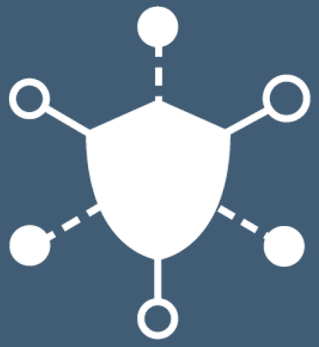

Building Effective, Resilient, and Trusted

Police Organizations in Mexico

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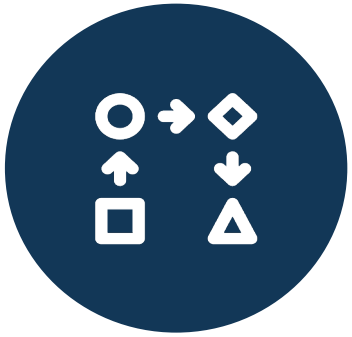
ORGANIZED CRIME VS. PUBLIC SAFETY

Mexico and the U.S.:
drugs, arms, trade,
criminal organizations

WHAT SHOULD WE DO INSTEAD?

Mexico and the U.S.: drugs, arms, trade, criminal organizations

Crime is **concentrated** in a small number of high risk places



Concentrating efforts through **evidence-based interventions** can have substantial and long-lasting effects

IMPLEMENTING CEASEFIRE IN MEXICO CITY

WHAT MAKES MEXICO DIFFERENT?

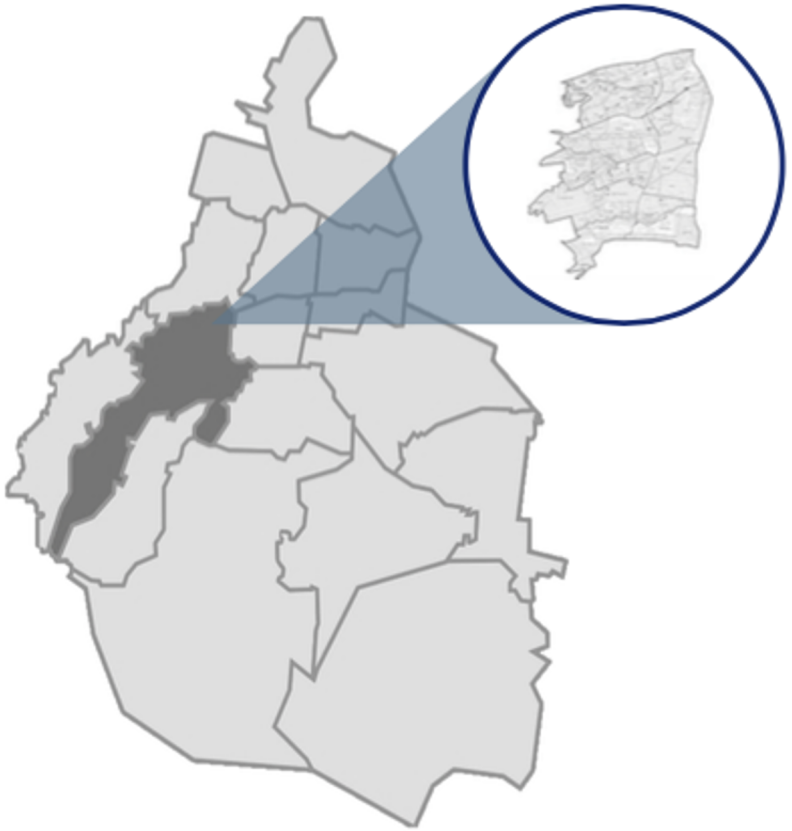
1. Justice system: prosecution (Fiscalía) and Ministry of Security
2. Lack of trust and credibility in institutions: rampant corruption and impunity.
3. Culture of non-collaboration between institutions.
4. Presence of criminal organizations

ADAPTATION

1. Adapt the model to the Mexican context with the California Partnership for Safe Communities and the Ministry of Citizen Security.
2. Pre-analysis of the problem in six police sectors to select a pilot sector.
3. Identify work teams and specific profiles.
4. Begin the process of changing mindset (a new way of approaching homicides).

SELECTION: “PLATEROS”

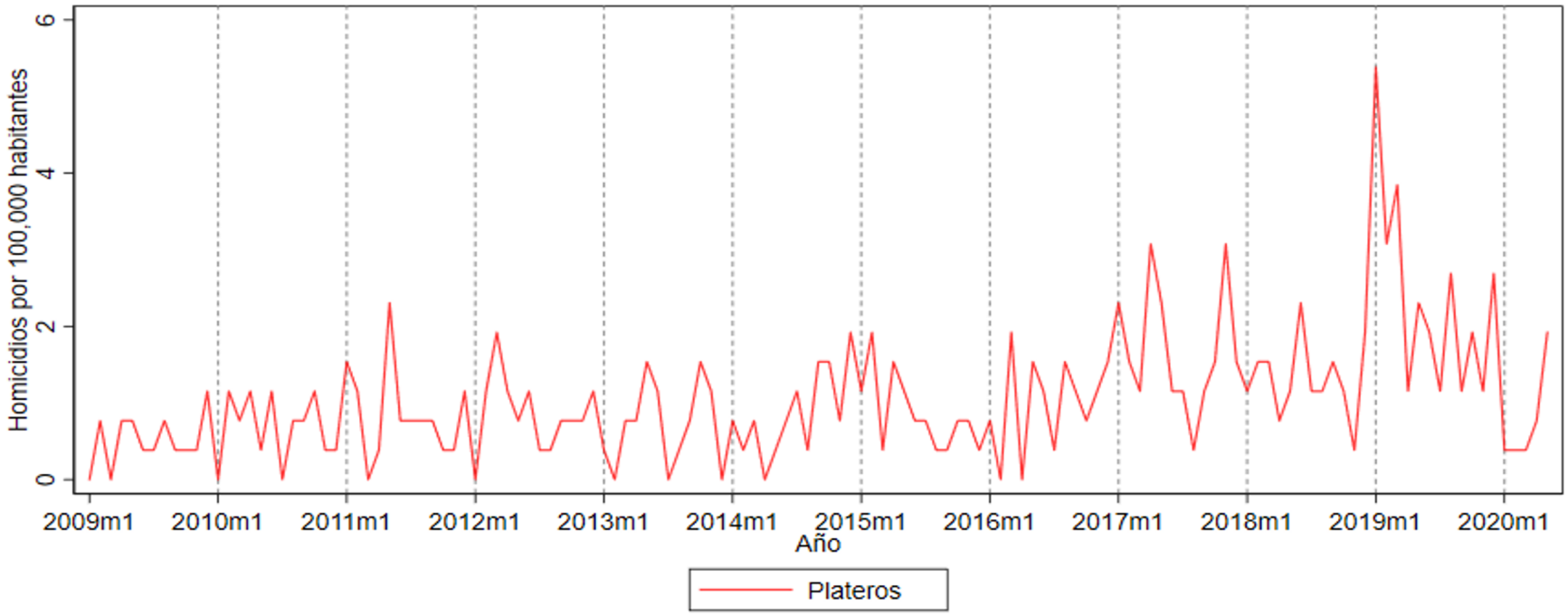
1. Out of the six sectors, selected “Plateros”.
2. 260,000 inhabitants divided in 86 neighborhoods.
3. Plateros has among the top ten homicide rates in Mexico City.



PROBLEM ANALYSIS

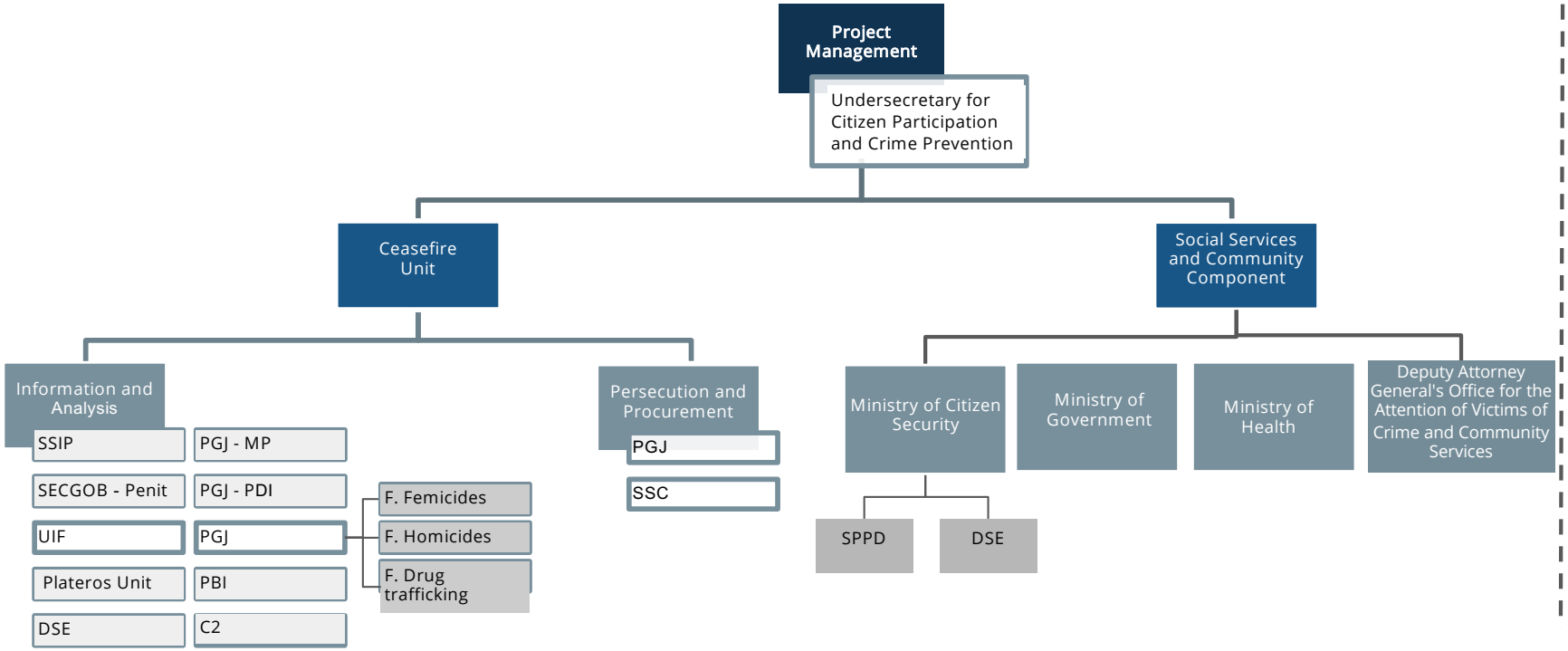
1. Analyzed 105 homicides from September 2017 to September 2019.
2. Identified more than 18 groups that generate the greatest amount of lethal violence.
3. Identified close to 505 people involved in lethal violence (victims and perpetrators).

HOMICIDE TREND IN PLATEROS



WORKGROUP - CEASEFIRE UNIT

SECGOB | SECRETARÍA DE SEGURIDAD CIUDADANA



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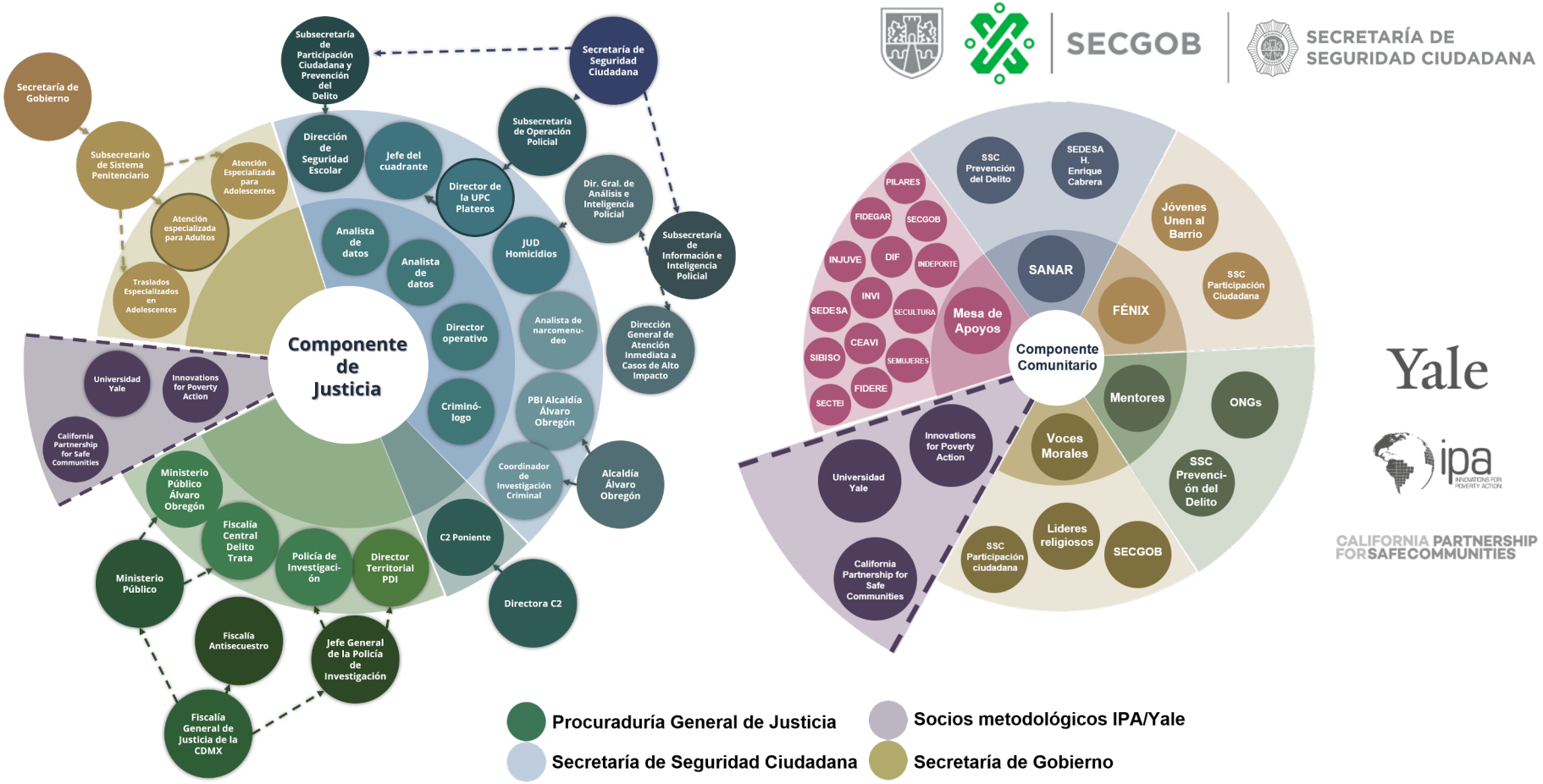
ipa INNOVATIONS FOR POVERTY ACTION

CALIFORNIA PARTNERSHIP FOR SAFE COMMUNITIES

WORKGROUP - CEASEFIRE UNIT



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INNOVATIONS FOR POVERTY ACTION

CALIFORNIA PARTNERSHIP FOR SAFE COMMUNITIES

INCIDENT REVIEW

Ministry of Citizen Security

- Ceasefire Unit
- School Safety Unit
- Undersecretary of Information and Police Intelligence
- Undersecretary for Citizen Participation and Crime Prevention
- Sector Police
- Police of Alvaro Obregon

Attorney General of Mexico City

- Central Investigative Prosecutor's Office
- Deputy Attorney General's Office for the Attention of Victims of Crime and Community Services
- Central Preliminary Investigation Department

Penitentiary System

- General Directorate of Specialized Care for Adolescents
- Executive Directorate of Procedural Security Agents
- Information Control and Statistics Directorate

Decentralized Agencies

- Command and Control Center West (C2)

TESTING INTER-INSTITUTIONAL COOPERATION

Case: On January 11th, two boys (age 14) were found shot dead in Plateros.

Direct communication:

- Contact was made with one of the boys' mother by the Ministry of Citizen Security.
  - Contact was possible thanks to the cooperation between the Ministry of Health and the Ministry of Citizen Security (which, in parallel, facilitated the creation of a hospital-based violence intervention program).
- The mother confessed that her husband (the boy's dad), as well as other family members, wanted to take revenge since they had information about who was responsible.

Social services:

- The Ministry of Citizen Security offered psychological support to the boy's family. An external psychologist accompanied by staff from the Office of Violence Prevention of the Ministry of Citizen Security offered group therapy to the family (mother, father, and siblings).
  - During family therapy, a non-violence message was directed to them with the purpose of preventing future retaliation (or any kind of violence) and to ensure that the murders would be investigated.

TESTING INTER-INSTITUTIONAL COOPERATION

Justice Component:

- Due to the coordination between the Ministry of Citizen Security and the Attorney General, the boy's mother was referred to the Deputy Attorney General's Office for the Attention of Victims of Crime and Community Services.
    - A legal advisor was assigned to her case in order to ensure that the evidence and information gathered during the Incident Reviews will be used during the investigation.

- A Public Prosecutor (Ministerio Público) was assigned to the case to lead the murder investigations. Currently, the suspect of the murder was identified and the public prosecutor is collecting the evidence for his detention.

- The group connected to this murder is being investigated by different police units gathering information to identify the suspect and his network.

VIOLENCE VICTIMS SOCIAL SERVICES SUPPORT

Cases	Beneficiaries	Supports	Categories
11	45	140	Food Containment and emotional support Thanatological support Funeral Expenses Group therapies Hospital visits Legal advice Remote health care Scholarships Official documents Addiction treatment Referral to city programs: Women, Art, Youth, Child Rights, Sports

Building Effective, Resilient, and Trusted Police Organizations in Mexico

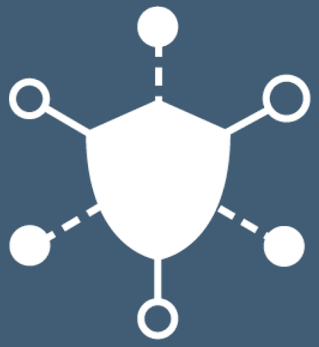
HOW DO WE EVALUATE ORGANIZATIONAL CHANGE?

To evaluate the organizational components of Ceasefire (building trust, communication, information-sharing, cooperation…), we are currently conducting

- Semi-structured interviews with members of the Ceasefire unit and “controls”.
- Close-ended questionnaires with members of the Ceasefire unit and “controls”.
- Following group dynamics in the weekly meetings through non-participant observation instruments.

Similarities, Differences

1. Dynamics of violence, concentration of violence in groups and subgroups, characteristics of individuals and needs, etc. – remarkably similar
2. Institutional rigidities, starting points, mindsets – very similar
3. Reliability, speed, nature of “levers” – evenness of institutional capacity: VERY different. Requires creativity, patience, flexibility. **Process** not “features”



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