



SINOPSIS AND

MEMORIES OF THE

MEDELLINLAB 2017



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INTRODUCTION

MEDELLÍN'S COMPREHENSIVE SECURITY AND COEXISTENCE

LOCAL MANAGEMENT MODEL

From May 29 to June 2, 2017, the city held the first Medellín Lab, whose main objective is to share the Security and Coexistence Local Management Model of Medellín. The Model and its transversal axes were first approached by knowing, visiting and interacting with the institutions, programs, structures and groups that are directly involved on it.

The exercise offered a comprehensive approach to the city in relation to Medellín's Security and Coexistence Public Policy. The principal objective of visiting these programs and projects is to demonstrate how each of them is coherently articulated and makes part of the Model. Therefore, to carry out the Medellín Lab linked to the Model, ACI Medellín identified structures and programs in representative locations of the city where security and coexistence issues have been relevant. The contact with local key players was

essential on this process.

During this experience, participants had the opportunity to learn about Medellín's obstacles and success stories in terms of security and coexistence; they could share their own experiences and generate two-way exchanges, as well as valuable learning and engagements.

This exercise was organized by the World Bank, USAID, the Rockefeller Foundation's 100 Resilient Cities Network, the Mayor of Medellín and ACI Medellín. The event was attended by representatives of the United States, Mexico, Argentina, Brazil, Chile, Saint Lucia, Guyana, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Venezuela, Uruguay and Colombia.

The following is a brief chronological summary of the activities, reflections, discussions, lessons learned and experiences lived during the 5 days of Medellín Lab.



"Medellín as a 'model city' globally with Medellín Lab"

Inclusión, seguridad
y ciudad resiliente



Inclusive, safe and resilient cities

WORLD BANK



100



15 años con vos

DAY 1

EXCHANGE OF IDEAS AND CREATION OF RELATIONS

Reaching out activity

The event was opened with a recreational activity of informal interaction between the participants which allowed them to break the ice, identify common interests, both professional and personal.

Treasure Hunting on Medellín's Metro

The Treasure Hunting allowed the participants to tour the city using the Metro system. Its objective was to generate a vision and an approach to different social, cultural and territorial referents of the city linked with key elements in the transformation of Medellín and its urban security and resilience thematic.

Visitors could create their own view of the city from a living contact with it. Also, they had the opportunity to exchange opinions and ideas with ordinary citizens, allowing them to listen to other voices in the city.

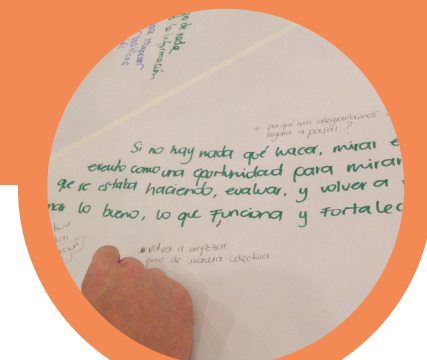
During the activity, the participants highlighted the Metro Culture, which they perceive as a lesson regarding civics, the sense of belonging and effective use of the Metro system. This culture was spread by the Administration before the operation of the Metro and it was appropriated, integrated and it is still practiced by the passengers in the present time. Factors such as social inclusion through transport systems (metro, tram, bus, cable cars) were considered as interesting and valuable practices to ensure integration and the improvement of quality of life of the most vulnerable population.

World Coffee

In the first part of the afternoon, a space was opened for other dialogue



and knowledge exchange activities among the different attendants to the Medellín lab. To stimulate the debate, three initial questions were asked: What would you be happy about (1), what would you regret (2) and what would you do or propose (3), if all that is known about security and coexistence in the world was erased or disappeared? From the different discussion tables, it was possible to identify some common conclusions which allowed us to glimpse problems and similar



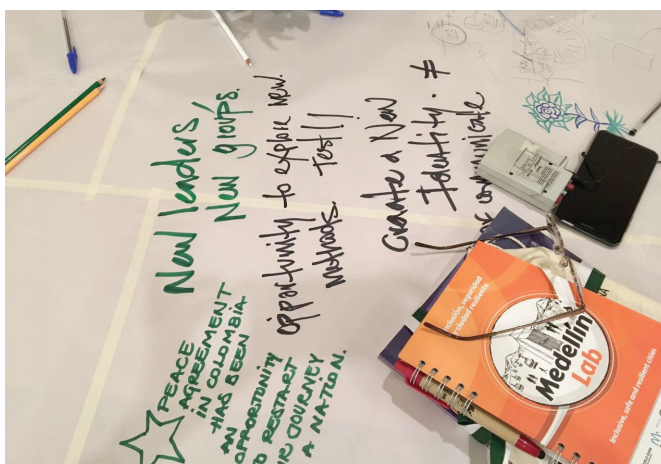
scenarios for the different participants.

Regarding the first question, some ideas are worth to be highlighted: the generation of an opportunity in which everything can be created again, innovated and improved; the creation of scenarios to trust in people and collective knowledge; an opportunity to rethink what has already been done and to involve more institutional and social actors; the disappearance of harmful practices such as patronage and corruption; the opportunity to

stop doing what was done wrong or did not work; the opportunity to test social and institutional resilience.

On the second question: losing the progress made on successful programs; losing all the information, consolidated data and knowledge; wasting the invested time; losing trust and relationships built with other institutional and social actors; losing money; losing lessons learned (good and bad).

Finally, on the last question: involving civil society, as well as setting culture and capabilities on it; creating public policies to ensure continuity of programs and generating commitments in the city; maintaining the continuity of experienced and trained civil servants; cooperation and inter-institutional coordination to ensure policy comprehensiveness; creating bonds of trust with the population; giving more value to the actions of social prevention of violence; conceiving a less repressive police force; strengthen the information systems; the promotion of a violence preventive education; designing solutions according to each problem, addressing the problem of violence according to its specific diagnosis.



“To break the vicious circle of criminality and create a virtuous circle of security and coexistence, we need to focus on inclusive policies, listen to the population, give voice to the most vulnerable and eliminate stigmatization”.

Presentation of Medellín's Comprehensive Security and Coexistence Local Management Model

After the World Coffee, Andrés Preciado, Deputy Secretary of Planning of the Security of the Mayor's Office of Medellín. The presentation of Medellín's Comprehensive Security and Coexistence Local Management Model, made by

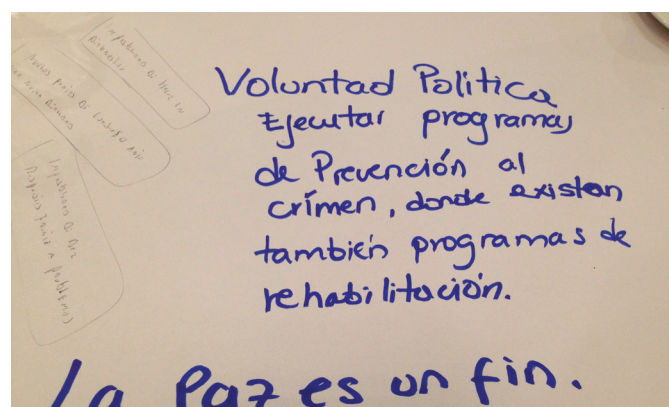
The intervention reported that in recent years, there has been a decrease in high impact indicators on security, such as homicides. However, some problems in the city reflected the need to implement a strategy to comprehensively manage security and coexistence. Since, security is a transversal axis of the work of the administration, on which areas and perspectives of other institutional conceptual axes must concur. The Policy reflects the efforts made in this area, in coherence with the effective enjoyment of the rights and the integral human development of the citizens.

The Model identifies the importance of strengthening

institutional capacities to assume the planning of security and coexistence with a lead by the municipality. To this end, it seeks the development of projects which can articulate and implement actions, not only with the local government but also towards a continuous dialogue with security and justice agencies and entities of the departmental, metropolitan and national scene.

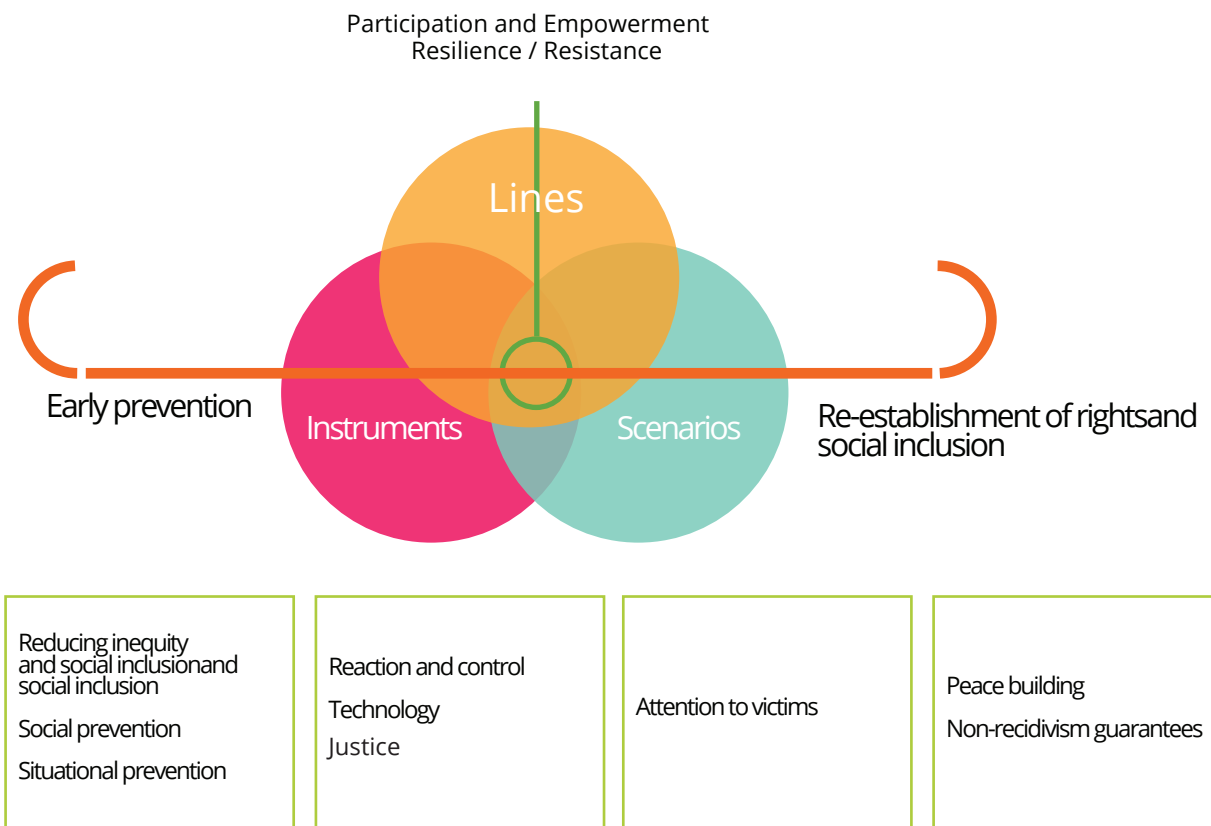
The Council of Medellín approved the Public Policy of Security and Coexistence with a validity of 10 years, aiming to create a co-responsibility among the entities of the local administration in these matters that guarantees a long-lasting comprehensive institutional commitment. Likewise, this comprehensive action highlights the impact of the Public Policy in several intervention areas such as early prevention, reaction to violent acts and reparation. Each of one of the interventions is followed by the implementation of different programs in charge of different instances of the administration and with specific objectives. Six axes of the social transformation of Medellín have facilitated the construction of the Model. It is important to note that this Public Policy was a participatory and articulated process; it involved the creation of collective agreements with institutional, academic, business and civil society actors, based on an open dialogue.

The activities and tours implemented on the Medellín Lab were based on Medellín's Comprehensive Security and Coexistence Local Management Model, which goes from “Social Crime Prevention” to “Guarantees of non-recidivism.” The Model and its phases become more evident with field visits.



MEDELLÍN'S COMPREHENSIVE
Security and Coexistence Local
Management Model

➔ Public Policy ➔ Management model
for decision making ➔ - effective enjoyment of rights
- Integral human development.



Axes

- ① Leadership and articulation of the public, private, academic and citizen sectors.
- ② Continuity of programs, projects and policies through different local governments.
- ③ Creativity, innovation and ability to take risks.
- ④ Working together with the community.
- ⑤ Resilience and ability to overcome adversity.
- ⑥ Sense of belonging of its inhabitants.

"Successes are fragile, criminal scenarios must be understood to act in a coordinated, comprehensive and focused way".

DAY 2

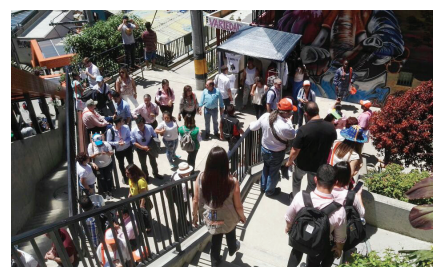
PARTICIPATION, EMPOWERMENT, RESILIENCE AND RESISTANCE OF THE COMMUNITY (COMUNA 13)

Feedback exercise

Several learnings were highlighted during this feedback exercise: Metro culture and mobility as a functional solutions and generators of exchange with the rest of the city; the will to address the issue of security and coexistence as a multilevel problem that needs a multiple response; the coordinated, comprehensive and focused action of the institution; the continuity given to the actions of the Mayor on security issues; the conception of factors such as the recovery of public space and social inclusion as part of crime prevention. In the same way, the attendees expressed their enthusiasm for the methodology implemented to show them the city and to engage them in discussions with citizens.

Visit to Comuna 13

Several visits were made to Comuna 13, during the morning. In 2002, the public force (in alliance with paramilitary groups) carried out about six military operations with the objective of recovering territorial hegemony. Due to these operations, which mainly affected the civilian population and provided territorial control to paramilitary groups, processes of organization and social mobilization focused on the memory of the victims and the defense of the territory began to be shaped and strengthened. This approach frames the experiences of resistance and social resilience that are highlighted in the visit. It must be noted that, although the military incursion of 2002 promoted the organization and social mobilization, from its beginnings and when establishing itself as “settlement,” Comuna 13 has been characterized by using these forms of participation and social empowerment as a mechanism of protection



and territorial development.

We observed how physical interventions such as the construction of San Javier's Library Park, outdoor escalators, sports facilities, Metrocable; and other social-type actions such as support for the popular hip-hop school Kolacho, graffiti, the accompaniment to the Historical Memory Committee and the administrative repair measures that show the institutional presence and social empowerment. These



actions are framed within a perspective of creativity and innovation and in the capacity of the administration and the inhabitants of the Comuna to take risks.

On the other hand, part of this intervention led different institutional, social and community actors to create and get involved in articulation spaces for territorial incidence and appropriation. Among these scenarios, we must highlight the Institutional Roundtable for Zone 4, made up by officials from the Secretariat of Security and Coexistence, Secretariat of Youth, Secretariat of Citizen Participation, Secretariat of Social Inclusion and family and Under secretariat of Citizen Culture, EDU, Metropolitan Area, among others.

By visiting Comuna 13, we had the opportunity to hear from the institution and from the inhabitants, the

experience and lessons arising from the empowerment and the involvement of the community in processes such as the fight against violence; the search for a peaceful coexistence and a multilevel action of the administration towards vulnerable communities. This empowerment and participation of the community generates a sense of belonging towards the programs and structures, thus, creating a culture of care for them. This, ensures a greater durability and sustainability of those interventions.

One of the lessons learned, regarding the Comprehensive Security and Coexistence Local Management Model, is having understood that the empowerment and involvement of citizen in the transformation processes have successfully contributed to the progress made



in security and social development in Medellín. Understanding this phenomenon is essential to address a true management of security and coexistence.

In the afternoon, the mayor of Medellín presented the situation of the city in terms of security, and the signing of the agreements between Medellín and its partners- the World Bank's 100 Resilient Cities-.

"We should not believe that everything is solved. We must defeat the culture of illegality and combine the attacks on crime with social investment".





Federico Gutiérrez Zuluaga (Mayor of Medellín), Ede Ijjasz-Vásquez (World Bank) and Sergio Escobar (Director ACI Medellín)

DAY 3

SOCIAL AND SITUATIONAL PREVENTION OF CRIME AND RECONCILIATION (MORAVIA, TRAINING CENTER FOR PEACE AND RECONCILIATION - CEPAR AND MUSEUM HOUSE OF MEMORY)

Feedback exercise

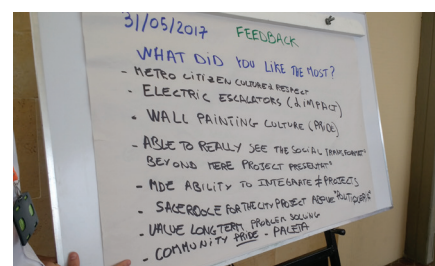
On Tuesday, we had a discussion about the lessons learned and some were highlighted: how comprehensive the programs are; the value of combining social aspects with infrastructure works in favor of social inclusion; the involvement of the community and the generation of a culture of care and sense of belonging; the appropriation of public space and the value of actions that enhance the social process and identity (graffiti); the strengthening of institutions; conceiving art and sport as the spearhead of prevention and to build trust in institutions. The attendees remarked the spontaneous and fluid exchange with the community during the visit.

It was found that the participants would like to know the process before arriving at the final stage or the finished product. In other words, to know how the improvements were made and the methods used to reach the results.

Visit to Comuna 4

On Wednesday morning, we visited the Comuna 4, particularly locations and programs like Moravia's Cultural Center, Buen Comienzo Kindergarten and the Hill of Moravia.

The Comuna 4 started as informal settlements resulting from migratory flows caused by violence in different rural areas of the country. Since then, some sectors have been set as highly-populated areas of illegal urbanization which are under overcrowding conditions, insufficient



infrastructure for education, housing and health; issues with the provision of utilities and problems of habitability, as was the case of Moravia. In 1976, Moravia was declared the city garbage dump. By 1983, when exhaustion and closure occurred, it became home to about 17,000 people in precarious conditions.

In 2004 the municipality decided to start a program to comprehensively improve the neighborhood. It



was denominated as Moravia's Macro Project. This project was an integrated strategic plan that promoted development through actions focused on the recovery of urban areas and the improvement of socio-cultural, socio-economic and environmental conditions.

Interventions such as Moravia's Cultural Center, the Buen Comienzo Kindergarten and the Hill of Moravia stand out by their dint of social and situational prevention. These elements contributed to promote changes in culture, education, arts, urban landscape and environmental issues; as well as the improvement of the comprehensive care for children and their families. However, the work between the administration and the community marked the pattern in the process of appropriation, sustainability and durability of these projects. Involving the inhabitants

from the designing stage of the program, is the perfect example of this actions.

One of the lessons learned and facing the Model is to understand that the management of security and coexistence goes from the earliest prevention. This visit revealed the need of programs and projects that make easier to overcome the inequality and vulnerability gaps and that include actions for social and situational prevention. Then, a concept of Human Security for Medellín is assumed based on the Model.

The empowerment and the processes of organization, participation and struggle, as well as the co-responsibility for territorial development of this community is something to be noted. For instance, the involvement of the



community leaders in the programs of the Mayor, such as a Buen Comienzo.

"If the community does not react, the state will not do either".

Visit to Comuna 10

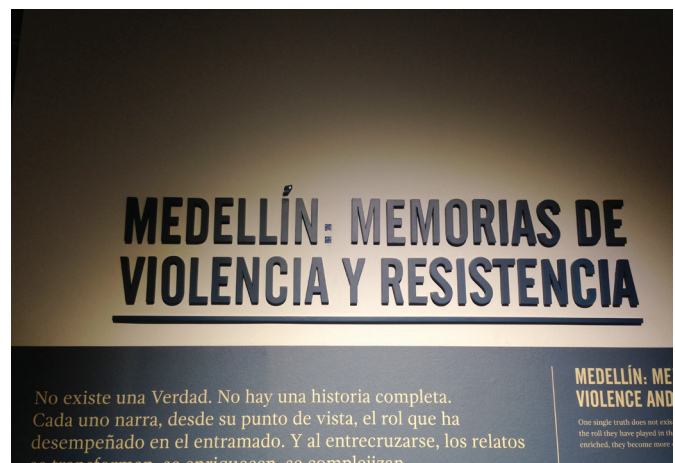
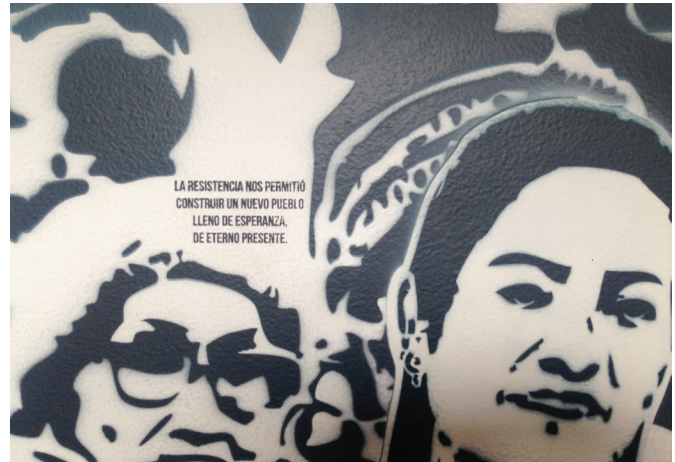
The afternoon activity was developed at Comuna 10. This Comuna, known as Candelaria, is the historical and patrimonial center of the City. The strategies developed by the Center for Formation for Peace and Reconciliation (CEPAR) and the Museum House of Memory were known during the tour in this area.

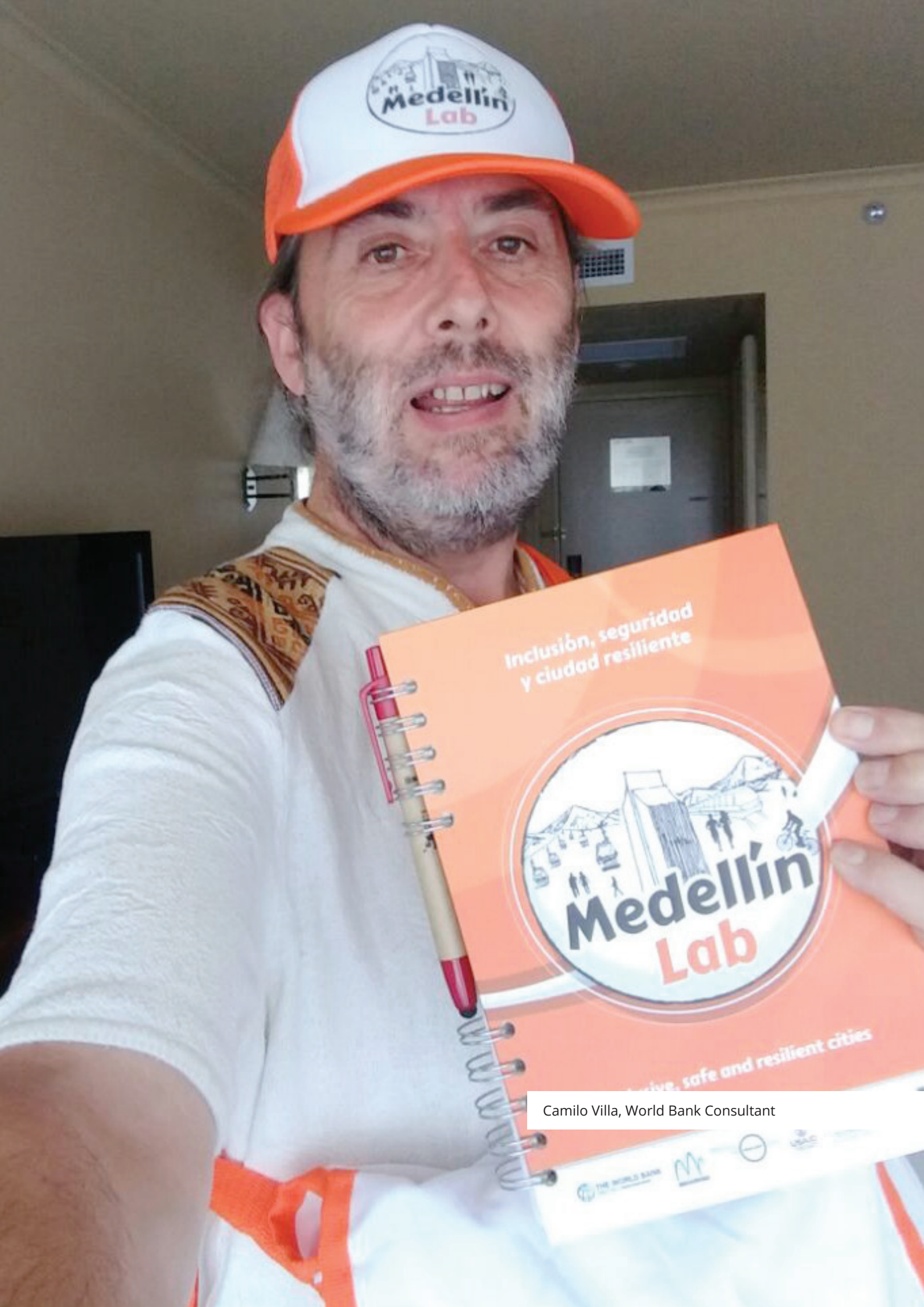
There, we learned about the processes to respond to the challenges posed by the reintegration of persons demobilizing from armed groups to society and the needs of victims of armed conflict. The program aims to ensure access to and / or continuity of regular education so they can have better jobs. CEPAR became a space of coexistence between victims and victimizers (and vulnerable population groups). It seeks to break vicious circles of vulnerability and violence, creating non-recidivism guarantees.

On the other hand, the Museum House of Memory was created to contribute by an exercise of memory, dialogue and reflection to understand and overcome the armed conflict and the various forms of violence in Medellín, Antioquia and the country. The Museum has become a symbolic and physical space in which people can understand the past and present of Colombian society around violence, the rediscovering of hope and implementation of a definitive way out.

As one of the lessons learned in line with the Comprehensive Model of local Management, the first step when a victimizing act occurs, is to deploy the action of the administration of justice. Secondly, it is necessary to compensate victims for the damages that have been caused, to restore the rights and to continue in the implementation of guarantees of non-recidivism. This compensation is an important way to break with the circles of violence and becomes a factor to prevent future violence. Likewise, the institution must consolidate itself as an intermediary agent to solve the problems of coexistence and prevent the illegal actors from taking their actions. If this does not happen, unresolved social problems of coexistence often trigger problems of violence.

"Yesterday I was good doing evil, today I have to be excellent teaching and doing good".





Inclusión, seguridad
y ciudad resiliente



...ive, safe and resilient cities

Camilo Villa, World Bank Consultant



DAY 4

REACTION, CONTROL, ATTENTION AND REPARATION OF VICTIMS (SECRETARIAT OF SECURITY AND COEXISTENCE, AND LA LOMA TOWNSHIP)

Feedback exercise

From this activity, some common lessons should be noted, for example: the importance of the social and urban context in the design and development of programs to dignify the population and their occupation; the importance of establishing physical spaces and opportunities with neutral content and coexistence for the people in strategic places, especially where former actors of violence came together.

Visit to the Secretary of Security and Coexistence

The morning was destined to visit the Secretariat of Security and Coexistence where the guests could participate in a debate about the methodology used for the design of the Public Policy of Security and Coexistence, as well as to know the Integrated Emergency and Metropolitan Security (SIES-M).

The debate was carried out with the head of the Sub-Secretariat for Security Planning, the director of the Center for Political Analysis of the EAFIT University, a representative of UNODC-Colombia and the manager for quadrant surveillance of the National Police to Medellín. This discussion on the round table and its conclusions allowed us to understand important aspects of the creation and implementation of the Public Policy. One of the most relevant factors was the leadership and the articulation of different actors for the conception of this Policy, following a logic of collaborative governance. In effect, each of the actors could not solve the problems independently, a group action was required. A joint effort aiming to a long-lasting roadmap that transcends the



periods of the governments.

This collaborative participation allows the institutions to focus and in turn broaden the scope when facing the security challenges of the city.

This Public Policy, although was conceived as a tool to be used by future governments, is flexible enough to adapt to the lines of each ruler, without losing the city commitments. Thus, local leaders can make more progress.



We learned that security and coexistence are not isolated factors and these should be addressed more carefully. Also, the population and their needs must be understood to implement the Public Policy in the territory. A strategic diagnosis, an analysis of the crime and a determination of the sources of risk and their integral treatment from a preventing vision from the coexistence are vital to break the vicious circles. During the morning, participants studied the SIES-M (Metropolitan Emergency and Security System), in which different security and justice agencies and municipal administration units co-operate and coordinate.

Visit to the Rural Settlement “La Loma”

En las horas de la tarde, se visitó la Vereda La Loma, en In the afternoon, we visited La Loma, a rural settlement in the district of San Cristóbal. La Loma connects other parts of the department and the country with the highway or Sea Route and the West Tunnel. It was a geographically strategic corridor for illegal armed groups and for the trafficking of drugs and weapons. As a result of the displacements experienced at La Loma due to violence, in 2013, the Municipal Unit of Care and Reparation to Victims implemented a set of actions and various citizen initiatives in the territory.

During the tour, participants were told not only about the violent events that happened in the past, but also about the work carried out by the Unit of Care for Victims on issues related to institutional adjustments,



procedures implemented and strengthening of grassroots organizations. Likewise, the generation of a culture on which the citizens trust in the institutions was one of the main aspects. After the visit, it was possible to verify how the Mayor of Medellín arrived in the territory to strengthen and accompany the community dynamics and to generate a protected environment.

The Model highlights the importance of applying justice and concrete actions aimed at providing care and reparation to victims, restoring their rights and the guarantees of non-recidivism. Finally, the community of La Loma is characterized by its resistance and adaptation. Culture and art in young people are key tools on preventing violent acts and in the creation of memory and resistance. Although there are still elements that require improvements, the community reflects others in which its empowerment and resilience have enabled a transformation of their lifestyles.

“We were here before the violence put us on the map. Dance is our way of channeling and evacuating our bad energy, transforming it, a way of knowing our identity, a way to link with others and resignifying the name of La Loma”.





DAY 5

LINKS AND COMMITMENTS FOR FUTURE WORK

Open Space

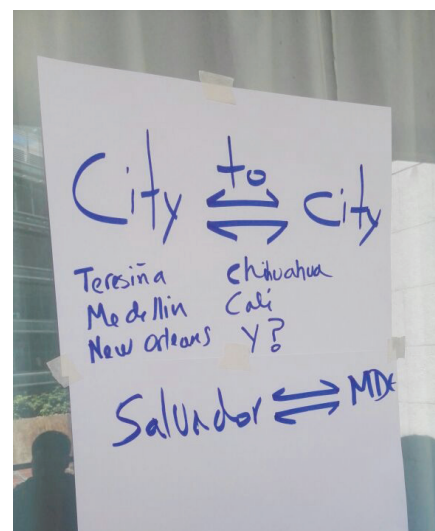
During the last day of the Medellín Lab, we had a discussion activity to generate working groups on issues of common interest in terms of violence and coexistence. The goal was that, after the Medellín Lab, the cities continue sharing commitments and short, medium and long-term action plans. The following working groups and commitments were generated:

1. City to City

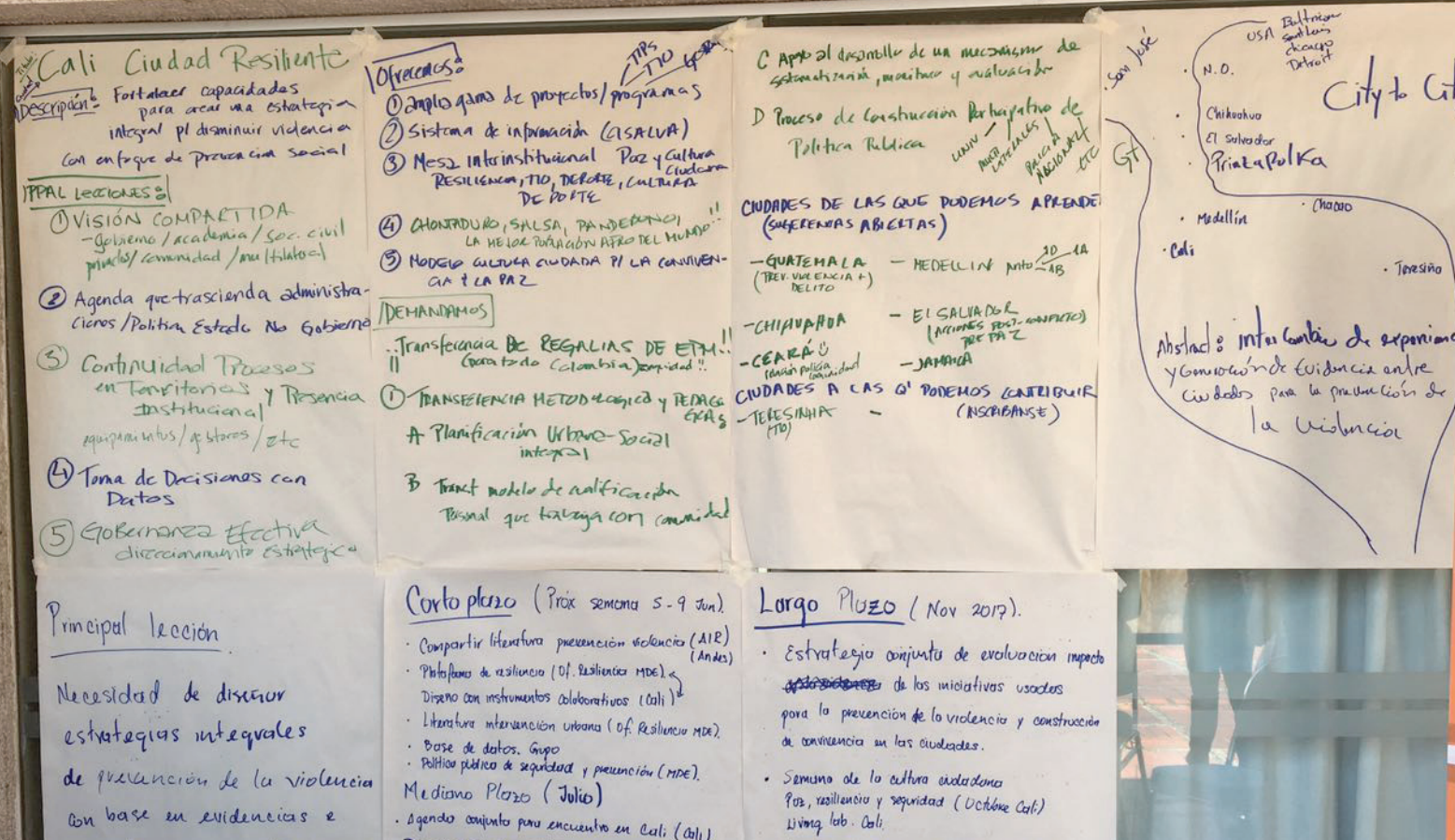
Participants: Resilience Office of Cali, Resilience Office of Medellín, University of Andes, Prefecture of Teresina, Municipal Government of Chihuahua, Vice Minister of Violence Prevention of Guatemala, Ministry of Justice and Security of El Salvador, Office of Resilience of New Orleans, Resiliency Office of San Jose, Baltimore City, Saint Louis City, Detroit City, Chicago City, Prinz polka City Hall, Secretariat of Security and Coexistence of Medellín.

The objective of this working group is to design comprehensive strategies for prevention of violence based on evidence and solid investigations involving the community and the public and private sectors.

To achieve this, the group made a short-term commitment of sharing literature on violence prevention, databases and the Public Policy of Security and Coexistence of the Mayor of Medellín. In the medium term, the network seeks to hold its first meeting in the city of Cali, around the second half of 2017. On the other hand, Medellín will conduct



agendas for Teresina and the Central American countries with which USAID works on security issues to know their experiences. Finally, in the medium term, a group meeting in San Jose will be arranged to learn about problems posed by gangs in the city. In the long term, the group seeks to study the impact of the strategies implemented in their localities for violence prevention and coexistence; also, the creation of an online platform to keep in contact with the information, and



to participate in the week of Citizen Culture, Peace, Resilience and Security.

2. Joint Work Between Civil Society Organizations and the State

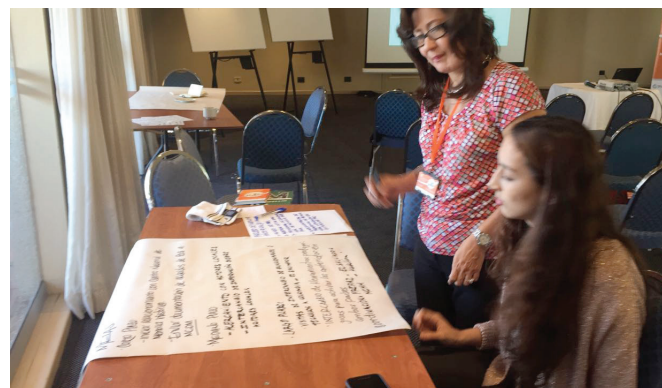
Participants: Organization of Peace Alliance and Justice of Honduras, Ministry of Internal Affairs and Public Security of Chile, Sub secretariat of Planning and Community Management of Buenos Aires, Secretariat of Security and Coexistence of the Mayor of Medellín.

The objective of this group is to exchange best practices, knowledge and provide mutual support on issues related to the work between civil society organizations and the State. The representatives of Honduras, Colombia and Chile made a commitment to share their experiences in the area with the representative of Argentina and to accompany him in the study and implementation of the actions.

3. Young Lab

Participants: Mi Convive Organization from Caracas, Territorial Undersecretary of Inclusion and Urban and Rural Opportunities of Cali, Municipal Government of Chihuahua, IOM Colombia, Secretariat of Security and Coexistence of the Mayor of Medellín, and the Museum House of Memory.

The objective of this group is to establish a community around practices on violence prevention and inclusion of vulnerable young populations, as well as to prevent their recurrence. Also, another goal is to know more about CEPAR's strategy in Medellín, to disseminate its practices and to recognize good initiatives elsewhere to generate integrated models to accompany young people in danger. This group proposed to carry out an evaluation of the existing networks in the same subject; to run a study and share the existing municipal programs in the thematic and to create a network and a Technical Secretariat. In the medium term, this group seeks to organize the knowledge transmission of CEPAR. Finally, in the long term, it seeks to convene a first meeting between these cities to study and learn about new actions, as well as disseminate the strategy of the Museum House of Memory with young people in danger. Medellín's Museum House of Memory will also support this process. This working group will also seek to work



jointly with the *City to City* group.

4. Strengthening the Community Organization

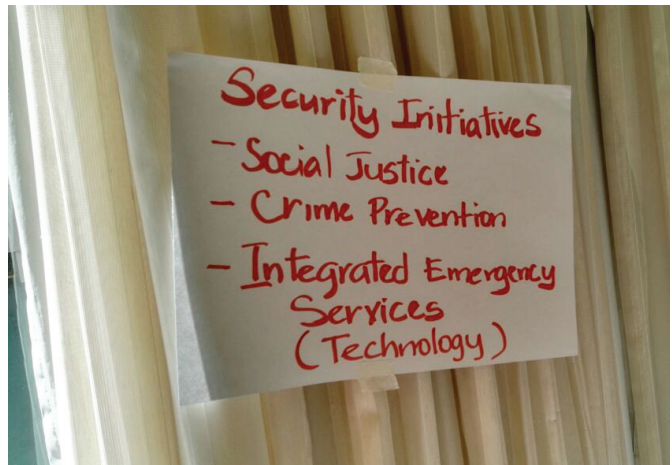
Participants: Vice ministry of Violence and Crime Prevention of Guatemala, Municipal Unit of Attention and Reparation to Victims of the Armed Conflict of Medellín.

Based on what was experienced in Medellín, the objective of this working group is to involve some of the delegates or those responsible for the most vulnerable areas of Guatemala by forming them and showing them the programs that will be developed. Thus, getting closer to the community so that they do not only focus on the fulfillment of goals, but on the territorial realities. In the short term, the aim is to identify the needs of delegates and the community; sensitize the delegates; make a diagnosis of the projects and identify proposals. In the medium term, the objective is to provide accompaniment to processes and to present some improvement strategies. In the long term, they expect to complete the plan and generate a feedback.

5. Transfer of Knowledge and Technical Police Capacity in Matters of Prevention and Punitive Actions Against Crime

Participants: State of Ceará, Prefect of Teresina and Prefect of Sobral.

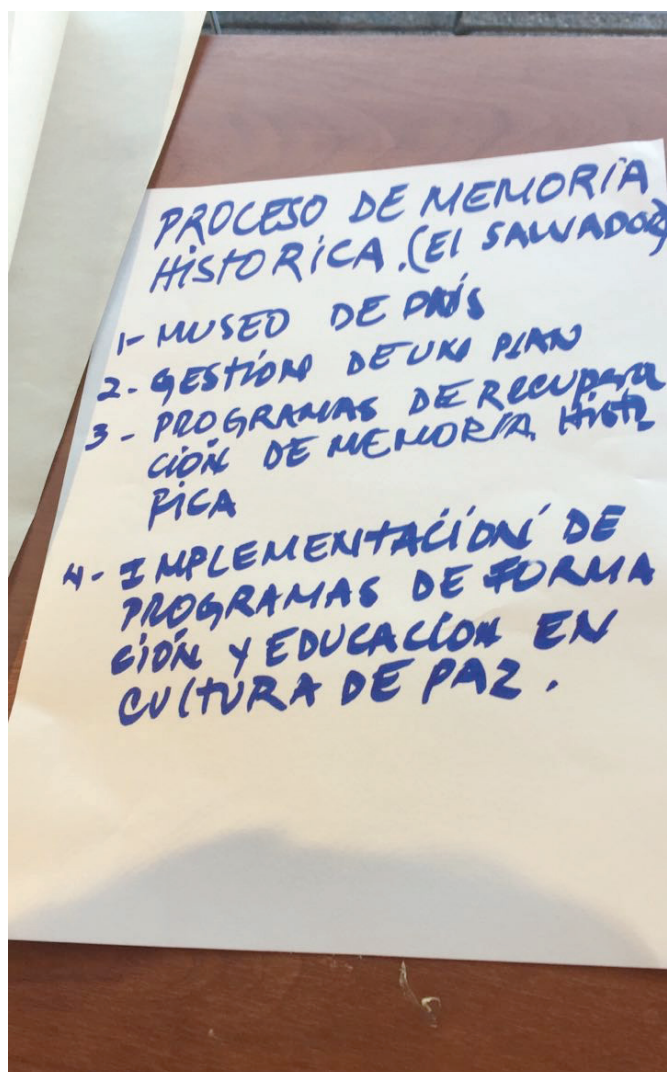
The objective of this group is related to the relationship of police with other institutional bodies when planning interventions for social prevention of violence and the generation of trust of the population in the police force. The group will develop a plan that will allow the transfer of technical knowledge and skills in security matters. First, they will share knowledge about police actions on violence prevention, these must be closer and caring with the community. On the other hand, a greater knowledge about integrated and coordinated actions between the government, the police and the community is sought. These actions of transfer pursue a recovery of trust in the Police and the State in a joint construction with the community. In the short term, they seek the mutual evaluation of the data. In the medium term, a cooperation that generates a technique for the solution of the demands is intended. In the long term, the objective is to achieve a methodological evaluation of the policies of each city.



6. Historical Memory Process

Participants: Prepaz Program of El Salvador, and Museum House of Memory of Medellín.

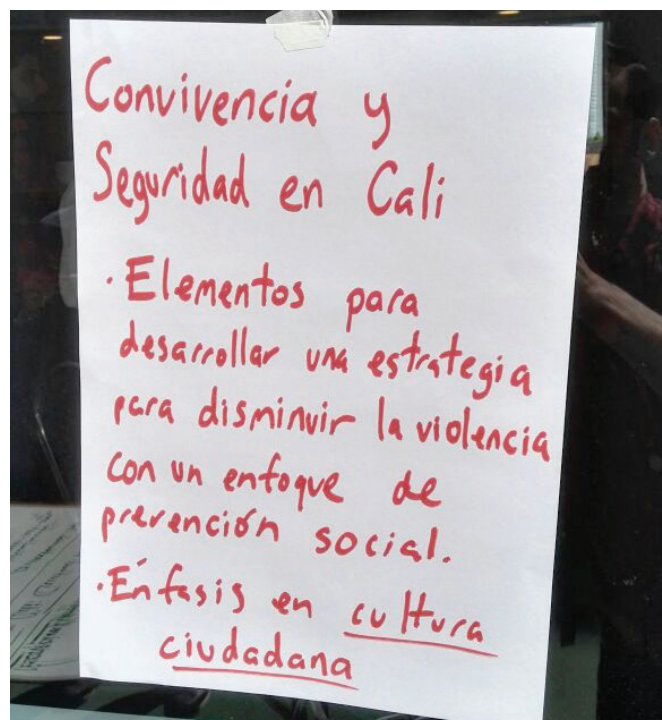
The objective of this working group is to support a process of historical memory construction in El Salvador. Also, the generation of a relationship with local actors of El Salvador so that Medellín be able to learn about experiences related to the conflict, peace processes and truth commissions in this country. The generation of an exchange and the strengthening of methodologies are one of the objectives. In the short term, El Salvador will begin a relationship with the National Center of Historical Memory and will send documents of peace agreements to them. In a medium term, there will be an exchange among local actors. In the long term, this group seeks to share their working methodologies, as well as to carry out field visits in both territories.



7. Coexistence and security in Cali

Participants: Resilience Office of Cali.

The objective of this group is to strengthen capacities that create a comprehensive strategy to reduce violence focused on social prevention with an emphasis on citizen culture in Cali. This ensures the continuity of processes in territories, data-based decision making, and institutional presence. This initiative also joined a city to city group to share knowledge; they also expressed their interest in learning from cities in Mexico, Guatemala, El Salvador and Colombia (Medellín).



8. Crime Prevention, Social Justice and Integrated Emergency Services (Technologies)

Participants: Ministry of Equity, Social Justice, Empowerment, Youth Development, Sports, Culture and Local Government of Saint Lucia, The World Bank, Special Superintendence of the Special Organized Crime Unit of Guyana, Secretariat of Security and Safe Schools of Jamaica, Ministry of National Security of Jamaica and Ministry of Health of Saint Kitts.

The objective of this group is to work together on different initiatives related to security. The actions will be divided into sub-themes: Crime Prevention, Social Justice and Integrated Emergency Services (Technologies).

Responsible for each component were selected and Ms. Tanzie Toussaint was elected as general leader. Each delegate must validate with his teams, the interest to continue working on each of the mentioned components.

Therefore, additional elements could also be identified to complete the Action Plan.



CONCLUSIONS AND LESSONS

This first edition of Medellín Lab left some lessons that summarize the 5 days of experiences, among which we can highlight:

- Understanding the actions of the city in terms of security and coexistence as comprehensive and focused interventions which are articulated between them and with the different institutions of the Mayor's Office. This allow us to understand that, in Medellín, disconnected actions do not have the same success and require a harder work.
- Understanding security as a shared mission and is not just a police mission. The elements of prevention, reaction/repression, justice, reparation and non-recidivism involve aspects to be dealt with in a comprehensive, transversal and focused way ensuring the effective enjoyment of the rights of citizens.
- The importance of making city commitments to deal with priorities and problems, creating visions, long-term plans and public policies that seek to be effective regardless the periods of government.
- Knowing and understanding the metro culture in the integrated transportation system of Medellín.
- There are some typical components of Medellín's best practices: those related to its population and developed capacities, such as the resilience developed by the citizens during the worst moments of violence.
- The importance of achieving a transverse and comprehensive institutional articulation during the planning and implementation processes; as well as involving and working with the community, academia and the private sector.
- Working together with the community, besides increasing trust in institutions and legitimizing their actions, generates a sense of belonging in the community. This represents a greater probability of continuity and sustainability of the programs, structures and projects.

- The importance of the methodology used to develop the Medellín Lab; experiencing a direct contact with the city, local public, private and social actors; having a dialogue between the visits to programs, institutions and structures in line with the Comprehensive Model of Local Management of Security and Coexistence.

- The Medellín Lab as a living laboratory of practices and its methodology allowed to generate a learning and exchange scenario between the participants. Likewise, this exercise revealed how similar our cities are in terms of security. This, undoubtedly, allows the generation of interaction and cooperation dynamics.

- The importance of the 6 axes of social transformation of Medellín, which have made easier the construction of the Model.

This first edition of Medellín Lab as a living laboratory of practices in matters of security and coexistence internationally highlighted Medellín's Comprehensive Security and Coexistence Local



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