



European Crime Prevention Award and EUCPN Best Practice Conference 2010 Project Entry Form

The theme for this year's European Crime Prevention Award and EUCPN's Best Practice Conference is ***"A secure home in a safe community, through prevention, community policing and restoration"***.

According to this theme, the projects may focus on:

- the protection and the feeling of being protected against crimes (e.g. domestic burglary, computer crime, domestic violence, theft, itinerant groups, ...)
- The protection of the surroundings in the pursuit of a secure home (e.g. the prevention of nuisance, neighbourhood mediation, camera surveillance, environmental design, community workers, community guards, ...).

The list is not exhaustive. The projects may address any question relevant to this year's theme.

Please complete the attached form (the boxes are expandable). Note that the last point is for a one-page description of your project.

As we intend to compile a visual presentation of the entries, we kindly ask you to provide material for this (videos, photos, leaflets, etc)

Entries should be in English, but may be accompanied by a version of the entry in the national language if wished. Each country may enter one project as its ECPA entry and up to two other projects to be presented at the conference. Projects should be submitted only through the National Representatives. The full ECPA rules can be found at www.eucpn.org

Deadline for entries is **October 15th, 2010**.

Send your entry or entries to: eucpn@ibz.eu .

If you have any questions, please contact Anneleen Van Cauwenberge at eucpn@ibz.eu .



ECPA/BPC 2010

Please answer the following questions in English.

1. Is this your country's ECPA entry or is it an additional project? (Only one ECPA entry per country plus up to two other projects.)

Portugal ECPA entry

2. What is the title of the project?

CUAI – Critical Urban Areas Initiative

3. Please give a short general description of the project.

The Critical Urban Area Initiative (CUAI Initiative) aims to promote an integrated and comprehensive territorial approach by piloting a new governance model for urban renewal, in critical urban areas.

The key characteristics of this approach includes: a strong and strategic co-ordination involving inter-ministerial co-operation (under the coordination of the Secretary of State for Territorial Management); as well as the organization of the necessary projects and actions through the cooperation of local partners.

This initiative is implemented in 3 specific areas with critical vulnerabilities: 2 in the metropolitan area of Lisbon (Cova da Moura neighborhood in Amadora and Vale da Amoreira in Moita) and 1 in the metropolitan area of Oporto (Lagarteiro neighborhood).

This program design is in fact related to the condition that many of the urban areas that are facing similar problems have already been subject of intervention in the context of National or European programs. However, difficulties have been often experienced concerning the coordination's, integration and continuity of such interventions, in particular, the strategic coordination of financial, management, and monitoring frameworks, across different levels of intervention.

4. Please describe the objective(s) of the project.

The main objective is

- i) To create new governance models in a shared path, between all the institutions (public and non-governmental) that intervene in each territory.
- ii) but also to act in neighbourhood areas that presents critical vulnerabilities, developing integrated social-territorial interventions, by implementing shared territorial interventions that addresses resolution of social, and urban integration problems of excluded territories (it aims the material and non-material integration in the city), recognizing that local problems are a expression of non-local problems, and that frequently their resolution needs a supra-local intervention;
- iii) as the action plan was conceived by all partners, it is assume that it implement the need and adequate solutions to the local problems as well as it give us the tools to prevent some other possible problems. It is a holistic vision of critical urban areas intervention needs.

Because of that, with CUA Initiative, we are working on developing, in a very proactive way, new territorial governance models that also engage different levels of public services and entities.

5. How was the project implemented?

In order to address this issue of integration and new models of urban governance, the implementation of CUA Initiative, is supported by Central Administration partners: it involves 8 ministries (Presidency, Environment, Social Security, Internal Affairs, Health, Education, Culture and Justice); and 91 governmental and non-governmental, central and local organizations (in the 3 CUA territories); and tries to have a multi-financial model that meet the territory needs, identified by several actors which actions that are linked to the territory (around 25 actors: non governmental organizations, public services [central and local], local associations, and so on).

CUA Initiative as been developed in 3 main phases:

- i) first phase (2006), when all the partners achieve a shared vision about the territory and co-define an action plan (2007-2013), that is formalized in a partnership protocol, signed by all;
- ii) the second phase (2007-2011), reports to a phase where we started the implementation of the action plan, and when where created **3** local technical teams that, make the partners institutional animation in order to help them to implement the action plan that they (the partners) have defined, this phase have some actions that are supported by EEA Grants and that allows to experiment some actions that the current national programs didn't allow.
- iii) the third phase (2011-2013), will represent the consolidation of this governance model, in this final phase, we will be focus on (with the existent resources, and without EEA Grants support), concerted the existing resources (national or communitarians) in order to show how that is it possible to make flexible and adequate to the territories needs the existing resources, by working in network, focus on the territory.

6. Were partners involved in planning and/or development and/or implementation of the project? If so, who were they, and what were their roles?

The implementation and coordination of local action plan is assured by a steering committee the strategic intervention orientation is defined by a monitoring commission (involving in all territories the police force); and the institutional animation is assured, transitorily, by a technical group that functions not only as an animation and consolidation network but also helps in the capacity building organizations and the built-up of collective and co-operative action capacity (involving public and local actors). All the governance model, is anchored in a multi-level governance model that includes an inter-ministerial work group (that also includes Internal Affairs Ministry, with 7 more Ministries) and also local partnership groups, in a way that helps to reinforce inter- and sector communication and building-up of new territorial based solutions.

In terms of financing model, this programme starts an innovative journey, which implies a multi financial model, according to the territories needs. We can identified, for now, EEA Grants; Communitarian Funds; national funds of the several ministries involved, technical and human resources of Non Governmental Organizations, and so on.

7. How did you build in plans to measure the performance of the project? Has the project been evaluated? How, and by whom?

The actions plans, formalized in partnership protocols, have some measure indicators in order to understand the intervention impact.

The evaluation model is based on internal and external evaluation.

- i) In the internal evaluation, we are concerned in the systematizations of some of the direct results of the actions that are being implemented; but also in allowed a reflexive discussion about the planning and the results with the partners.
- ii) In the external evaluation, we can distinguished a) the ones that have been carried out by contracting a external team, b) the ones that have been carried out by EEA Grants or by EEA downers and c) some punctual evaluations of some activities or procedures.
 - a. The ones that have been carried out for us (in attachment file), are essentially qualitative evaluation, and are reported to the phase 1 and an intermediary evaluation of the second phase (in attachment file a draft version of this evaluation)
 - b. Those that have been carried out by the ones who financed part of this intervention, and that are also reported to the phase 1 (attached file) and an intermediary evaluation of the second phase (in attachment file a draft version of this evaluation)
 - c. The evaluation carried out by EQUAL Initiative, about the dissemination model that EQUAL as implemented in CUA Initiative.

8. What were the results? How far were the objectives of the project achieved?

We are still in an ongoing process, but the evaluations demonstrated that we are making progress in creating new governance models and in making territorial interventions more integrated (that cross different areas of interventions). As global results, we can already identify and emphasize:

- a) Starting up and consolidation of a network action with all the actors that intervene in the territory, aiming to create alternative models of local governance in a territory where the network links between local entities are very weak.
- b) Organization capacity building.
- c) Development of financial resources that allow the implementation of the action plan (multi-financial model).
- d) A step forward in territorial approach and sustainable communities in city policy in Portugal
- c) And although the process is in a consolidation phase, one of the major challenges of this Initiative is just creating a model of good governance in a marginalized territory. From this point of view, the model created is completely new in the national context.

In terms of more specific actions, related with European crime prevention theme, namely “a secure home in a safe community, through prevention, community policing and restoration”, we will emphasize the impacts of some interventions that exemplifies how integrated social urban interventions and collective and inter-institutional action concurs to the safety community, for example:

- i) In Vale da Amoreira intervention, all the public space rehabilitation designed is being carried out integrating the visions of partners and population. And the involvement of the police forces in this process has been of enormous added value since it allows avoiding and correcting some urban problems that reflect on community safety. And this has been a best practice for all.
- ii) Also in Vale da Amoreira, all the prevention actions, which have been carried out, namely based on an artistic intervention, are having a big impact on the community, and they allow,
 - a) Not only to create new occupations for young people, helping them to develop some skills in the artistic area; but also
 - b) Because these activities are making more healthy uses / appropriations of public space, and are also allowing the return to use of public space to all the community.

- iii) In the Lagarteiro intervention, a lot of actions that are being carried out between all partners and involving the police forces (also an important partner in CUA Initiative), in a community prevention intervention, made
 - a) In school (about the alcohol, drugs, smoke, and internet dangers);
 - b) With elder people (about domestic violence, abuse and thefts);
 - c) With the local commerce (safe commerce), as well as the transversal actions related with domestic abuse and the support to the situations identified by other partners as Social Security; Restoration; Drug intervention; Youth protection, and so on)
- iv) In Cova da Moura intervention, the prevention, reintegration and policy community, there have been a reinforcement of the strategy of restoration between police forces and local community, by working with local leaders and by promoting actions that aim to approach the police force as a friend with the community, working specially with children and young people. But in order to promote a safe community and restoration, the partners are working in order to create the social conditions (employment and social support) for the social integration of ex-inmates

9. Are there reports or documents available on the project? In print or on the Web? Please, give references to the most relevant ones.

They are some evaluation documents of the first phase of the project in our website, but most of them are in Portuguese.

<http://www.portaldahabitacao.pt/pt/ibc/>

http://www.portaldahabitacao.pt/opencms/export/sites/ibc/pt/ibc/docs_pdf_ibc/versao_final.pdf

http://www.portaldahabitacao.pt/opencms/export/sites/ibc/pt/ibc/docs_pdf_ibc/docs_cova_moura/RelatorioCM.pdf

http://www.portaldahabitacao.pt/opencms/export/sites/ibc/pt/ibc/docs_pdf_ibc/RelatrioVA.pdf

http://www.portaldahabitacao.pt/opencms/export/sites/ibc/pt/ibc/docs_pdf_ibc/Relatorio_LAG.pdf

http://www.portaldahabitacao.pt/opencms/export/sites/ibc/pt/ibc/docs_pdf_ibc/Relatorio_Final_EQUAL_nos_BC.pdf

http://www.portaldahabitacao.pt/opencms/export/sites/ibc/pt/ibc/docs_pdf_ibc/NIBR_Report_first_assessment.pdf

http://www.portaldahabitacao.pt/opencms/export/sites/ibc/pt/ibc/docs_pdf_ibc/rev_dependencias.pdf

http://www.portaldahabitacao.pt/opencms/export/sites/ibc/pt/ibc/docs_pdf_ibc/Case_Study.pdf

There are also some multimedia resources that explain the CUA Initiative

http://www.portaldahabitacao.pt/pt/ibc/multimedia/video_fonds_social_europeen_ibc.html

http://www.portaldahabitacao.pt/pt/ibc/multimedia/video_equal_dessiminacao_ibc.html

http://www.portaldahabitacao.pt/pt/ibc/multimedia/video_apresentacao_ibc.html

As well as some printed documents, of intermediary evaluation of the second phase, that aren't on our web site that we send in attached file

10. Please, write a *one page* description of the project:

The Critical Urban Area Initiative (CUA Initiative) aims to promote an integrated and comprehensive territorial approach by piloting a new governance model for urban renewal. It acts in neighbourhood areas that present critical vulnerabilities and aims the development of inte-

grated social-territorial interventions, by implementing shared territorial interventions that address resolution of social, urban and urban integration problems of excluded territories (it aims the material and non-material integration in the city), recognizing that local problems are a expression of non-local problems, and that frequently their resolution needs a supra-local intervention. So, with CUA Initiative, we are working on developing, in a very proactive way, new territorial governance models that also engage different levels of public services and entities. This initiative is implemented (2006-2013) in 3 specific areas with critical vulnerabilities: 2 in the metropolitan area of Lisbon and 1 in the metropolitan area of Oporto.

In order to address this issue, the implementation of CUA Initiative, is supported by Central Administration partners (8 ministries, Presidency, Environment, Social Security, Internal Affairs, Health, Education, Culture and Justice) and 91 governmental and non-governmental, central and local organizations (in the 3 CUA territories). All the 91 governmental and non-governmental entities, work in a shared path, on a physical reality, with the intent to create new governance models.

Our main actors are our partners, that share a common diagnosis and define together the way (the action plan, formalized in partnership protocols) to reverse the territories problems, and to make them safe communities, not just in the objective conditions of security but also, and above all, in a generalized security perception of these territories. The action plan was conceived by all partners' contributions, and the improvements and actions implementations are also made by all of them. Institutional animation is assured by the Housing and Urban Rehabilitation Institute. The implementation and coordination of local action plan is assured by a steering committee, the strategic intervention orientation is defined by a monitoring commission; and the institutional animation is assured, transitorily, by a technical group that functions not only as an animation and consolidation network but also helps in the capacity building organizations and the built-up of collective and co-operative action capacity (involving public and local actors).

As so, the whole governance is anchored in a multi-level governance model that includes an inter-ministerial work group and also local partnership groups, in a way that helps to reinforce inter and intra-sector communication and building-up of new territorial based solutions.

In terms of financing model, this programme starts an innovative journey, which implies a multi-financial model, according to the territories needs. We can identify, for now, EEA Grants; Communitarian Funds; national funds of the several ministries involved, technical and human resources of Non Governmental Organizations, and so on.

The project is implemented in accordance with the new standards for action i.e. participatory methodologies that are difficult to reconcile with traditional forms of financing projects. It was necessary to create an environment of trust between the partners and trigger more immediate results. Since it was not possible, CUA Initiative is under constant pressure: keeping a project based on participatory methods and negotiation between partners (without deadlines) and trying to follow the planned project in terms of physical and financial execution. It should be important to intercalate actions easier to implement, with others which could have a more structural impact but that are also more difficult to implement. The positive work of the CUA Initiative regarding the mobilization and coordination of different resources and public services should, however, be stressed.

Like any process of collective construction of solutions from different and sometimes opposing views, negotiation processes are not simple. It usually requires compromises from all partners to build consensus. These processes are not linear, and generate sometimes conflicts. There are also some difficulties regarding the efficiency of the partnership:

- i) High turnover of representatives of institutions, making difficult to project ownership by all partners;
- ii) Entities are represented by people with no power of decision, which restrains quick responses to identified problems;
- iii) Discontinuities in the participation of some partners. Some public services manifest difficulties in constantly participating in the project;

Lisbon, 30th September 2010