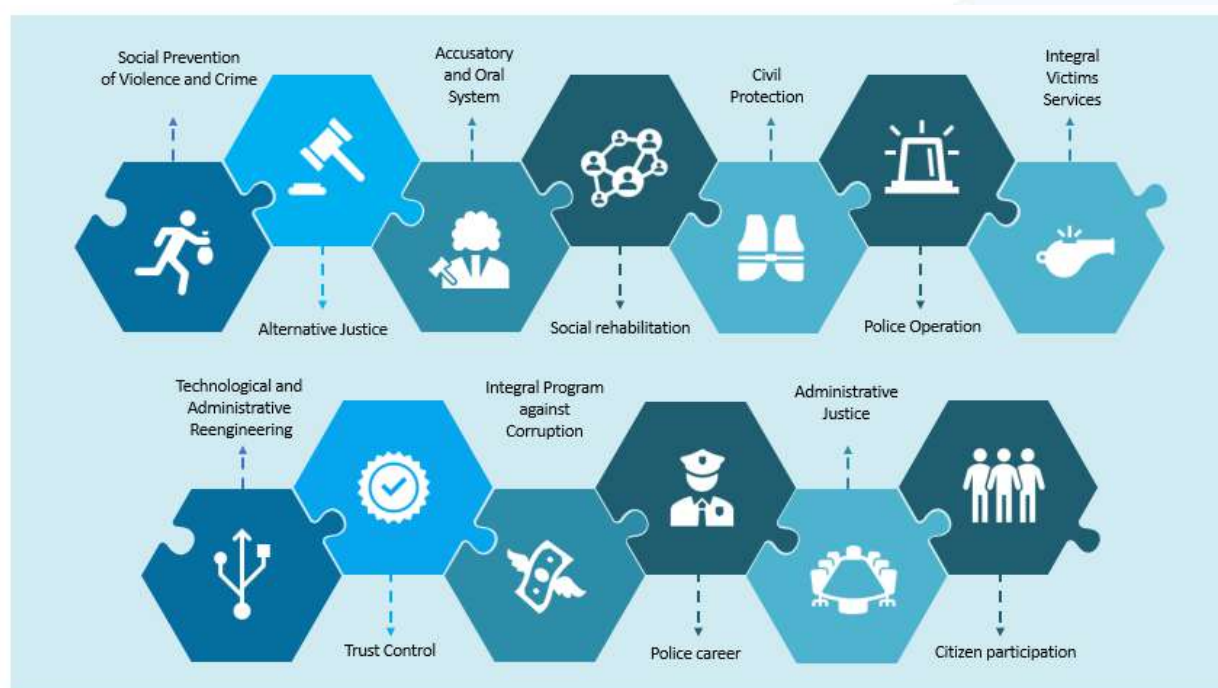
1.1.3 *Defendamos Queretaro 10x100 State Program*

As part of the actions to improve communication between public security authorities, law enforcement and citizens, the state government designed the *Defendamos Queretaro 10 × 100 Program*, to coordinate, between the state level and municipal governments, targeted actions based on problems identified in three areas:

1. Professionalization,
2. Technology and
3. Legal framework.

This program was implemented in the 18 municipalities of Queretaro between May 7 and December 31, 2019, exceeding the established goal of 100 days of coordination¹². This articulation resulted in actions that are reflected in the recommendations of the Local Safety Audit for the municipality, especially those related to coordination with the state level. This program consisted of generating coordination, effectiveness and efficiency in 13 priority lines:

FIGURE 4. Priority lines of the *Defendamos Queretaro 10 x100 State program*



Source: Own elaboration based on data from the Secretariat of Citizen Security of the State of Queretaro

¹² CESQ (2020) Seventh Ordinary Session of the State Security Council of the State of Queretaro. Report on the Fulfillment of the Decisions from the Fifth and Sixth Ordinary Sessions.



MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

Defendamos Queretaro 10 x 100 comprises 10 programs related to the aforementioned priority lines, in which the municipal corporations participated directly, articulating with the state government.

FIGURE 5. Defendamos Queretaro 10x100 Programs

1. Queretaro Police	2. For your safety we modernize	3. In Queretaro we respect women	4. I report the sale of drugs for the safety of my sons and daughters	5. Report people who act suspicious
1. The Queretaro police serve and protect their community	7. More reporting increases the chance of solving crimes	8. Good Queretaro police officers deserve recognition	9. Report the illegal sale of alcohol it is a cause of increased crime	9. I want to defend Queretaro too

Source: Own elaboration based on data from the Secretariat of Citizen Security of the State of Queretaro

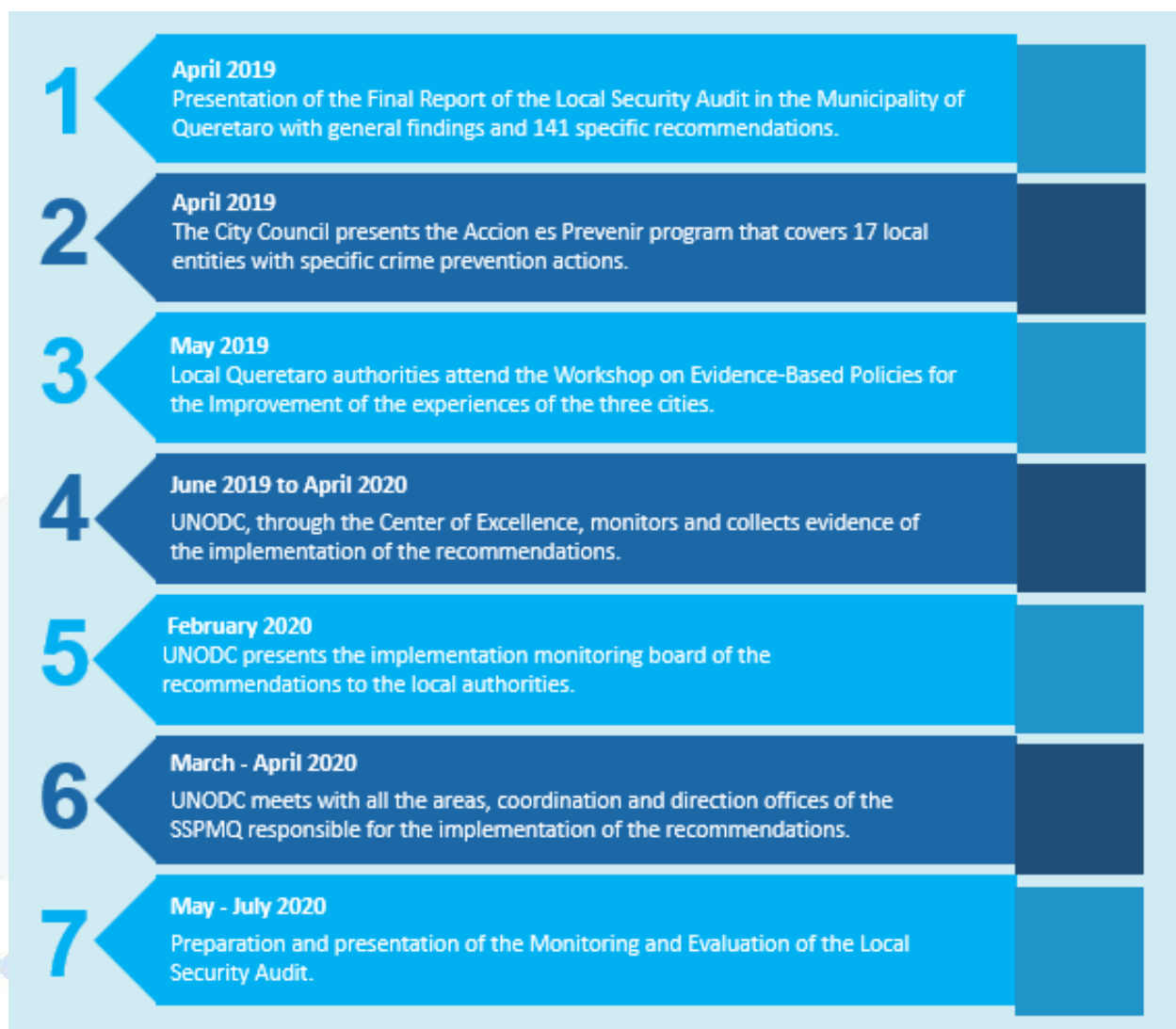


2. Monitoring and Evaluation Process

The sixth stage of the Local Safety Audit consisted on monitoring and evaluating the implementation of the recommendations derived from said exercise. The implementation period for the recommendations ran from May 2019 through May 2020.

Different available sources were reviewed to verify data and actions for the monitoring, as well as the evidence provided by the Municipal Public Security Secretariat of Queretaro and other local authorities involved as responsible or partners in the implementation of each recommendation.

FIGURE 6. Monitoring and evaluation processes





2.1 Importance of Monitoring and Evaluation

The ability to assess the performance of public action, whether in the form of a program or a sector policy, requires reviewing and monitoring the design, implementation, and results obtained from an ongoing or completed public intervention. The United Nations Evaluation Group (UNEG) states that evaluation consists of *an assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability.*¹³

UNODC contributes to the evaluation of public policies and programs by documenting decision-making processes and monitoring the formulation of public policies that reflect the interaction between different government sectors, analyzing the level of progress of the actions and their expected and unexpected results by examining the chain of results, the processes, contextual factors and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability.¹⁴

The importance of this evaluation lies in facilitating accountability and learning to understand why and to what extent voluntary or involuntary results were achieved through the implementation of the recommendations derived from the Local Safety Audit. In order to generate this document, information on institutional actions and available data have been monitored and assessed to present an analysis of the progress and the achievements of the responsible entities.

¹³ UNEG (2017) Norms and Standards for Evaluation. Available at <http://www.unevaluation.org/document/detail/1914>

¹⁴ UNODC (2017) Evaluation Handbook. Guidance for designing, conducting and using independent evaluation at UNODC. Available at https://www.unodc.org/documents/evaluation/Evaluation_Handbook_new/UNODC_Evaluation_Handbook.pdf



3. Contributions to the 2030 Sustainable Development Agenda

The 2030 Sustainable Development Agenda proposes 17 Sustainable Development Goals (SDG) with 169 targets that cover the economic, social and environmental spheres¹⁵. With an emphasis on its universal, inclusive and comprehensive approach, the 2030 Agenda establishes lines of action¹⁶ to implement actions in all countries; For this, it confers a prominent role to the interaction of local governments, civil society and the private sector, the greatest challenge being to achieve their implementation in the local context.

3.1 The 2030 Sustainable Development Agenda at the local level

All the SDGs have targets that are directly or indirectly related to the daily work of local governments. Local governments are promoters of development and are well positioned to link global goals to local communities¹⁷. Local Safety Audits are a useful tool for local governments to identify and adapt their capacities to achieve greater efficiency in the implementation of strategies that allow making strides in the goals established in various Goals of the 2030 Agenda.

3.1.1 *The 2030 Agenda and the recommendations of the Local Safety Audit*

The 141 recommendations generated in the Local Safety Audit involve different actions, focused on five criminal behaviors, alcohol consumption problematic, and the strengthening of the institutional capacities of the SSPMQ. These recommendations are distributed as follows:

¹⁵ <https://www.un.org/sustainabledevelopment/es/2015/09/la-asamblea-general-adopta-la-agenda-2030-para-el-desarrollo-sostenible/>

¹⁶ The lines of action established by the 2030 Agenda focus on: 1. People; 2. The planet; 3. Prosperity; 4. Peace, and 5. Partnership to achieve the goals.

¹⁷ UCLG (2015) The Sustainable Development Goals: What Local governments need to know. <https://www.uclg.org/es/media/news/sustainable-development-goals-what-local-governments-need-know>



FIGURE 7. Recommendations of the Local Safety Audit in Queretaro

	Category	Quantity
Crimes	 Robbery	24
	 Gender violence-related crimes	14
	 Homicide	8
	 drug selling and trafficking	4
	 Arms trafficking	4
	 Recommendations to the Secretariat of Public Security of the municipality of Queretaro	84
	 Recommendations on problematic consumption of alcohol	3

Source: Own elaboration. Report of the Local Safety Audit in the Municipality of Queretaro, CdE-UNODC, 2019.

For the municipality of Queretaro, the Local Safety Audit identified findings related to four Sustainable Development Goals and their contribution to eight targets:

FIGURE 8. Findings related to the Sustainable Development Goals



Ensuring healthy lives and promoting well-being at all ages.

3.5 Strengthen the prevention and treatment of addictive substance abuse, including drug abuse and harmful use of alcohol.



Achieve gender equality and empower all women and girls

5.1 End all forms of discrimination against all women and girls everywhere.
5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.



Make cities and human settlements inclusive, safe, resilient and sustainable.

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, particularly for women and children, older persons and persons with disabilities.



Promote just, peaceful and inclusive societies

16.1 significantly reduce all forms of violence and related death rates everywhere.

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.

Develop effective, accountable, and transparent institutions at all levels.

Ensure responsive, inclusive, participatory, and representative decision-making at all levels.

16.a Strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in developing countries, for preventing violence and combating terrorism and crime.

Source: Own elaboration based on data from the Sustainable Development Goals, 2020

The institutions involved in the implementation of the recommendations in the municipality of Queretaro are divided into two categories:

- Responsible institutions, and
- Partner Institutions.

Responsible institutions are those that have attributions to generate or adjust processes and procedures, promote strategies, and develop programs or operations.

The category of partner institutions contains institutions whose attributions complement the implementation of recommendations and with whom the responsible institution must coordinate to achieve the established objectives.

Below is the list of institutions identified for the implementation of the recommendations of the Local Safety Audit in the municipality of Queretaro. Then it is presented a summary of the recommendations grouped by Sustainable Development Goal, a summary of the actions carried out and the indicator that has been monitored in each identified problem.



MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

TABLE 1. Institutions considered for the implementation of ALS recommendations

	Level	Responsible	Partner	SDG 3	SDG 5	SDG 11	SDG 16	Subject
Municipal Presidency of Queretaro (PMQ)	M	X		X	X	X	X	Coordination and monitoring of all municipal actions
Secretariat of Public Security of the Municipality of Queretaro (SSPMQ)	M	X		X	X	X	X	Public Safety and Crime Prevention
Municipal Women's Institute of Queretaro (IMMQ)	M	X		X	X		X	Gender violence-related crimes
Commission for Gender Equality and Human Rights of the H. City of Queretaro (CIGDHAQ)	M	X		X	X		X	Gender violence-related crimes
Municipal Police of El Marques (SSPMM)	M		X	X	X	X	X	Public Safety and Crime Prevention Coordination
Municipal Police of Huimilpan (DSPMH)	M		X	X	X	X	X	Public Safety and Crime Prevention Coordination
Municipal Police of Corregidora (SSPMC)	M		X	X	X	X	X	Public Safety and Crime Prevention Coordination
University and Academic Sector (SUA)	E	X		X	X			Crime prevention
Integral Family Development System (DIF)	E	X			X		X	Gender violence-related crimes
Business Sector (SE)	E	X		X	X		X	Crime prevention
Civil Society (SC)	E		X		X		X	Crime prevention
Prosecution Office of the State of Queretaro (FGEQ)	E	X	X					Crime prevention
Basic Education Services Unit of the State of Queretaro (USEBEQ)	E	X		X	X	X		Gender violence-related crime prevention
Health Services of the State of Queretaro (SESEQ)	E	X		X	X		X	Abuse in the consumption of legal and illegal drugs
Secretariat of Education of the State of Queretaro (SEDEQ)	E	X		X	X			Crime prevention. Gender violence-related crimes
Women's Institute of Queretaro (IMQ)	E	X			X			Gender violence-related crimes
State Center Against Addictions (CECA)	E		X	X				Abuse in the consumption of legal and illegal drugs
Secretariat of Citizen Security of the State of Queretaro (SSC)	E		X				X	Public safety Crime prevention
Secretariat of Communications and Transportation (SCT)	E		X				X	Public safety
National Defense Secretariat (SEDENA)	F	X					X	Public safety
Prosecutor-General's Office (FGR)	F		X				X	Crime prevention

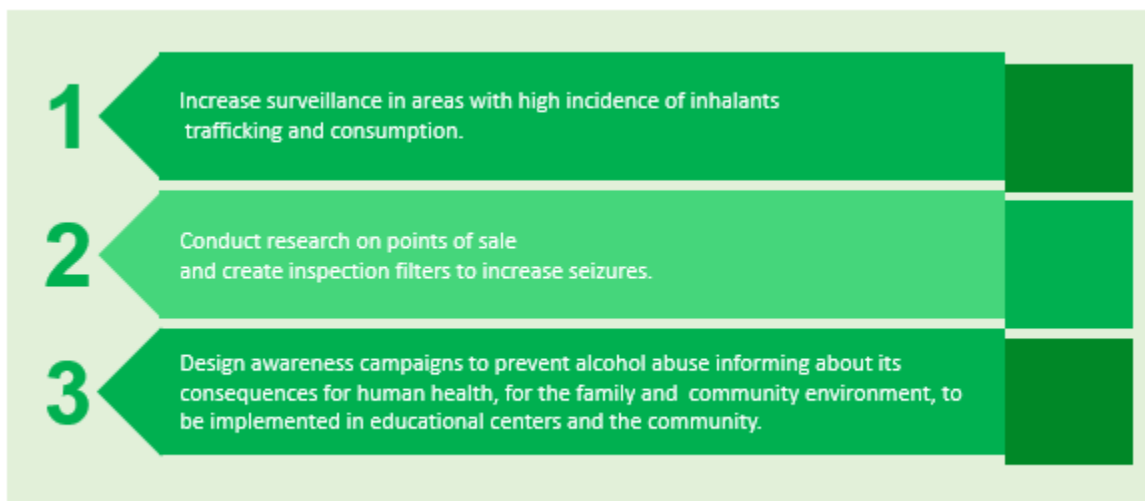
Values: M = Municipal / E = State / F = Federal
Source: Own elaboration



3.1.1.1 SDG 3. Health and Wellbeing

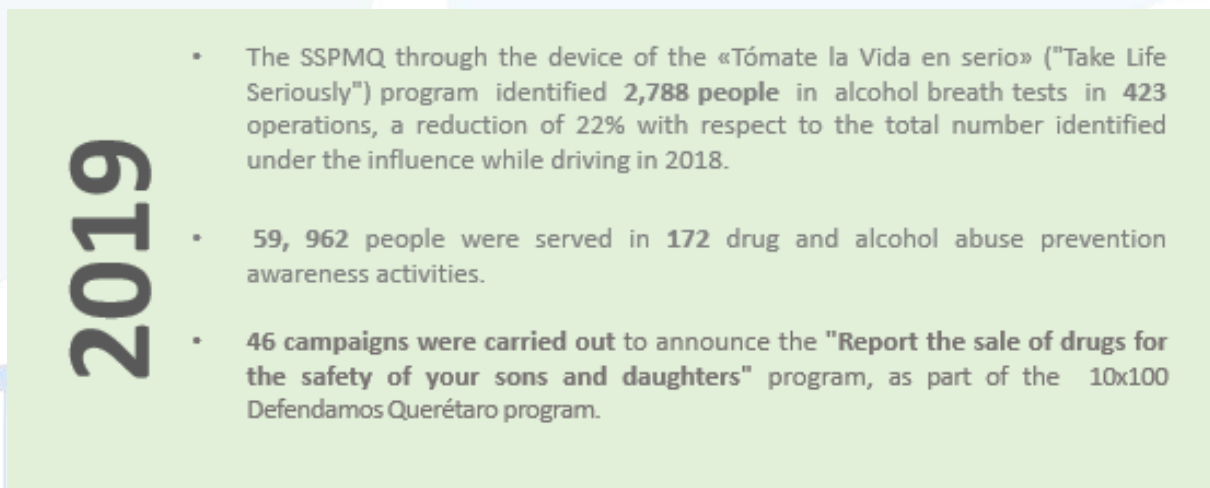
This goal seeks to guarantee a healthy life and promote well-being for everyone at all ages. Three recommendations have a direct impact on target 3.5 of this Goal, specifically on the indicators related to the coverage of treatment (pharmacological and psycho-social and rehabilitation and post-treatment services) for addictive substance abuse disorders and the harmful use of alcohol. Below are the recommendations derived from the Local Safety Audit and examples of the actions carried out by the Municipal Public Security Secretariat of Queretaro (SSPMQ) for consideration.

FIGURE 9. Recommendations related to the SDG



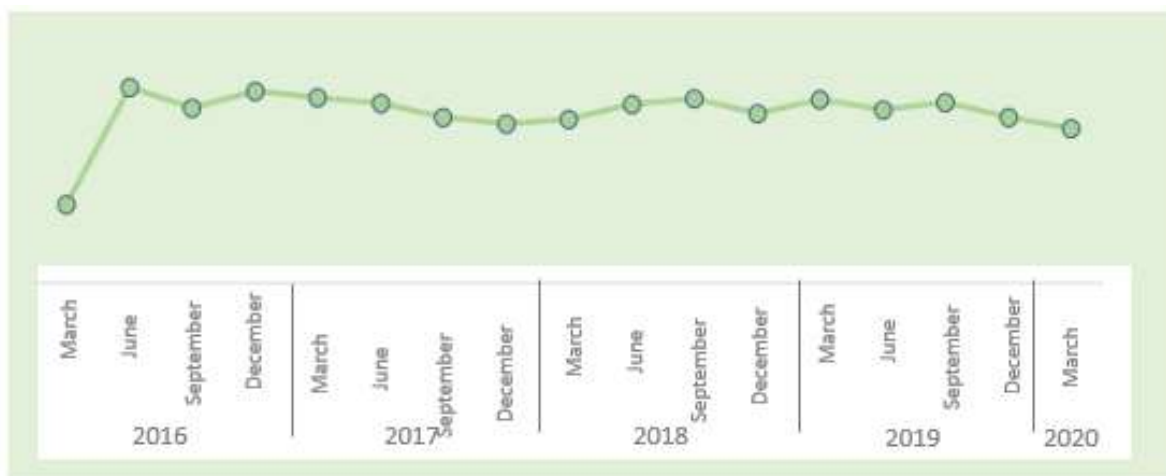
Source: Own elaboration

FIGURE 10. Actions implemented: ODS3





GRAPH 1. Witnessing alcohol consumption in the streets in the municipality of Queretaro 2016 - 2020



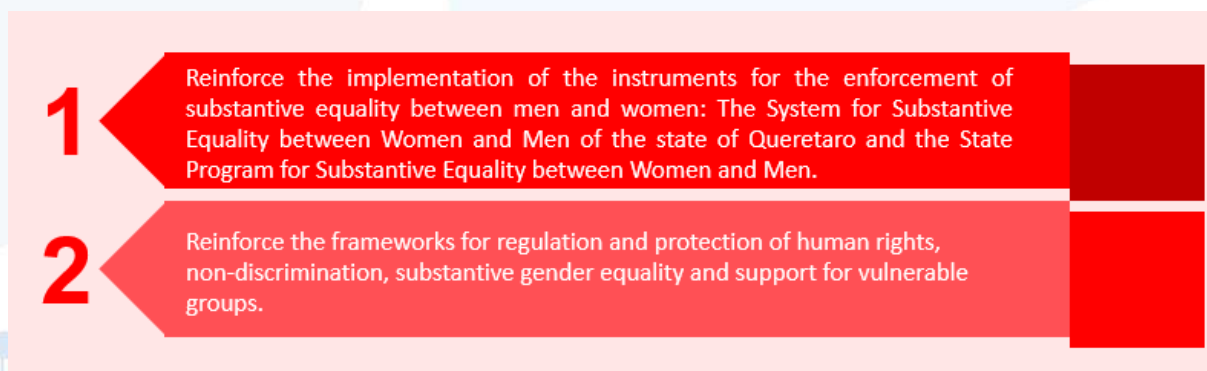
Source: INEGI. National Urban Public Safety Survey (ENSU) 2016 -2020.

3.1.1.2 SDG 5. Gender equality

13 recommendations were generated in relation to gender equality divided into 3 goals. Gender equality is not only a fundamental human right, it is one of the essential foundations for building a peaceful, prosperous and sustainable world.

5.1 End all forms of discrimination against all women and girls everywhere.

FIGURE 11. Recommendations related to SDG 5.1



Source: Own elaboration



5.2 Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.

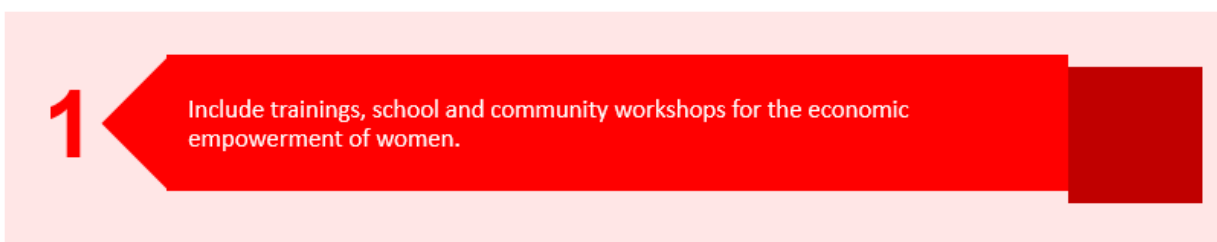
FIGURE 12. Recommendations related to SDG 5.2





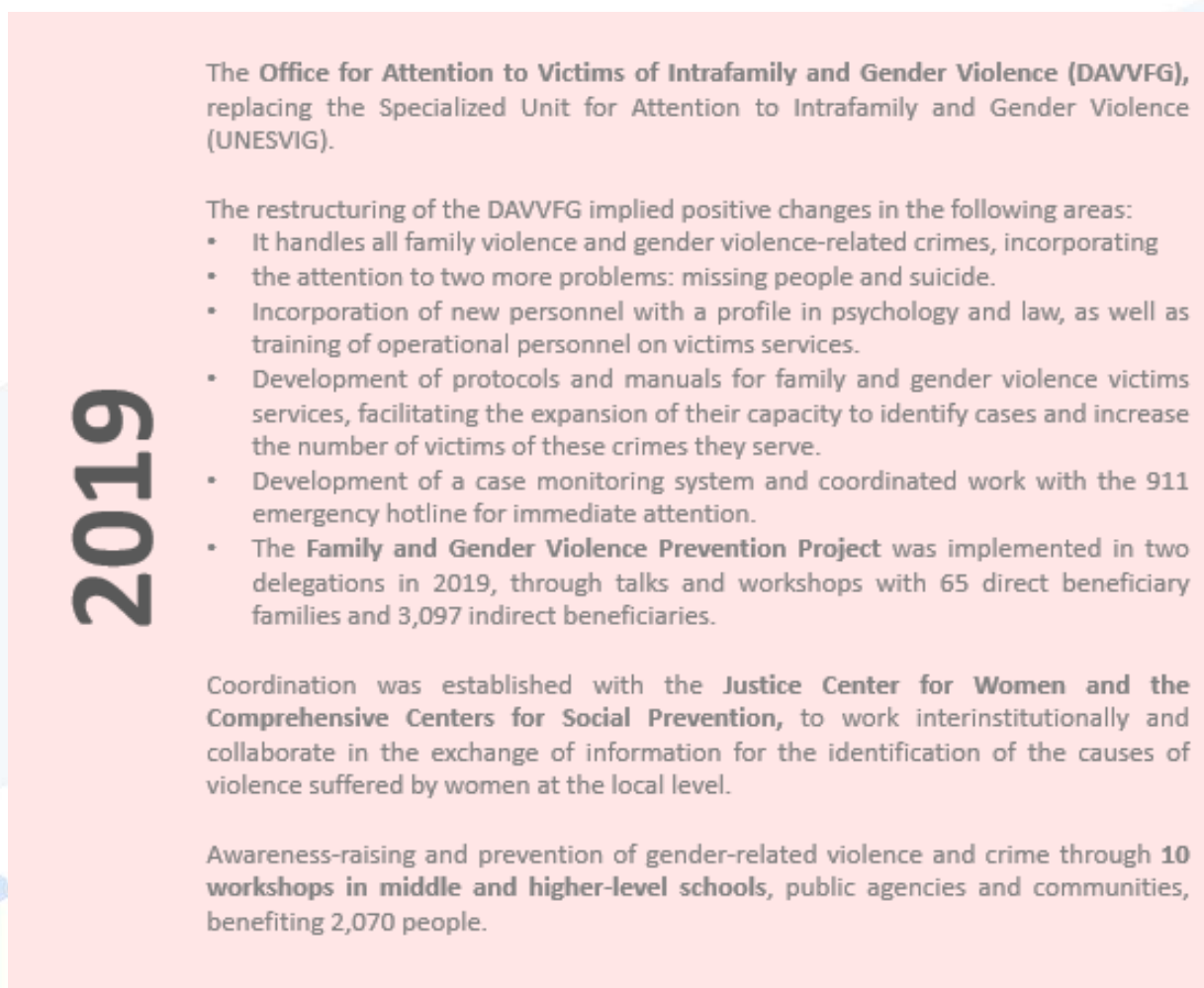
5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic

FIGURE 13 Recommendations related to SDG 5.5



Source: Own elaboration

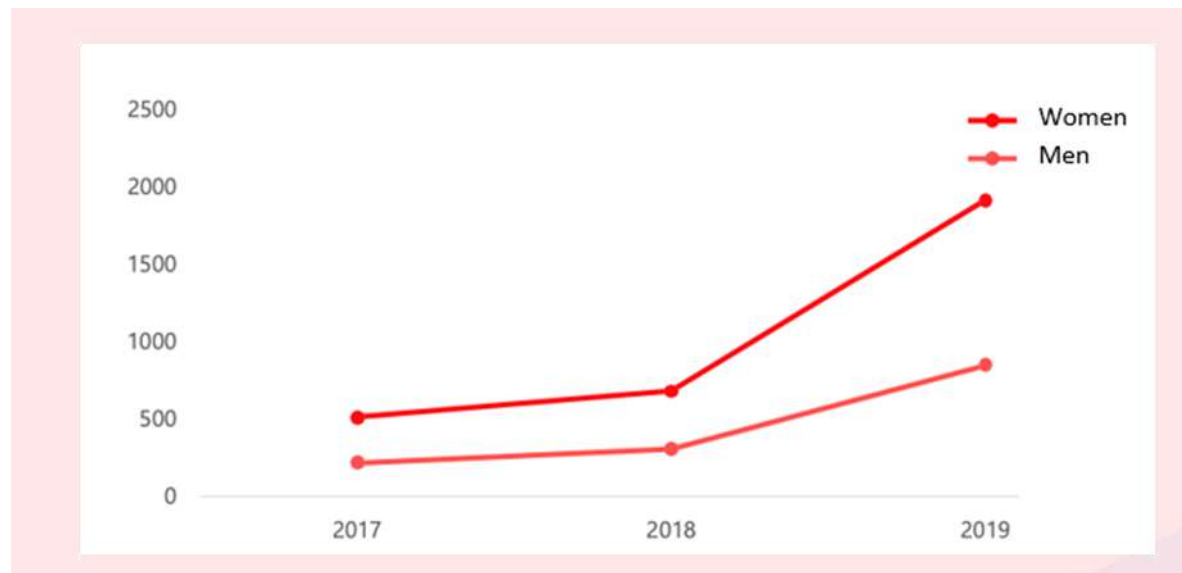
FIGURE 14. Actions implemented: SDG 5



Source: Own elaboration



GRAPH 2. Total population served by the SSPMQ in family or gender violence cases by sex 2017-2019



Source: Own elaboration based on data from the Secretariat of Public Security of the Municipality of Queretaro.



3.1.1.3 SDG 11. Sustainable cities and communities

Within the framework of Goal 11 the following 7 recommendations were generated. They relate to universal access to safe, inclusive and accessible public spaces, in particular for vulnerable groups such as women, girls, boys, adolescents, older persons and people with disabilities.

FIGURE 15. Recommendations related to SDG 11





FIGURE 16. Actions implemented: SDG 11

2019

Between April and December 2019 the SSPMQ implemented the new strategy of mapping **43 safe routes in** schools to identify safe transit areas for students, which facilitates the identification of priority patrol and surveillance areas.

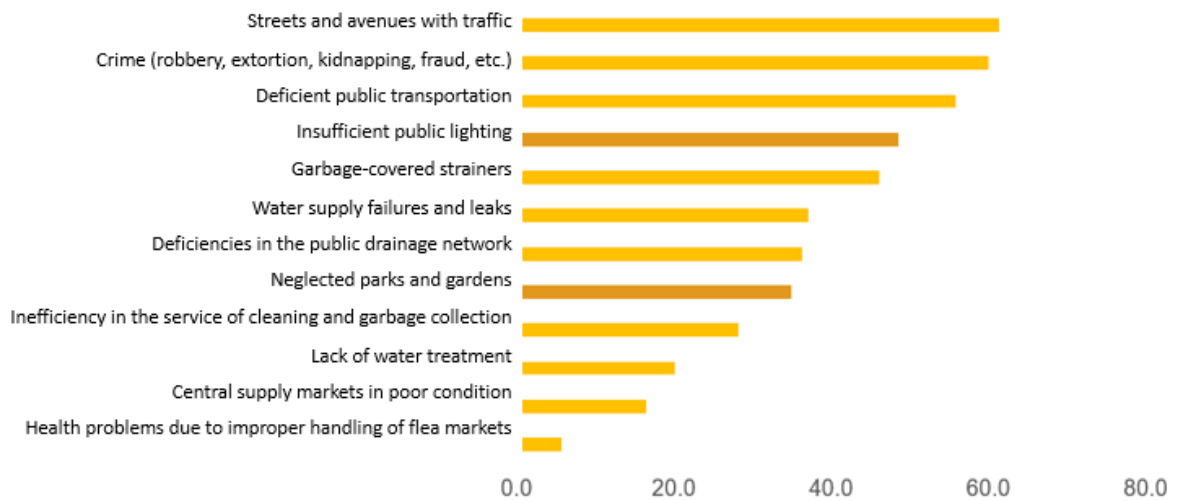
The municipality did not have panic buttons prior to 2019, one year after this recommendation, **37 panic buttons** have been installed in strategic points for pedestrian, commercial, vehicular and student traffic in the city.

262 new **video surveillance cameras** (250 in poles and 12 in ALPRs), for a total of **864**.

70 exploratory marches from April to December 2019 with **1,031 participants**. As a result of these marches, the police and the community identify vulnerable areas in terms of safety, infrastructure and antisocial behavior to reinforce surveillance and to identify threats by neighborhood. As the main result, we have action plans that involve all agencies to reduce risk factors.

Source: Own elaboration

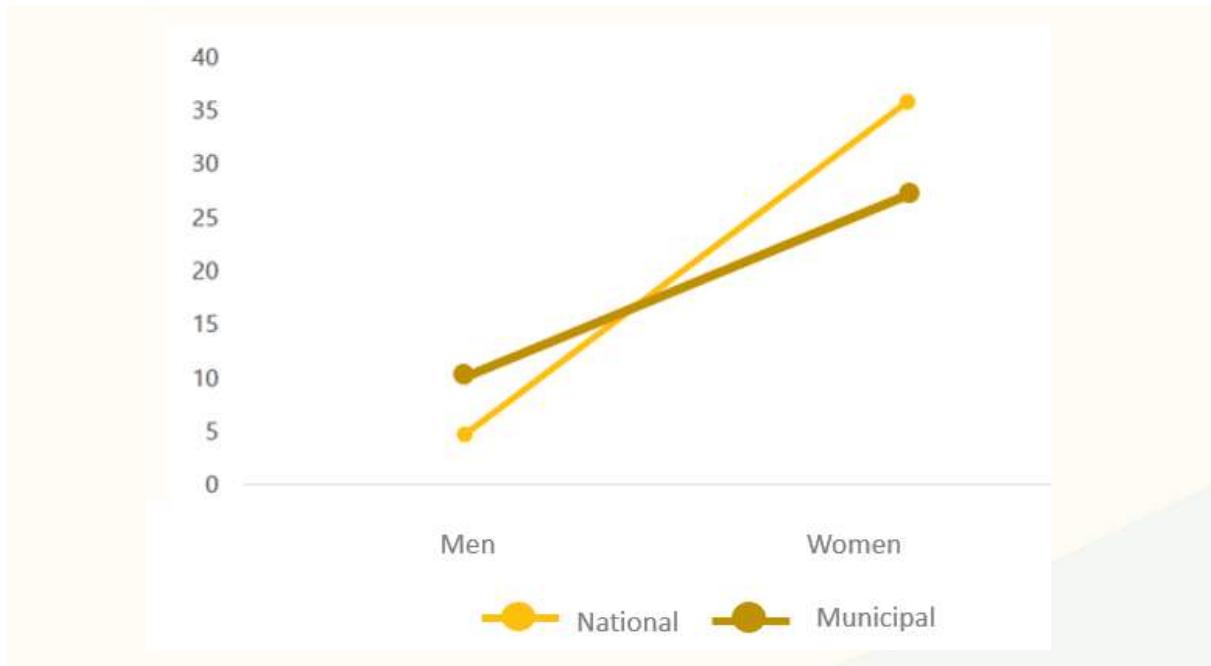
GRAPH 3. Problems identified in Queretaro by the population aged 18 years and older (March, 2020)



Source: INEGI. National Urban Public Safety Survey (ENSU) 2020.

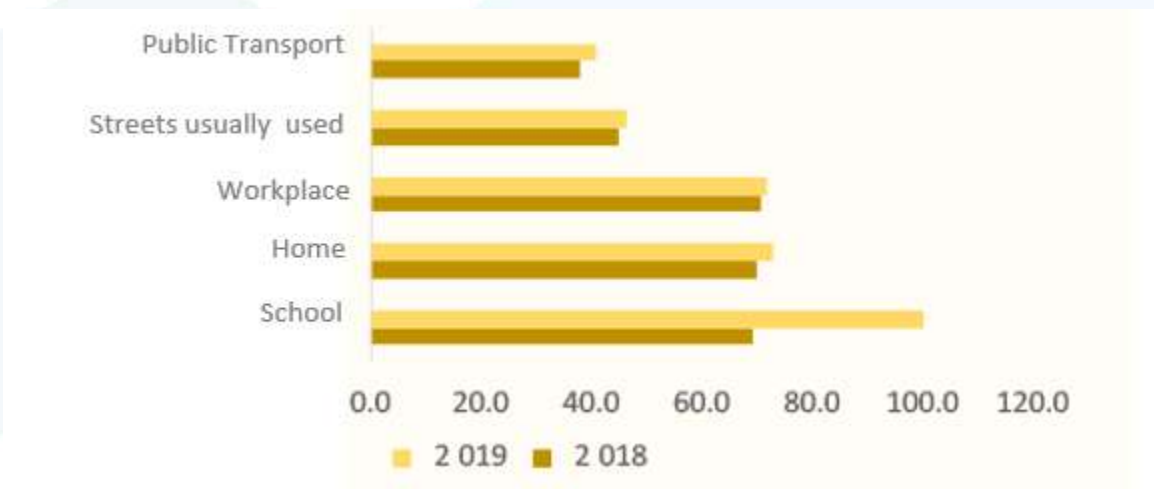


GRAPH 4. Population aged 18 years and older that has faced personal harassment and sexual violence in public places from July to December 2019.



Source: INEGI. National Urban Public Safety Survey (ENSU) 2019.

GRAPH 5. Perception of security in people 18-years and older by public space in Querétaro



Source: INEGI. National Urban Public Safety Survey (ENSU), 2018 - 2019.



3.1.1.4 SDG 16. Peace, Justice and Strong Institutions

This SDG contains goals that seek to substantially reduce all forms of violence and to work with governments and communities to find solutions to insecurity. 116 recommendations were generated linked to 5 goals.

FIGURE 17. Targets of SDG16

16.1	16.3	16.6	16.7	16.a
Significantly reduce all forms of violence and related death rates everywhere.	Promote the rule of law at the national and international levels and ensure equal access to justice for all.	Develop effective, accountable and transparent institutions at all levels.	Ensure responsive, inclusive, participatory and representative decision-making at all levels.	Strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime.

Source: Own elaboration

The recommendations are divided by their association with the relevant goal. The recommendations associated with this SDG are directly related to the crime sections (robberies, crimes related to gender violence, homicides, arms trafficking and sale, drug selling and trafficking) and the Institutional Capacity Analysis of the SSPMQ in the *Findings Report of the Local Safety Audit in the municipality of Queretaro*.¹⁸

¹⁸ Available at https://auditoriadeseguridad-cdeunodc.org/wp-content/uploads/2018/12/Auditoria-Informe- Queretaro_230419.pdf



16.1 Significantly reduce all forms of violence and related death rates everywhere.

FIGURE 18. Recommendations related to SDG 16.1



Source: Own elaboration



11 Increase penalties for the illegal possession of firearms for the exclusive use of the army and homemade guns, to reduce availability and illicit trafficking.

12 If information is available for said classification, publish it, particularly any information related to the context of the crime, the victim and the defendant (as appropriate).

13 Replicate the National School Coexistence Program for the prevention and detection of weapons in schools.

14 Propose the promotion of greater economic or in-kind incentives within the Arms Exchange program, and increase its frequency in the municipality.

16 Expand coverage of video surveillance cameras.

17 Create Self-protection Manuals for vulnerable sectors (children, youth, women and the elderly).

18 Adopt international crime prevention and human safety standards.

19 Generate relationships with basic, middle, upper and higher education institutions for the implementation of workshops on: school bullying, violence, addictions, risk behaviors by neighborhood, suicides, property crimes.

Source: Own elaboration



Figure 19. Actions implemented: SDG 16.1

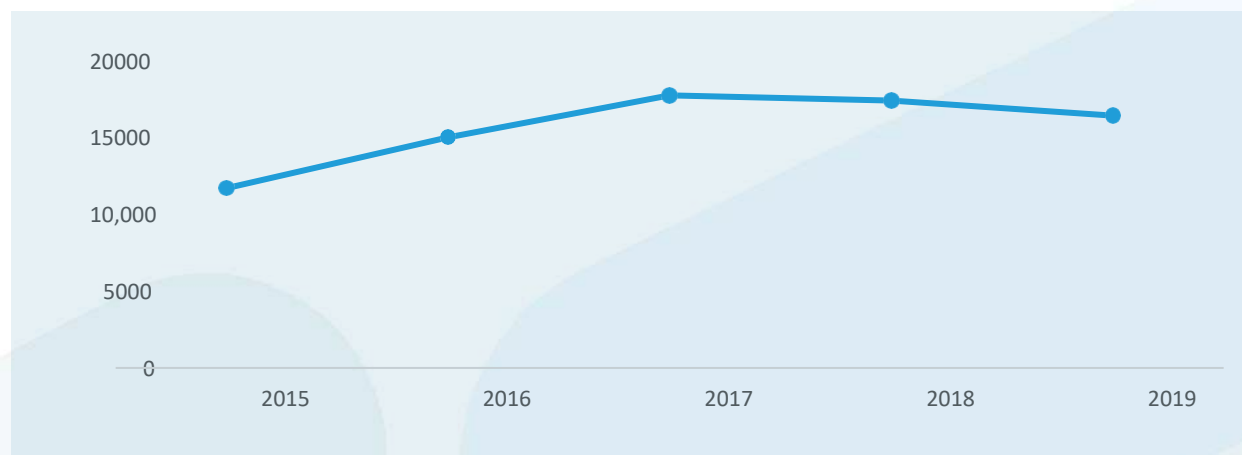
2019

The SSPMQ reported to **54,512 people** about the 12 recommendations of the Defendamos Queretaro 10X100 program, covering the business sector, school authorities, students, citizen networks, citizen councils.

As an initiative of the institution, **320 mobile cameras** were installed in **80 police cars** between March and December 2019 to monitor and documenting surveillance, for transparency of police action in raids.

357 prevention operations in banks to deter account holder robbery in neighborhoods identified as vulnerable to this crime.

GRAPH 6. Total investigation files for robbery in the municipality of Queretaro 2015 -2019



Source: Own elaboration based on data from the Executive Secretariat of the National Public Security System



16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.

FIGURE 20. Recommendations related to SDG 16.3



Source: Own elaboration



FIGURE 21. Actions implemented: SDG 16.3

2019

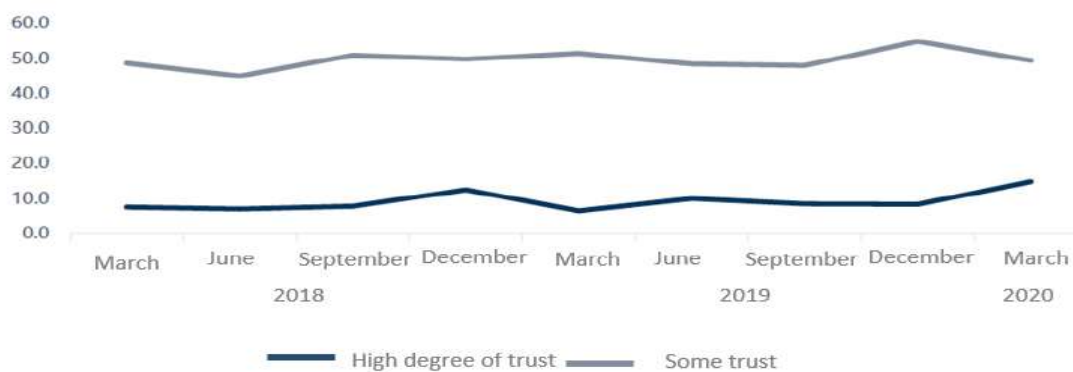
The SSPMQ designed the **Self-Protection Manual for Childhood** in 2019, to start its implementation in 2020 through community networks and schools.

At the schools, they participate in "**Self-Protection sessions for teenagers**" in high school schools in the municipality of Queretaro.

Creation of a Toy Library in the Integral Social Prevention Centers to carry out the "Toys develop people" program where children and teenagers learn self-protection and emotions management techniques, and in the promotion of gender equality.

102 community mediation activities with **3,200** participants in the neighborhood where the CIPRES are located, creating citizen networks.

GRAPH 7. Level of trust in the municipal police 2018-2020

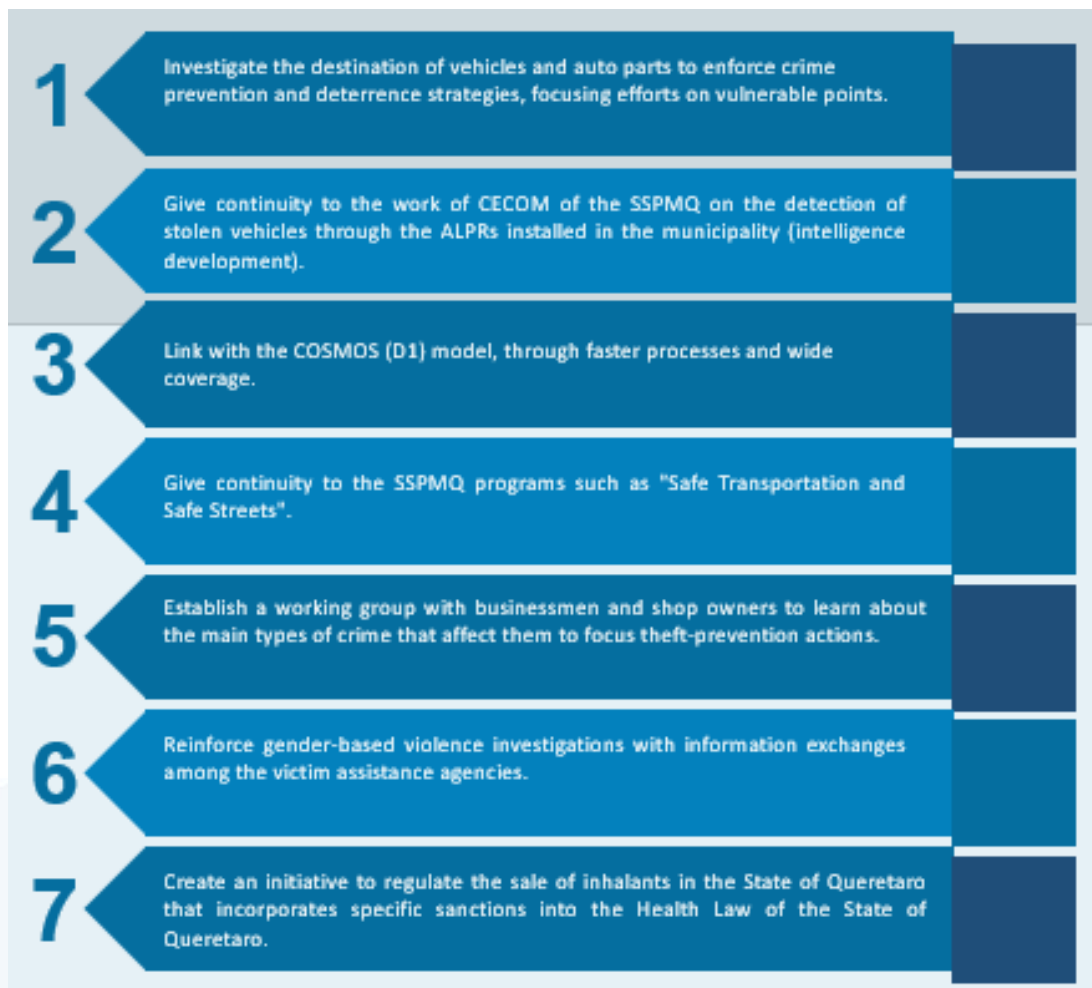


Source: INEGI. National Urban Public Safety Survey (ENSU), 2018 - 2020.



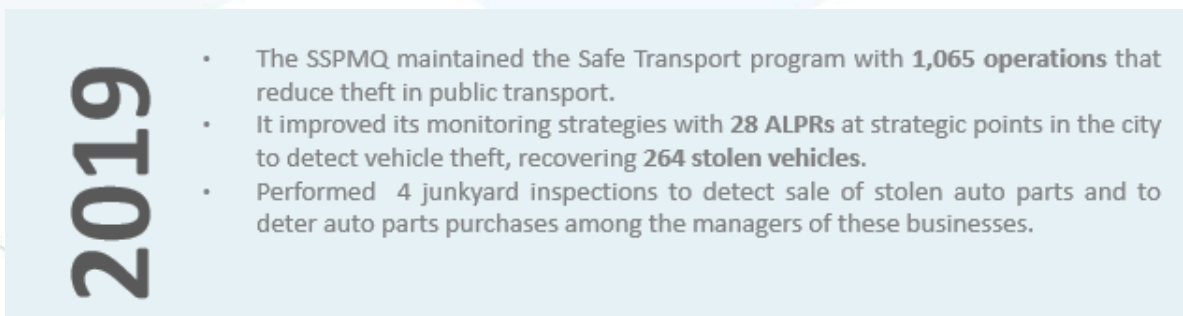
16.6 Develop effective, accountable and transparent institutions at all levels

FIGURE 22. Recommendations related to SDG 16.6



Source: Own elaboration

FIGURE 23. Actions implemented: SDG 16.6



Source: Own elaboration



GRAPH 8. Total vehicle theft in the municipality of Queretaro from 2015 to 2019



Source: Own elaboration based on data from the Executive Secretariat of the National Public Security System (SESNSP)

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

FIGURE 24. Recommendations related to SDG 16.7

- 1 Continue with coordinated surveillance operations at the three levels of public security in the neighborhoods in the path of the train.
- 2 Increase technical support staff to follow up decisions made by the Committees .
- 3 Reinforce the Office with multidisciplinary personnel specialized in intervention and resolution of community conflicts.
- 4 Design a Comprehensive Crime Prevention Model with articulated participation of different stakeholders and institutions.
- 5 Procure uniforms and vests according to the needs of operational personnel (body armor level 4, of 1.7 kg maximum desirable per ceramic plate.



Source: Own elaboration

FIGURE 25. Actions implemented: SDG 16.

2019

It expanded its recruitment capacity, considering the retirement conditions of the personnel, it has maintained its force status at **1,100** police officers.

The **Municipal Safety Program** was published and the **ACCIÓN ES PREVENIR** program was launched with the participation of 17 local agencies that implement actions within their powers and competencies. There will be an annual balance of inter-institutional coordination during the second quarter of 2020, when the local authorities present the results one year after its implementation.

At the end of 2019, Accion es Prevenir reported:

- 3,923 red sites corresponding to risk factors
- 68 neighborhoods served with 70 exploratory marches and 98 focus groups
- 62 cleaning sessions
- Recovery of public spaces

Source: Own elaboration

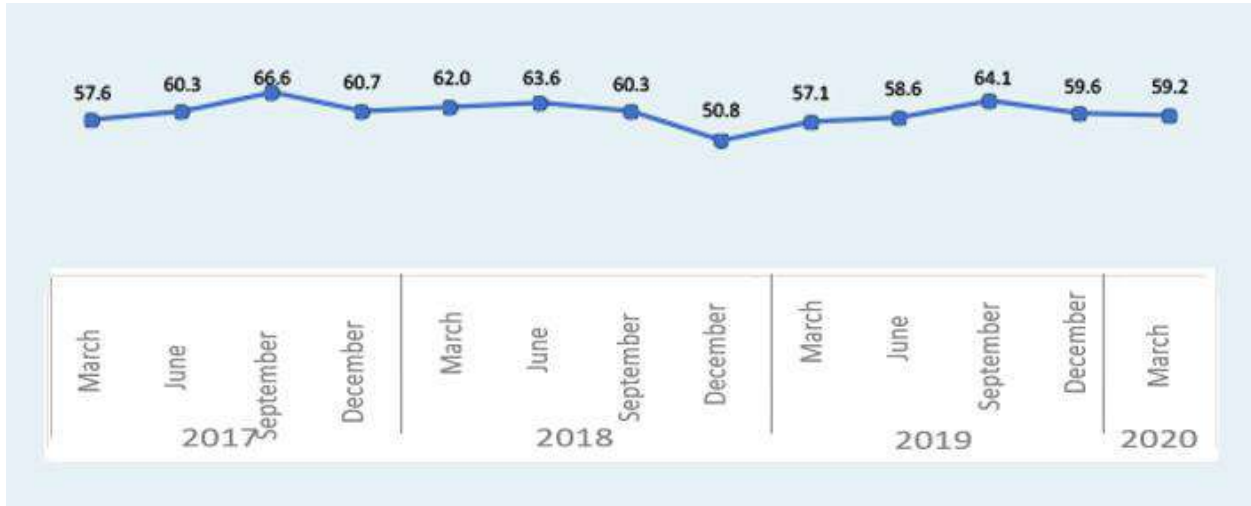


MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

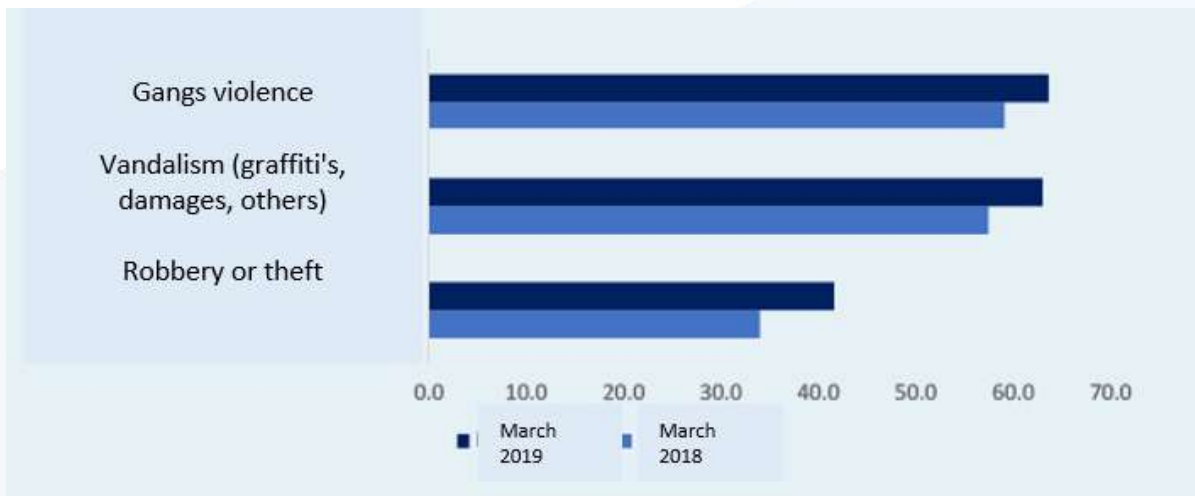
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GRAPH 9. Perception of security in the municipality of Queretaro from 2017 to March 2020



Source: INEGI. National Urban Public Safety Survey (ENSU) 2016 -2020.

GRAPH 10. Population aged 18 years and older for crimes and antisocial behavior, as witnessed by the residents



Source: INEGI. National Urban Public Safety Survey (ENSU) 2018 -2019.



3.1.1.5 *Solid Institutions*

The recommendations issued to the SSPMQ focus on 13 areas analyzed during 2017 and 2018, covering operational issues, infrastructure, training and procedures.

16.a

Strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime.

Context of the SSPMQ

The Public Security Secretariat of the Municipality of Queretaro (SSPMQ) was created on July 1, 1998, as the General Office of Municipal Public Security, with 400 police officers. Four years later, in 2002, the creation of the Public Security Secretariat of the Municipality of Queretaro was approved. Since its creation, it has been restructured at least six times, with the priority of increasing its workforce and creating or integrating new operational areas.

During the municipal government periods of 2015-2018 and 2018-2021, the Secretariat improved at a structural level through a redesign of strategies, areas and functions. Its main objectives have been:

- Focusing on preventive actions for all types of crimes,
- Executing actions that safeguard the integrity of the citizens, their rights, and
- Preserving public order and social peace.

One of the main characteristics of the restructuring of the past three years has been the redistribution of functions, the definition of areas and the targeting of actions based on the attributions that correspond to the SSPMQ within the framework of the objectives set out in the Municipal Development Plans, from an institutional strengthening approach, based on institutional capacity diagnoses.

During the 2015 -2018 government period, the Organic Rules of the SSPMQ were published with changes in the structure that were valid for two years and served as a framework at the beginning of the Local Safety Audit. During this period, the SSPMQ had two central Units: The Technical Support Unit for the head of the Secretariat and the Administrative Unit. The first comprised six offices, divided into three coordination offices, two departments and a technical secretariat, while the Administrative Unit comprised seven offices. (See annex 1)



MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

The first change of structure took place in the first quarter of 2019 with the creation of two new areas:

- The Assistant-Inspection, responsible for monitoring the actions of the Office of the Municipal Guard; and
- The Office for Attention to Victims of Intrafamily and Gender Violence (DAVVFG), replacing the Specialized Unit for Attention to Intrafamily and Gender Violence (UNESVIG).

Currently, the DAVVFG is an interdisciplinary group, responsible for providing care to the victims, complying with and supervising the protection measures issued in their favor and, where appropriate, channeling them to the relevant authorities, as well as collaborating in the search for missing persons¹⁹.

The Organic Rules of the current SSPMQ²⁰ were published on February 25, 2020, this new regulation describes the attributions and actions to be carried out by the SSPMQ²¹, which are listed in 9 objectives:

1. Direct actions for the preservation of public order and social peace.
2. Being responsible for the operation of the police.
3. Road order and control.
4. Comply with and monitoring compliance with the law.
5. Preventing criminal behaviors.
6. Establishing crime prevention policies.
7. Establishing a Police Disciplinary Regime.
8. Coordinating the Professional Police Career Service.
9. Fostering citizen participation.

Its structure is currently divided into two Units, the Technical Support Unit for the area under the head of the Secretariat and the Administrative Unit. The first comprised six offices, divided into three coordination offices, two departments and a technical secretariat, while the Administrative Unit comprised eight offices, an Assistant Inspection and an Institute (See annex 2)

¹⁹ GMQ (2019) Organic Rules of the Secretariat of Public Security of the Municipality of Queretaro, Official Gazette of the State of Queretaro, La Sombra de Arteaga.

²⁰ The New Organic Rules of the SSPMQ were proposed to the Honorable Council of the City of Queretaro declaring the intervention of the United Nations Office on Drugs and Crime (Mexico), through the Center of Excellence for Statistical Information on Government, Crime, Victimization and Justice to carry out a Local Safety Audit in the municipality of Queretaro, where a specific diagnosis of the capacities of the Municipal Public Security Secretariat of Queretaro was obtained, in order to contribute to improving safety in the municipality of Queretaro.

²¹ GMQ (2020) Organic Rules of the Secretariat of Public Security of the Municipality of Queretaro, Official Gazette of the State of Queretaro, La Sombra de Arteaga.



Institutional Performance Measurement at the municipal level

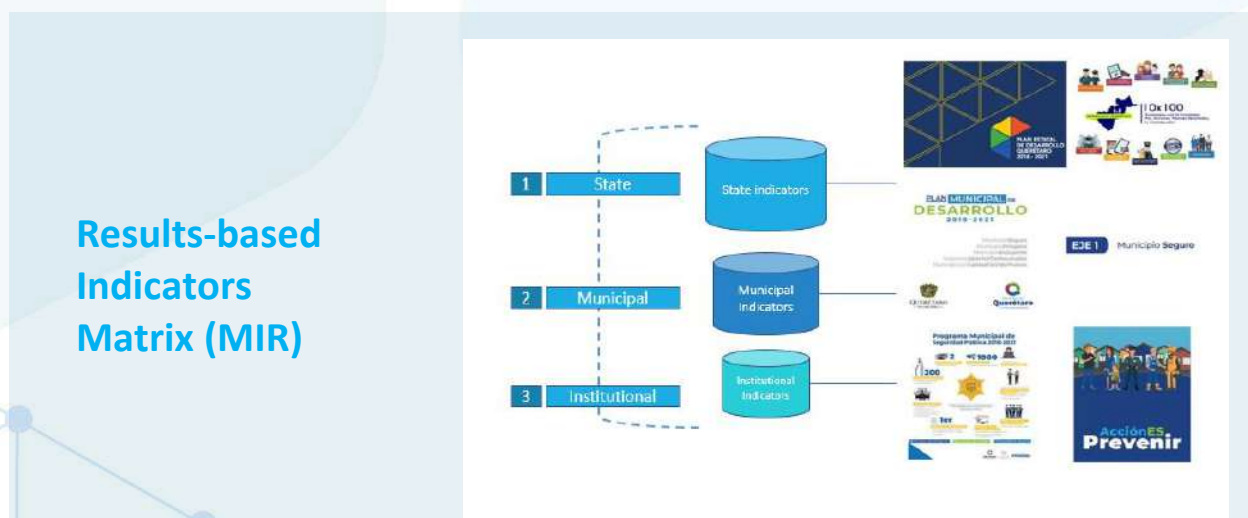
Seeking to contribute to accountability and transparency, the three levels of the public administration have the responsibility of making efficient and measurable budget allocations to disclose the use of public funds used in any programs.

The Results-Based Management (RBM) approach is an organizational culture, direction and institutional performance model that focuses on results rather than on procedures²². This approach enables setting the expected and organizing the steps required to achieve them.

The Results-based Indicators Matrix (MIR) is a planning tool within the RBM approach that identifies the objectives of a program in summary form, it incorporates the results and management indicators that measure said objectives; specifies the means to obtain and verify the information on the indicators, and includes risks and contingencies that may affect program performance. This matrix is directly aligned with the lines of action and indicators outlined in the municipal development plans, public administration tools that are used as a planning axis based on an exercise of transparency in the implementation of specific actions projected for a government term.

The SSPMQ implements periodic internal monitoring tools for its most relevant actions through the Results-based Indicators Matrix (MIR), which are aligned with the goals established by the programs and the lines of action of the municipal government based on the Municipal Development Programs of each municipal government. The number of indicators may vary due to different factors: the budget, action priorities of the annual plan of the municipality, changes in structure and functions within the responsible institution, among others.

FIGURE 26. List of indicators and the Results Indicators Matrix (MIR) in the municipality of Queretaro



Source: Own elaboration

22 SHCP (2016) Guide for the design of the Results Indicators Matrix. https://www.gob.mx/cms/uploads/attachment/file/154437/Guia_MIR.pdf



Internally, the SSMPQ has developed its own control and monitoring mechanism for the actions implemented by each area of the structure, through its Comprehensive Public Security System (SISPUM).

The referred mechanism is for internal use and contains a mapping of specific actions that are not considered in the MIR, while the former aims to follow up all the institutional actions of the SSPMQ, the latter seeks to measure progress in the Indicator goals set out in the Municipal Development Plans for measuring municipal government compliance.

The axes, programs and indicators that the SSPMQ has had to report in the 2015-2018 period and, since 2019 in the new 2018-2021 municipal administration, are described below.

2015-2018 Municipal Development Plan

This document comprises 5 strategic axes and 3 transversal axes, supported by 17 programs and 225 lines of action. During 2016, the SSMPQ participated in 143 indicators of actions in 8 programs. For 2017 and 2018, the number of indicators was reduced by 42% with respect to 2016, in the implementation of 6 programs.

TABLE 2. 2015-2018 Municipal Development Program

Year	Axes	Programs	Indicators	Total Annual
2016	Ciudad Segura (Safe city)	<i>Policía Confiable</i> (Reliable Police)	58	140
		<i>Previene</i> (Prevent)	26	
		Alert	36	
	Ciudad Compacta (Compact City)	<i>Jalamos Parejo</i> (We all work together)	4	
		<i>Gobierno Abierto</i> (Open government)	Evaluate	
	<i>Más con menos</i> (More with less)		6	
	Participate	2		



Year	Axes	Programs	Indicators	Total Annual
2017	Ciudad Segura (Safe city)	<i>Policía Confiable</i> (Reliable Police)	59	81
		<i>Previene</i> (Prevent)	11	
		Alert	10	
	<i>Ciudad Compacta</i> (Compact City)	<i>Jalamos Parejo</i> (We all work together)	1	
	<i>Gobierno Abierto</i> (Open government)	<i>Más con menos</i> (More with less)	6	
		<i>Puerta Abierta</i> (Open door)	3	
2018	Ciudad Segura (Safe city)	<i>Policía Confiable</i> (Reliable Police)	41	83
		<i>Previene</i> (Prevent)	2.3	
		Alert	8	
	<i>Ciudad Compacta</i> (Compact City)	<i>Jalamos Parejo</i> (We all work together)	4	
	<i>Gobierno Abierto</i> (Open government)	<i>Más con menos</i> (More with less)	5	

Source: Own elaboration based on 2016 to 2019 data from the SSPMQ.

2018 -2021 Municipal Development Plan

This document comprises 5 strategic axes and 1 transversal axis, based on a management model that consists of "Listening, Working and Solving" the situations that persist as problematic in each axis. It carried out 10 programs and 130 lines of action based on thematic diagnoses. During the first year of the 2018-2021 administration, the SSPMQ aligned 118 indicators to 4 programs in which it is considered a participant to carry out lines of action.

TABLE 3. 2018-2021 Municipal Development Plan

Year	Axes	Programs	Indicators	Total Annual
2019	<i>Municipio Seguro</i> (Safe Municipality)	<i>Seguros Todos</i> (All Safe)	75	118
		<i>Cultura de la Paz</i> (Culture of Peace)	25	
	<i>Gobierno Abierto y de Resultados</i> (Open and Result-oriented Government)	<i>Cero impunidad</i> (Zero Impunity)	11	
		<i>Administración óptima y finanzas sanas</i> (Optimal management and healthy finances)	7	

Source: Own elaboration based on 2019 data from the SSPMQ.



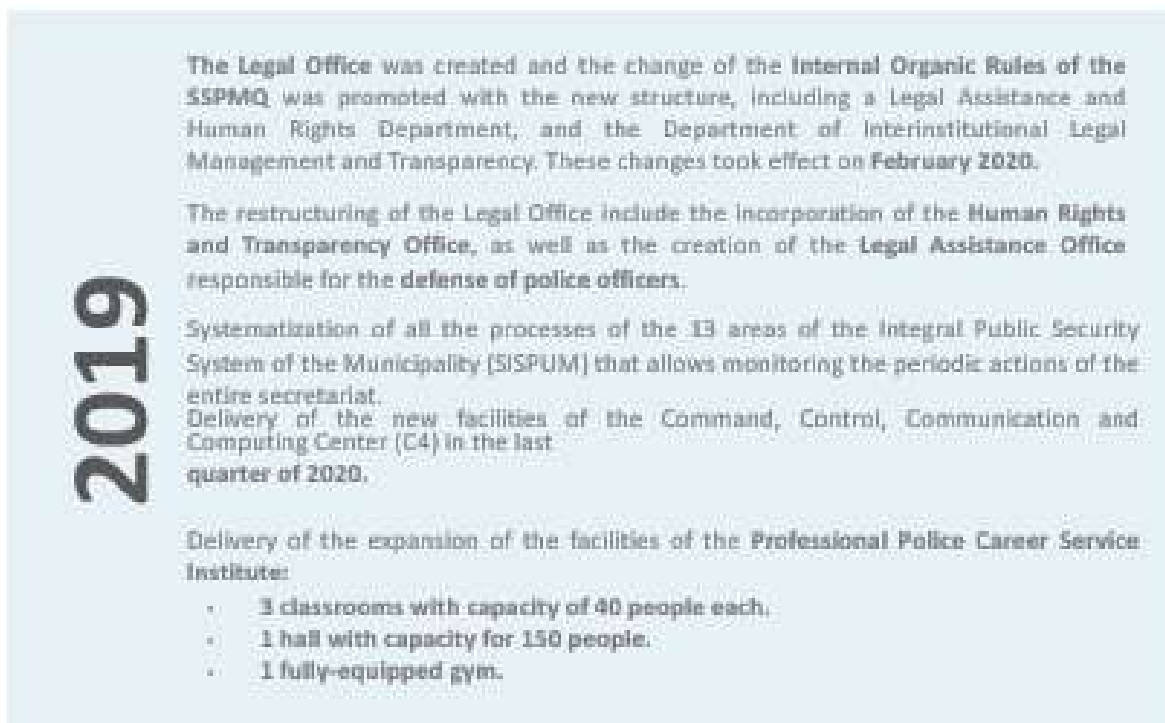
As part of the Local Safety Audit, an analysis of the capacities of the SSPMQ was carried out, assessing its strengths, opportunities, actions and inter-institutional coordination to achieve the established objectives and goals.

FIGURE 27. Recommendations to the SSPMQ





FIGURE 28. Institutional strengthening actions



Source: Own elaboration



3.2 Monitoring of the implementation of the recommendations

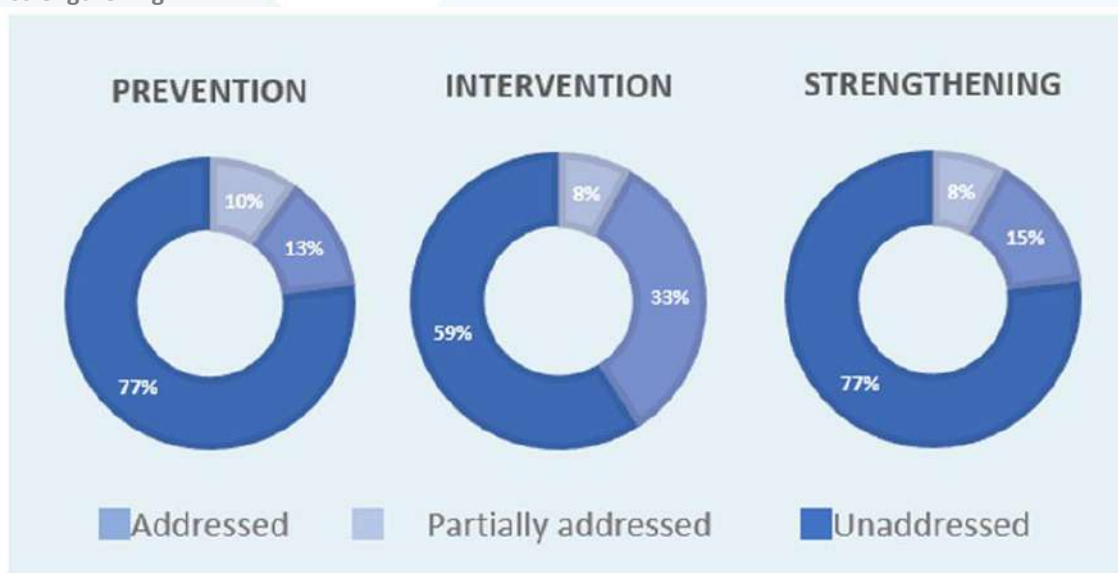
In order to facilitate the monitoring of the implementation of the recommendations derived from the Local Safety Audit, the actions were classified by type and scope. This made it possible to analyze their progress, identify possible challenges and assess that they are adequately targeted and balanced.

FIGURE 29. Classification of recommendations by type



Source: Own elaboration

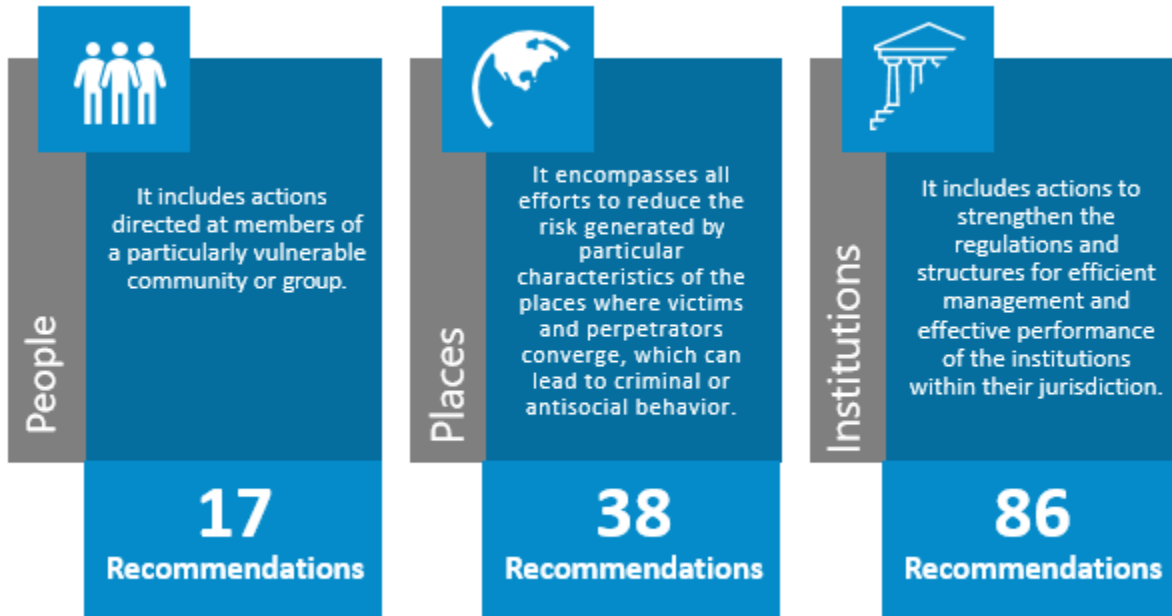
GRAPH 11. Progress made in the implementation of recommendations for prevention, intervention and strengthening



Source: Own elaboration



FIGURE 30. Classification of recommendations by scope



Source: Own elaboration

GRAPH 12. Progress made in the implementation of recommendations aimed at People, Institutions and Places



Source: Own elaboration



MONITORING AND EVALUATION

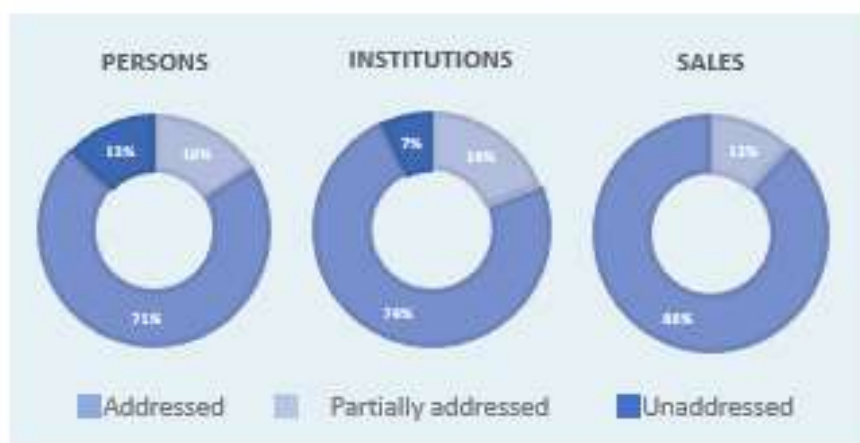
Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

In summary, in the scope category, the recommendations were distributed as follows: institutions (61%), people (27%), or places (12%). While in the type category, they were distributed as: aimed at prevention (22%), crime intervention (8%) or strengthening (70%).²³

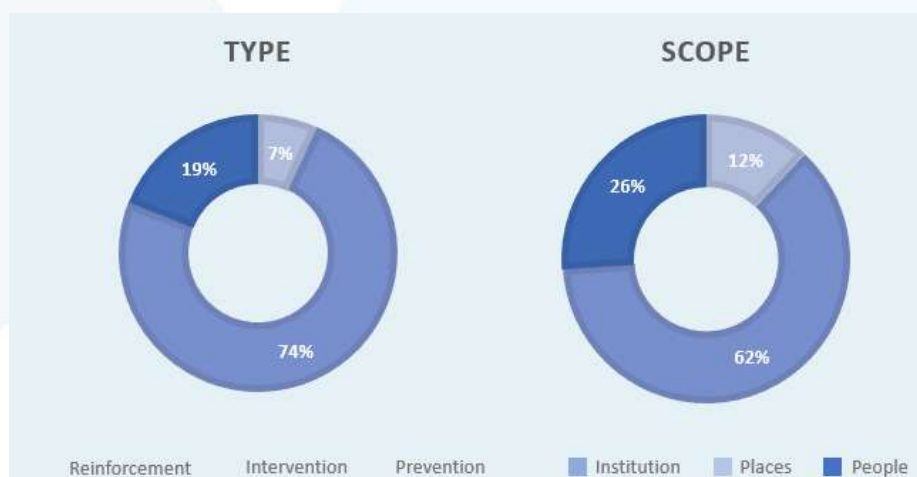
Those associated with institutional strengthening have been the ones with the highest degree of compliance, which shows the willingness of local authorities to improve their processes and generate structural changes. Of the 108 recommendations made to the SSPMQ, 91% were acted upon.

GRAPH 13. Total recommendations addressed to the SSPMQ



Source: Own elaboration

GRAPH 14. Percentage of recommendations addressed to the SSPMQ by type and scope



Source: Own elaboration

²³ In some cases, the 141 recommendations can be found in a transversal way in both categories, therefore they add up to more than 100%.



4. Monitoring and Evaluation Challenges

United Nations organizations carry out assessments that provide guidance for the management of their activities.²⁴ Assessments become a process of organizational learning, generation of knowledge and permanent dialogue to monitor the achievement of results. In Latin America, several countries have made significant progress in the monitoring and evaluation of the public administration, mainly with respect to social policies. Monitoring and evaluation are essential **elements for evidence-based planning and decision-making**, since they make it possible to identify redundancies, gaps and opportunities to maintain an efficient and results-oriented public administration.

The exercise carried out by UNODC with the Local Safety Audit seeks to generate and identify good practices for monitoring and evaluating prevention and security policies at the municipal level. During the implementation of this Audit, both the criminal and social dynamics present in the Municipality of Queretaro and the capacities of the municipal institutions to respond to them were analyzed.

Throughout this process, quantitative and qualitative information was collected and analyzed to generate specific findings and recommendations for each challenge detected in the mixed analysis. During the last phase of the Audit, UNODC assisted the municipality in monitoring and documenting its actions, in reviewing the coverage of its programs and projects, in identifying and using information for use in monitoring and mainly in verifying its progress and results derived from the implementation of the Audit recommendations.

In addition to the challenge posed by monitoring and evaluation, there is the periodically dissemination of the results, to encourage the constant involvement of all sectors and stakeholders of the municipality. The construction of safety is only possible through participatory processes because it is everyone's duty to monitor, contribute and participate in solving the challenges of safety and crime prevention.

This document summarizes the main results of the monitoring and evaluation exercise carried out by UNODC, which would not have been possible without the collaboration of the municipal government authorities, the Municipal Public Security Secretariat of Queretaro and each of their public officials.

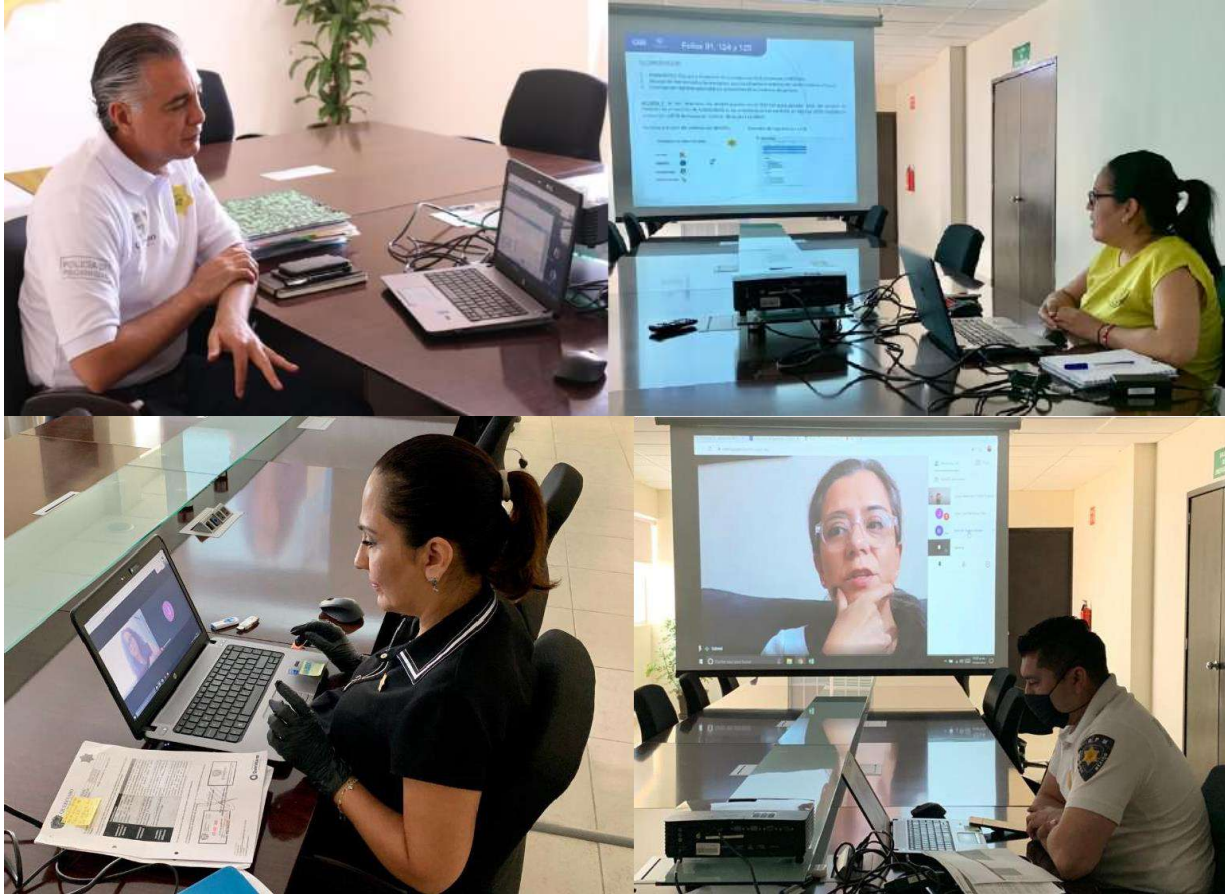
The monitoring and evaluation of the implementation of the recommendations from the perspective of the 2030 Sustainable Development Agenda, in addition to their classification in terms of type and scope, will allow municipal authorities to continue their permanent actions and those derived from the Local Safety Audit, documenting their processes, collecting and systematizing relevant information, identifying good institutional practices and strengthening accountability to society.

²⁴ UNODC (2012). Evaluation Handbook. Guidance for designing, conducting and using independent evaluation at UNODC.



MONITORING AND EVALUATION Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime



During April and May 2020, UNODC, through the Center of Excellence, conducted interviews with the heads of SSPMQ areas in order to monitor the implementation of the recommendations of the Local Safety Audit in the municipality of Queretaro.

The United Nations Office on Drugs and Crime thanks the government officials of the Municipality of Queretaro for their willingness and openness to implement the Local Safety Audit between 2018-2020 and to carry out the last stages of remote monitoring and evaluation due to mobility restrictions stemming from the COVID-19 pandemic. The dashboard for monitoring the implementation of the recommendations is available on the website²⁵ of the Local Safety Audits.

²⁵ Available at <https://auditoriadeseguridad-cdeunodc.org/>



MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

We hope that this Audit has contributed to strengthen the continuous monitoring and evaluation of government action through the use of quantitative data collected systematically and enriched with qualitative information collected in a participatory method with the participation of the communities. Continuing these actions expresses the authorities' commitment to make evidence-based decisions and reinforces trust in public institutions.



In February 2020, UNODC presented the monitoring board published on the website of UNODC's Local Safety Audits to the authorities of the municipality of Queretaro.



5. Annexes

Annex 1. Actions of the *Accion es Prevenir* Program in Queretaro

City Hall Secretariat

- Review of Rules and standards
- Coordinating actions to guarantee updated regulations

Inspection Audit

- Ensuring that public officials comply with the Regulations
- Regulating strategies and actions to reduce risk factors
- Investigate those who do not comply with the Rules

Secretariat of Administration

- Assessing the needs for communication with citizens
- Cleaning urban properties
- Training public officials

Social communication

- Campaign to promote a culture of peace
- Disseminating and promoting citizen participation
- Collecting complaints and suggestions
- Position the programs in the media

Ministry of Public Works

- Expanding the electrical energy network.
- Urbanizing streets in neighborhoods and communities
- Creating and improving sports spaces

Sustainable Development Secretariat

- Supporting access to job offers
- Providing skill-development workshops and talks



Secretariat of the Interior

- Preventing minors from consuming alcohol in bars and nightclubs
- Supervising that establishments that sell alcohol close at the time established by law
- Avoiding the illegal sale of alcohol
- Carrying out operations at events to prevent violence that can trigger alcohol consumption
- Inspecting businesses that involve risks, such as junkyards, bazaars, and car-shops
- Supervising the sale of goods on public spaces
- Preventing street trading
- Promoting mediation and a culture of conflict resolution
- Providing spaces for people to resolve neighborhood conflicts.
- Preventing people from driving vehicles under the influence of alcohol

Public Services Secretariat

- Cleaning urban properties
- Expanding the public lighting network
- Maintaining pedestrian and vehicular bridges
- Improving green areas
- Providing animal care and medical care

Secretariat of Human and Social Development

- Supporting young people to continue their studies
- Restoring public spaces for healthy coexistence
- Providing economic incentives for young people

Coordination Office for Delegations and Institutes

- As part of the *Tejiendo Comunidades de Paz* (Weaving Peace Communities) strategy: promoting reflection groups, provide psychological first aid training, using dialogue to resolve and mediate conflicts.
- Promoting the participation and training of young people
- Reinforcing family ties
- Creating Community Networks



Secretariat of Tourism

- Training the staff of the Tourist Services and Protection Center (CAPTA)
- Communicate the actions of the CAPTA
- Including the profile of the tourist for tourist prevention and service questions.
- Maintaining close communication with tourism stakeholders
- Including the 911 emergency number in tourism magazines

Secretariat of Culture

- Promoting artistic training activities
- Promoting reading, games and workshops in municipal public libraries
- Creating workshops and field activities in areas that need it most
- Promoting ballroom dancing and Latin rhythms in different public spaces
- Bringing people closer to mural painting
- Bring cinema to all districts

Secretariat of Citizen Management

- Provide direct response through the hotline
- Being a liaison between citizens and specialized agencies
- Channeling citizens who provide feedback

Secretariat of Mobility

- Pacify traffic
- Giving preference to pedestrians and cyclists
- Publicizing the rules of the Traffic Law for the State of Queretaro
- Creating safe and inclusive roads
- Designing safe and inclusive crossings
- Promoting the use of school and college transportation

Municipal DIF System

- Responding to child abuse reports
- Providing parenting school
- Carrying out violence and sexual abuse prevention workshops for parents, students and teachers
- Promoting values among all preschoolers

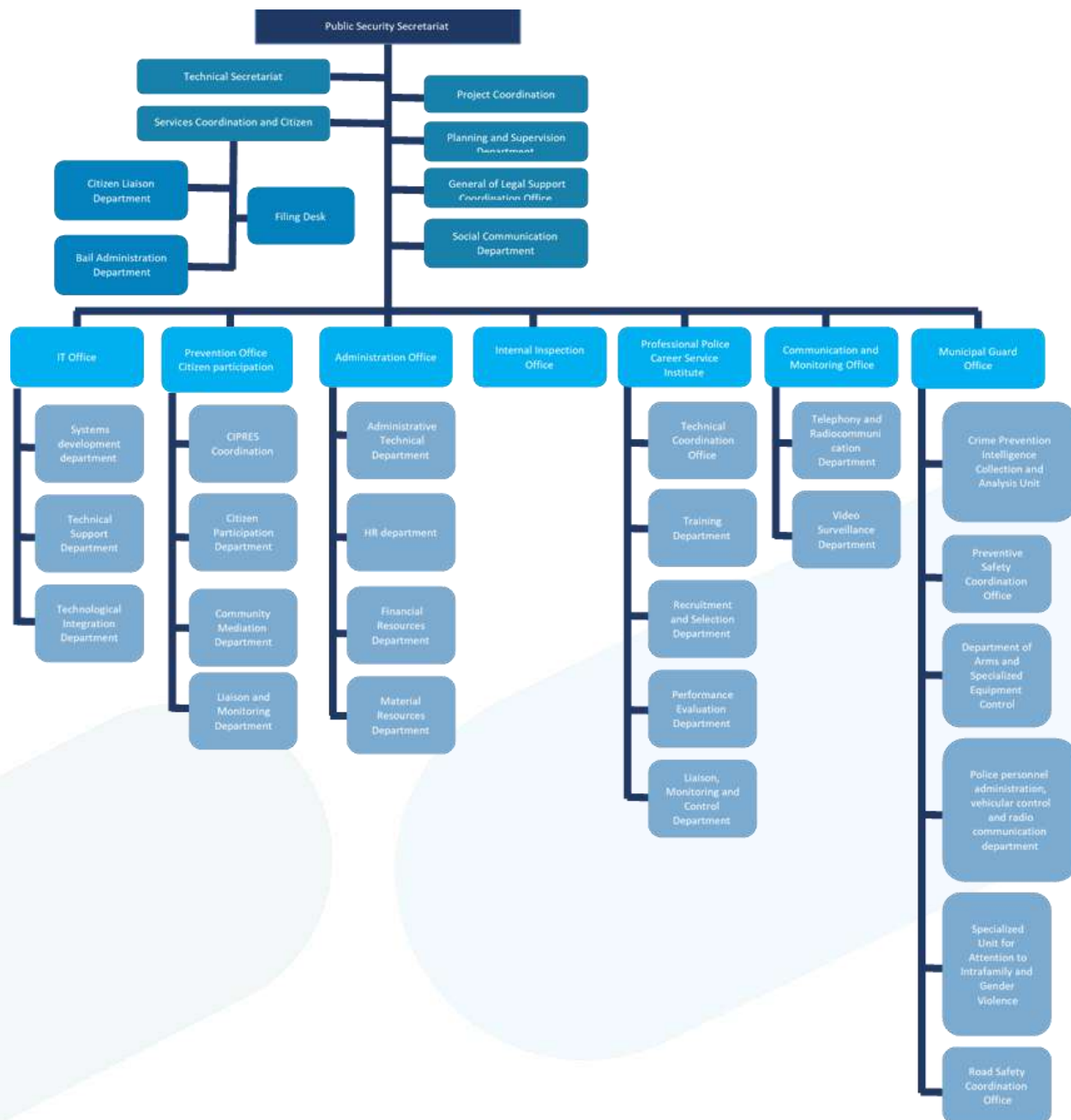


MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

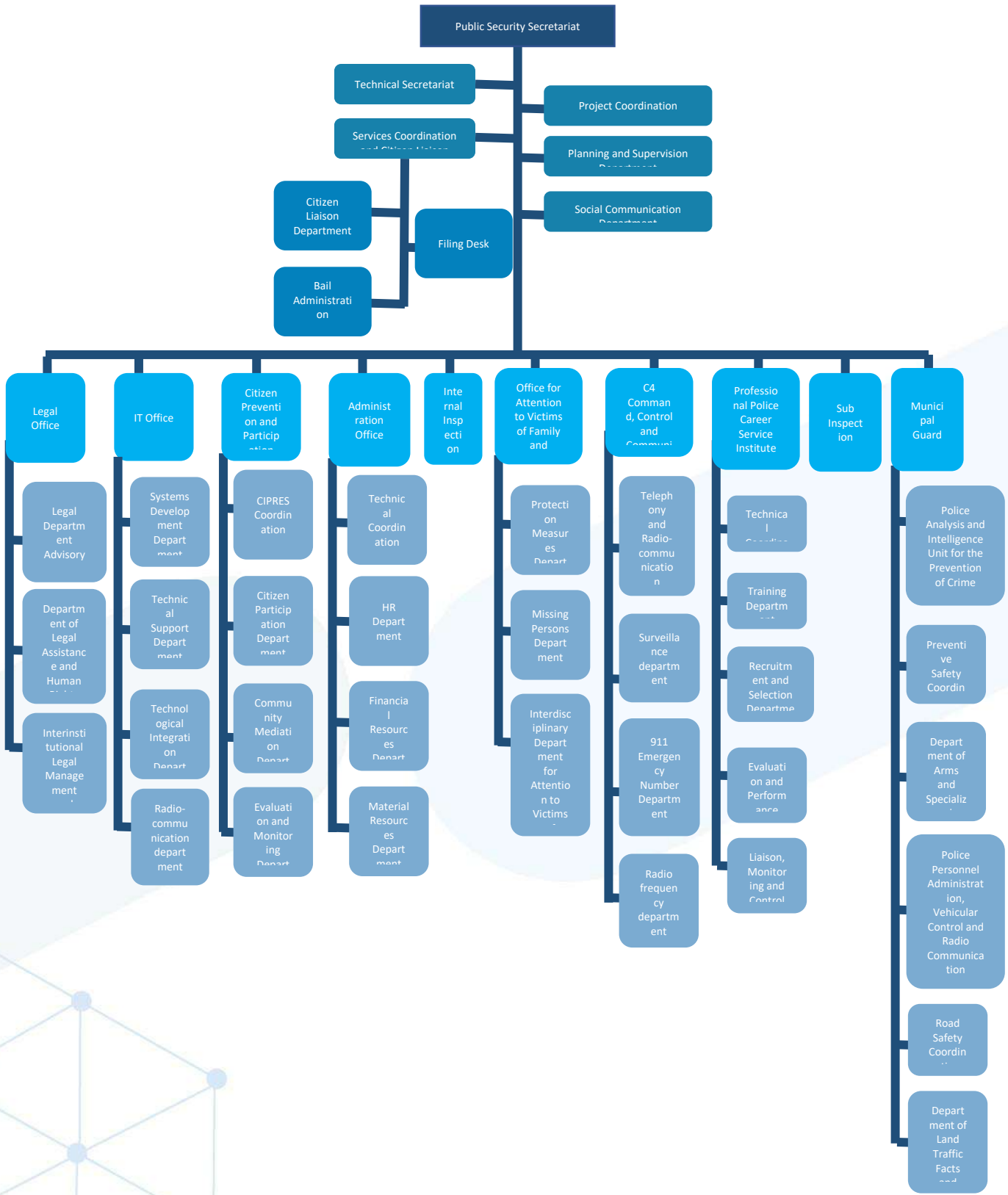
United Nations Office on Drugs and Crime

Annex 2. Organizational chart of the SSPMQ 2017-2019





Annex 3. Organizational chart of the SSPMQ from 2020





Annex 4. Red and Green Indicators for the Recommendations of the Local Safety Audit in the Municipality of Queretaro

In this Annex you can find the red, yellow and green indicators for the recommendations based on the following classification:

Addressed	100% covered	
Partially addressed	In course of execution	
Unaddressed	For reasons related to budget, coordination or jurisdiction they haven't been addressed.	

The criteria are based on documentary evidence that supports the actions of each of the recommendations, which was requested through institutional means from the municipal government and the Municipal Public Security Secretariat of Queretaro.

Some of the partially addressed recommendations imply continuity and sustainability as they are operational programs or strategies whose durability is a criterion to be considered as 100% addressed. *Unattended* recommendations represent actions that require more time to be executed, which cannot be executed as a municipal initiative because of jurisdictional considerations or, involve a specific budget distribution or allocation that was not available at the time of presenting and executing the recommendations.

Breaking and entering		Theft of vehicle and auto parts	
Recommendation	Recommendation Status		
1 Reinforce the communication network between the proximity police and the residents using social media accounts of the local government.		4 Maintain operational inspection of junkyards, and promote their regulation.	
2 Train residents of the most affected sectors in self-protection measures and collective actions.		5 Investigate the fate of vehicles and auto parts to enforce crime prevention and deterrence strategies, focusing efforts on vulnerable points.	
3 Apply situational crime prevention strategies for homes and public spaces.		6 Give continuity to the work of CECOM of the SSPMQ on the detection of stolen vehicles through the ALPRs installed in the municipality (intelligence development).	



Street robbery		Educational center robbery	
7	Increase patrolling and implement panic buttons in places that are vulnerable to robbery.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
8	Link with urban improvement strategies such as the installation of streetlights, improve urban structure.	<input type="checkbox"/>	<input type="checkbox"/>
9	Link with the COSMOS (D1) model, through faster processes and wide coverage.	<input type="checkbox"/>	<input type="checkbox"/>
10	Give continuity to the SSPMQ programs such as Safe Transportation and Safe Streets.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accountholder robbery		Train robbery	
11	Develop self-protection manual and media campaign on bank robbery.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
12	Expand the panic button program and bank security system in branches such as SEPROBAN.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13	Continue with the program to prevent theft near the banks with higher incidence using data from the Intelligence Unit of the SSPMQ.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14	Strengthen the fortnightly mechanism of the SSPMQ to escort citizens who need to withdraw cash from bank branches.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15	Implement a strategy to reduce theft in educational centers with increased surveillance and video surveillance.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
16	Promote structural modifications that discourage theft in vulnerable schools.	<input type="checkbox"/>	<input type="checkbox"/>
17	The SSPMQ must design and implement train robbery prevention programs for the residents of the Santa María Magdalena neighborhood.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
18	Implement a rule of law culture program aimed at the residents of the Santa María Magdalena neighborhood coordinated by the SSPMQ and USEBEQ.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
19	Develop strategies to encourage job offers and cultural activities that keep residents away from crime, especially among children and young people.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
20	Continue with coordinated surveillance operations at the three levels of public security in the neighborhoods in the path of the train.	<input checked="" type="checkbox"/>	<input type="checkbox"/>



Train robbery		Gender based violence	
Recommendation	Recommendation Status	Recommendation	Recommendation Status
21	Implement coordinated actions with the relevant federal authorities to reduce train robbery in the neighborhoods with the highest incidence in the city of Querétaro		
22	Build physical barriers that prevent easy access to the tracks and the train, build bridges over the train tracks in the neighborhoods in the path of the train.		
Business robbery		Gender based violence	
23	Establish a working group with businessmen and shop owners to learn about the main types of crime that affect them to focus theft-prevention actions.		
24	Install panic buttons within businesses.		
25	Reinforce the application of instruments for the implementation of substantive equality between men and women: System for Substantive Equality between Women and Men of the state of Querétaro and the Substantive Equality between Women and Men State Program		
26	Reinforce the frameworks for regulation and protection of human rights, non-discrimination, substantive gender equality and support for vulnerable groups.		
27	Reinforce gender-based violence investigations with information exchanges among the victim assistance agencies.		
28	Reinforce the UNESVIG-SSPMQ support protocols for victims of domestic violence. Provide legal and health advice to victims. Give continuity to gender violence awareness actions in schools and in the community.		
29		29	Establish a protocol for the prevention of sexual harassment in public spaces and on public transport. Include situational prevention measures such as increased public lighting, public transport cameras, establish protocols for the reporting of street harassment and punish it as a crime.
		30	Design a system to attend to rape and sexual assault victims
		31	Give continuity to the "Gender Perspective, Gender Violence and Violence Against Women" training for directors, prefects and social workers of the general and technical secondary schools of the USEBEQ.
		32	Include an active role for men in gender violence prevention activities as established by UNODC's Global Study on Homicide. Gender-related killing of women and girls.
		33	Give continuity to the "Community Networks" program of the SSPMQ, which provides workshops on weaving, jewelry, event organization, etc.
		34	Include trainings, school and community workshops for the economic empowerment of women.
		35	Use the Community Network to promote changes in norms and behaviors that influence gender violence.
		36	Increase the participation of men in the workshops.
		37	Provide legal assistance and information to any victims of violence identified during the activities.



Gender violence-related crimes		Homicide	
Recommendation	Recommendation Status	Recommendation	Recommendation Status
<p>38 Design a model that includes activities such as workshops and communication materials to inform about forms of gender violence aimed at women, men, girls and boys and the LGBTTTIQ community for them to identify gender violence, and to provide guidance on how to identify, prevent and report it as witnesses.</p>		<p>46 Develop cognitive-behavioral workshops for the vulnerable population in neighborhoods with high crime incidence: - Anger management - Community mediation before conflict - Education for peace and non-violence - Fostering social empathy - Raising awareness about the value of life</p>	
Illicit drug sale		Homicide	
<p>39 Create an initiative to regulate the sale of inhalants in the State of Querétaro that incorporates specific sanctions into the Health Law of the State of Querétaro.</p>		<p>47 Focus research on the modus operandi of homicides to analyze violent behavior prevention strategies.</p>	
<p>40 Expand coverage in addiction rehabilitation centers.</p>		<p>48 Adopt international standards such as the International Classification of Crimes for Statistical Purposes (ICCS) to improve the quality of the information collected by criminal justice institutions and to better understand victims, aggressors and the context of cases.</p>	
<p>41 Increase surveillance in the areas with the highest incidence of sale and consumption of inhalants.</p>		<p>49 Adopt the Cardiff Model in hospitals, clinics and health centers for the exchange of information with security institutions in order to develop crime prevention strategies at the local level.</p>	
<p>42 Reinforce the implementation of the "Frontera" program.</p>		<p>50 Implement a protection protocol to victims of gender violence to prevent femicides.</p>	
<p>43 Identify drug use among students and support protocols for the population at risk.</p>		<p>51 Increase penalties for the illegal possession of firearms for the exclusive use of the army and homemade guns, to reduce availability and illicit trafficking.</p>	
<p>44 Conduct research on points of sale and create inspection filters to increase seizures.</p>		<p>52 If information is available for said classification, publish it, particularly any information related to the context of the crime, the victim and the defendant (as appropriate).</p>	
Homicide		Homicide	
<p>45 Implement and continue awareness campaigns against violence and for the peaceful resolution of conflicts. Focus on vulnerable groups between the ages of 15 and 29 in schools.</p>			



Possession and illicit trafficking of firearms		Recommendations to the SSPMQ	
Recommendation	Recommendation Status	Recommendation	Recommendation Status
53 Replicate the National School Coexistence Program for the prevention and detection of weapons in schools.		64 Use social media to encourage reporting and use of the 911 hotline	
54 Propose the promotion of greater economic or in-kind incentives within the Arms Exchange program, and increase its frequency in the municipality.		65 Incorporate a monitoring module in the SISPU for the (administrative and operational) areas that report on subsidy management.	
55 Promote a "community protection" strategy focused on encouraging the reporting of weapons or any shooting witnessed, to establish checkpoints in areas with the highest number of reports.		66 Improve internal and archived documentation processes.	
Possession and illicit trafficking of firearms		67 Increase human resources in the Technical Secretariat.	
56 Investigate the origin and characteristics of the weapons seized in the municipality to develop strategies that allow tracing the illicit flow, reduce access and discourage the use of weapons.		68 Promote the Coordination of Legal Support at the Office of the Director level.	
Recommendations to the SSPMQ		69 Create a Unit for the Defense of the Rights of Police Officers	
57 Promote inter-area coordination mechanisms and with other secretariats based on the work topics.		70 Promote the Coordination of the Human Rights and Transparency area.	
58 Increase technical support staff to follow up decisions made by the Committees.		71 Upgrade the Human Rights and Transparency area to the level of a Coordination Office. Increase follow up and consulting human resources within the new accusatory criminal system.	
59 Create a Manual for the coordination of Planning and supervision.		72 Create protocols between the Ministry of Mobility and the SSPMQ to define attributions in relation to the safeguarding of bail.	
60 Create a log of documents received and channeled for the coordination of Planning and Supervision		73 Use information on the origin of bail withheld in the intelligence area.	
61 Create a management system to follow up on decisions, to address institutional issues.		74 Make the final destination of bail transparent.	
62 Create a log of business meetings and minutes.		75 Apply Public Service Satisfaction and Quality Surveys.	
63 Create a campaign for dignified police work, on the importance of citizen participation and self-protection for crime prevention.		76 Improve the facilities by expanding the bail attention and protection area.	
		77 Increase the staff in Services Coordination and Citizen Liaison.	



MONITORING AND EVALUATION

Local Safety Audit in the Municipality of Queretaro

United Nations Office on Drugs and Crime

Recommendations to the SSPMQ		Recommendations to the SSPMQ	
Recommendation	Recommendation Status	Recommendation	Recommendation Status
78 Development of technical protocols aimed at operating personnel for the use of equipment and software.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	91 Implement an App linked to UNESVIG to report 911 emergencies.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
79 Expand technological tool coverage for all operating personnel	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	92 Consolidate the standardization of databases of the Emergency Number 911.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
80 Complete the process for the development of the traffic infraction system.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	93 Improve the conditions and operational space of the 911 Emergency Hotline.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
81 APP design for 911 reports in CECOM.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	94 Increase human resources for the Emergency Line.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
82 Reinforce the procurement of supplies (tablets, portable printers) for: - The registration of traffic offenses and accidents. - The use of COSMOS - Georeferencing crime.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	95 Expand the coverage of ALPRs in the main avenues of the municipality.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
83 Maintain the use of open software for crime georeferencing crime through mobile devices without internet access such as: SURVEY ARCGIS.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	96 Expand coverage of video surveillance cameras.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
84 Have manuals and internal guidelines for investigations triggered by on citizen complaints.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	97 Adopt emotional containment and stress management techniques for emergency calls operators by UNODC.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
85 Link with the new Unit for the Defense of Police Rights to ensure transparency in investigations.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	98 Establish a regulatory framework in the annual current expenses budget planning and operation of the CIPRES.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
86 Apply the use of KARDEX in the case tracking system.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	99 Create Self-protection Manuals for vulnerable sectors (children, youth, women and the elderly).	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
87 Adopt the UNODC Training Manual for Emergency Call Operators.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	100 Adopt international crime prevention and human safety standards.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
88 Create a Attention Protocols Manual	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	101 Design a Comprehensive Crime Prevention Model with articulated participation of different stakeholders and institutions.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
89 Create Command, Control, Communication and Computing Center (C4)	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	102 Coordinate targeted inter-institutional interventions.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
90 Install panic buttons on major avenues.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		



Recommendations to the SSPMQ

Recommendation	Recommendation Status
103 Generate relationships with basic, middle, upper and higher education institutions for the implementation of workshops on: school bullying, violence, addictions, risk behaviors by neighborhood, suicides, property crimes.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
104 Focus actions to prevent gender violence, including domestic violence, in coordination with UNESVIG.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
105 Promote a Municipal Crime Prevention Office with the participation of the three levels of government.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
106 Systematize information in a structured way at the management level for data exchange with the Intelligence Unit.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
107 Catalog with a breakdown of prevention activities with a related institution.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
108 Relationships with Youth Integration Centers and civil society networks that works on addictions in young people	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
108 Relationships with Youth Integration Centers and civil society networks that works on addictions in young people	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
109 Incorporate the perspective of education for peace in mediation workshops.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
110 Develop programs for road culture education.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
111 Coordinate the recovery of spaces in areas where there is no access to CIPRES.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
112 Reinforce and dignify police work with campaigns and coordinated work with the Social Proximity Police (periodic meetings and follow-up).	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
113 Create a crime prevention office for coordination with private sectors, businesses and chambers of commerce for the implementation of strategies.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Recommendations to the SSPMQ

Recommendation	Recommendation Status
114 Adopt effective state and federal strategies.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
115 Create a map of governmental and non-governmental institutions that handle risk situations to refer the public.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
116 Systematize experiences through public policy evaluation criteria.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
117 Reinforce the Office with multidisciplinary personnel specialized in intervention and resolution of community conflicts including: - Psychologists - Sociologists - Social Anthropologists - Social workers - Lawyers - Pedagogues - Criminologists - Geographers - Statistical Experts	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
118 Use Police booths as information, communication and workshop execution sites.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
118 Use Police booths as information, communication and workshop execution sites.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
119 Adopt the UNODC Police Officers Training Manual.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
120 Establish regular neighborhood meetings through the Proximity Police, with a focus on community policing to strengthen trust between the community and the police.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
121 Apply UNODC stress management and emotional containment techniques for police officers.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
122 Improve the recording of incidents with the expansion of variables of interest.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
123 Georeference traffic accidents.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



Recommendations to the SSPMQ		Recommendations to the SSPMQ	
Recommendation	Recommendation Status	Recommendation	Recommendation Status
124 Management of technological tools crime victims services (tablets and Apps).	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	133 Reduce number of cases of state and federal custody, which reduce operational staff	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
125 Systematize records for preventive analysis of gender violence.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	134 Improve benefits and services to the police and their families.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
126 Strengthen the exploitation of data for operational use and to design public prevention policies.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	135 Create incentives for police performance and improve professional career service.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
127 Standardization of criteria and training for the registration of police instruments used for intelligence analysis.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	136 Increase recruitment capacity.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
128 Increase the number of operational police officers.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	137 Innovate in recruitment campaigns: TSU model with high school.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
129 Increase staff for data analysis and exploitation with a crime prevention approach.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	138 Expand training spaces: - Halls - Shooting area - Gym	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
130 Procure uniforms and vests according to the needs of operational personnel (level 4 body armor, 1.7 kg maximum desirable per ceramic plate).	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	139 Provide grants for professional and academic growth	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
131 Increase the number of vehicles (motorcycles, cars, bicycles).	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	140 Expand training for operational personnel.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
132 Improve vehicle conditions, optimize available resources.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	141 Design awareness campaigns to prevent alcohol abuse informing about its consequences for human health, for the family and community environment, to be implemented in educational centers and the community:	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



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