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# MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP) QUARTERLY REPORT (FEBRUARY-MARCH 2012)

APRIL 2012

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## **DISCLAIMER**

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# ACRONYMS AND ABBREVIATIONS

CEFOSC	<i>Centro para el Fortalecimiento de la Sociedad Civil</i>
COP	Chief of Party
COR	Contracting Officer's Representative
CNPDPC	<i>Centro Nacional de Prevención del Delito y la Participación Ciudadana</i>
CVPP	USAID Crime and Violence Prevention Program
GOM	Government of Mexico
ICAPI	Institutional Capacity Assessment Tool
ICMA-LA	International City Management Association-Latin America
IR	Intermediate Result
IRI	International Republican Institute
IYF	International Youth Foundation
LG	Local Government
M&E	Monitoring and Evaluation
MVPC	Municipal Multi-sectoral Crime and Violence Prevention Bodies
NAS	Narcotic Affairs Section
NDI	National Democratic Institute
NGO	Nongovernmental Organization
PAHO	Pan American Health Organization
PCI	Project Concern International
PMP	Performance Monitoring Plan
PPP	Public-Private Partnership
SESNSP	<i>Secretariado Ejecutivo del Sistema Nacional de Seguridad Pública</i>
STA/M	Senior Technical Advisor/Manager
UNAM	<i>Universidad Nacional Autónoma de México</i>
USAID	United States Agency for International Development
USG	United States Government
YBI	YouthBuild International



# EXECUTIVE SUMMARY

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech ARD on February 6, 2012. The CVPP is a three-year project with a budget of \$15,202,629.00.

Tetra Tech ARD mobilized the Chief of Party (COP) to Mexico and established a core team of senior staff to lead the start-up and first activities of the program seven days after contract award. During the eight-week period of this report, CVPP set the foundations for the operation of the program achieving, among others, the following results:

- Established a close working relationship with key Government of Mexico (GOM) counterparts that include the Pillar IV Working Group and its technical secretariat the *Centro Nacional de Prevención del Delito y la Participación Ciudadana* (CNPDPC);
- Introduced the program to key counterparts in the three target cities (Monterrey, Tijuana, and Ciudad Juarez) representing the three levels of government: federal, state, and local;
- Initiated coordination efforts with other USAID implementation partners working in the program target cities—MSI Justice and Security Program, National Democratic Institute (NDI), the International Republican Institute (IRI), the Pan American Health Organization (PAHO), and the International Youth Foundation (IYF), and with other USG agencies implementing Merida Initiative programs such as the Narcotic Affairs Section (NAS);
- Submitted the first program deliverables—the Work Plan, Performance Monitoring Plan (PMP), and Grants Management Manual;
- Made significant progress in the recruitment of program staff in Mexico City and in the three regional offices and established a temporary office in Mexico City; and
- Developed the foundations for the program’s financial management system and the Monitoring and Evaluation System.

In the programmatic area, CVPP initiated support to the CNPDPC to draft the by-laws (*Reglamento*) to the General Law for the Social Prevention of Crime and Violence (*Ley General para la Prevención Social de la Violencia y la Delincuencia*), selected two organizations to develop the Crime Prevention Master Plans for the nine target communities, and provided conceptual guidance for the development of a uniform methodology in the nine communities in close coordination with the CNPDPC. CVPP also initiated contacts with private sector organizations such as CEMEX, Prudential, Walmart US, the MetLife Foundation in Mexico, and FEMSA to promote public-private partnerships in the nine target communities. CVPP initiated contact with all three target municipalities to start the application of the International City Management Association’s (ICMA) institutional capacity assessment tool (ICAPI) in mid-April.

CVPP will finalize the start-up phase and will firmly engage in the implementation effort in all 10 activities under both IR1 and IR2 during the next quarter of the program.



# I.0 INTRODUCTION

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech ARD on February 6, 2012. The CVPP is a three-year project with a budget of \$15,202,629.00.

The CVPP stems from the Merida Initiative which is a collaborative program between the U.S. and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the border and elsewhere in Mexico. Mexican and U.S. officials revised their agreement in “Beyond Merida,” outlining four pillars, including Pillar IV which strives to build strong and resilient communities and encompasses prevention efforts that complement the elements of the other pillars that target citizen security. The new strategy reflects a burgeoning understanding of the drivers of crime and violence, taking into account social and economic factors.

The CVPP has been designed to pursue the overarching goal of Pillar IV—to build stronger and more resilient communities that can withstand the pressures of crime and violence. The Program will provide technical support to plan and implement community development strategies aimed at reducing crime and violence while providing youth with alternatives to criminal activity. Through partnerships with Mexican federal, state, and local governments and nongovernmental organizations (NGOs), the CVPP is intended to catalyze Mexican efforts, allowing partners to scale up programs proven to work through rigorous monitoring and evaluation. Activities will be targeted at the national level and sub-national levels in Ciudad Juarez, Tijuana, and Monterrey. Local interventions will focus specifically on three communities in each target city identified by the GOM as having high levels of crime combined with proven citizen engagement in initiatives that address the challenges of crime and violence.

Tetra Tech ARD leads the implementation of the CVPP supported by three primary implementing partners: The International City Management Association-Latin America (ICMA-LA) providing technical leadership in local governance engagement and strengthening; YouthBuild International (YBI), providing technical leadership in youth-focused crime and violence prevention strategies; and Howard Delafield International, providing technical leadership in communication and outreach strategies.

The Program will support local institutions that are striving to promote social cohesion (IR2), and strengthen the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies (IR1). At the local level, the Program will work with inter-sectoral committees addressing violence and prevention at the municipal level to align policies at the national and local levels. At the same time, they will also address the drivers of crime and violence at the community-level through the participatory design, implementation, and monitoring and evaluation of community-based Crime and Violence Prevention Master Plans. CVPP will develop and implement a holistic methodology to engage young men and women in plan formulation resulting in community projects that decrease their vulnerability and increase their engagement in licit employment. The Program will support results-oriented interventions, build capacity to expand them, and create communication bridges between communities and their local government using tested tools. Integral to the Program will be a knowledge management system and a communications and outreach strategy that will inform the national policy discussion.

This document presents the first quarterly report of the project describing the main activities and results implemented during a period of eight weeks from February 6 through March 31, 2012.



# 2.0 NARRATIVE REPORTING OF START-UP, IRS, ACTIVITIES, AND SPECIAL ACTIVITIES

## 1.1 START-UP ACTIVITIES

During the eight-week period of this report, Tetra Tech ARD carried out the following activities and results.

**Mobilization of Tetra Tech ARD's Start-Up Team:** Seven days after contract award, Tetra Tech ARD mobilized the home office Chief of Party, Antonio Iskandar, and Senior Technical Advisor/Manager (STA/M), Patria Caffrey, to initiate the start-up of the program together with the Assistant Project Manager, Alyson Welch, and the Monitoring and Evaluation consultant, Marcus Catsam, who joined the advanced team soon after. During the second week of the program, Tetra Tech ARD hired the Deputy Chief of Party, Tere Lanzagorta; the Director of Local Governance, Octavio Chavez; and the consultant Veronica Martinez-Solera to start implementation of the Program. During the second week, CVPP had established a core team of program staff to lead all major deliverables and initial activities of the program during this important phase.

**CVPP established relationships with USAID/Mexico and other USG agencies supporting Pillar IV efforts in Mexico:** Soon after arrival, Tetra Tech ARD and CVPP staff met with USAID's representatives to receive technical and contractual guidance for the implementation of the program and to start coordination with other USG agencies carrying out Pillar IV efforts in Mexico. CVPP participated in more than 15 meetings that included the following:

- Introduction to the USAID Mexico Front Office with the Mission Director, Thomas Delaney (February 15);
- The Post Award Conference (February 16);
- Several technical meetings with CVPP's Contracting Officer's Representative (COR), Luis Maes, and Oscar Chavarria, Alternate COR;
- A meeting with Cristina Prado, USAID Mexico's Communications Officer, to discuss issues related to the Marking and Branding Plan and Miriam Ramirez for a *TruiNet* orientation (February 23);
- A meeting with the USG Pillar IV Group to introduce the Program and initiate coordination with other USG agencies (March 7);
- A meeting with Lucila Serrano of USAID to coordinate the development of the baseline study (March 16);
- A meeting with Maria de los Angeles Estrada of the Narcotic Affairs Section (NAS) to learn about NAS' Lawfulness grants programs (March 16); and
- A meeting with Enrique Roig and Julie Ciccarone from USAID/Washington to introduce the program and identify possible areas for synergies with other USAID-funded programs in the region and events in Washington, DC, in the area of Crime and Violence Prevention.

***CVPP initiated relationships with key program counterparts including the GOM, sub-national government representatives, and USAID Partners in Mexico City and in the target cities:*** CVPP core staff met with the GOM's Pillar IV Working Group on February 22 to introduce the program and to lay out protocols for communication, collaboration and coordination with the GOM during the implementation of the Program. The GOM assigned the *Centro Nacional de Prevención del Delito y la Participación Ciudadana* (CNPDP-SEGOB) as the technical secretariat of the Pillar IV Working Group and the main CVPP point of contact within the GOM. CVPP core staff met with the Director of the CNPDPC, Enrique Betancourt, on several occasions to identify entry points and activities for the first year Work Plan and to start technical assistance activities planned under IR1 and IR2 of the Program. CVPP core staff travelled to Ciudad Juarez, Monterrey, and Tijuana together with the USAID COR and Alternate COR to introduce the program to key local counterparts.

Through meetings with Federal Government (SEDESOL) delegates, and state and local government representatives in all three cities, CVPP assessed existing government efforts and interventions in the target *poligonos* in all three cities and initiated coordination with local counterparts regarding the next steps of the program implementation. CVPP also met with representatives of FEMSA and the private sector to identify synergies and possible areas of cooperation. CVPP confirmed commitment from all local counterparts to work with the program and work in close coordination with USAID Pillar IV efforts in their jurisdictions.

To identify areas for coordination and synergies, CVPP met with representatives of USAID-funded programs under the Merida Initiative: the International Youth Foundation (IYF) and the Pan American Health Organization (PAHO) in Ciudad Juarez and with the MSI Justice and Security Program, the National Democratic Institute (NDI), and International Republican Institute (IRI) in Mexico City.

***CVPP made significant progress in establishing Tetra Tech ARD operations in Mexico:*** During this reporting period, Tetra Tech ARD contracted the services of a legal firm to start the registration process for Tetra Tech ARD in Mexico; opened a bank account for the Program; identified and moved to a temporary office space in Mexico City; identified possible options for office space in Monterrey, Tijuana, and Ciudad Juarez; initiated the recruitment effort for program staff in Mexico City and in the three regional offices; and established financial management systems and trained the Finance and Administration Director. Tetra Tech has also started the procurement and approval process to purchase three vehicles that will be operational in April. Tetra Tech ARD expects to be fully registered in Mexico and be fully operational in the three regional offices by mid-April, submit request for approvals for most of the program staff positions during the second week of April, and identify a permanent office before the end of April.

***CVPP submitted first contractual deliverables of the Program:*** Tetra Tech ARD submitted the Work Plan and PMP on February 6 and the Grants Management Plan on March 19, 2012 completing the first contractual program deliverables on time. As part of the process for the development of the Work Plan and the PMP, CVPP core staff met with USAID, the GOM, and representatives of the three levels of governments in the three target cities to identify entry points and opportunities for collaboration. Responding to USAID's request, CVPP invited USAID's consultant, Robert Gersony, to share with the program team his findings on the assessment effort conducted during the last two months of 2011. CVPP received USAID's comments on the Work Plan and PMP on March 23 and will deliver the second draft of the documents by April 6, 2012. CVPP is still expecting approval of the Grants Management Plan to start emitting the first grants of the program.

## **I.2 INTERMEDIATE RESULT I: STRENGTHEN FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME**

### **I.2.1 Activity I.1: Support the GOM to Improve Monitoring and Evaluation and Knowledge Sharing to Inform National Violence Prevention and Reduction Policies and Planning**

CVPP core staff established a close working relationship with the Director of the CNPDPC, Enrique Betancourt, who leads the technical secretariat of the GOM Pillar IV Working Group to coordinate all program interventions in this IR.

During week four of the program, CVPP initiated technical assistance efforts to support the CNPDPC in developing by-laws (*reglamento*) to comply with the General Law for the Social Prevention of Crime and Violence (*Ley General para la Prevención Social de la Violencia y la Delincuencia*). CVPP contracted short-term consultant Veronica Martinez-Solera to support the task force designated to develop the *Reglamento*, which is due in June 2012. The technical task force is led by the CNPDPC and supported by the *Secretariado Ejecutivo del Sistema Nacional de Seguridad Pública* (SESNSP), the World Bank, the *Universidad Nacional Autónoma de México* (UNAM), and USAID (through CVPP). CVPP will support the task force in the following activities: take the lead in developing a table of index that will serve as the foundation for technical discussions, play a key supporting role in drafting the by-laws, and support dissemination efforts of the draft by-law within the federal government. The first meeting took place on March 8, and the task force will resume activities in April.

The *Reglamento* is a key legal instrument that will help implement and provide sustainability to the recently enacted *Ley General para la Prevención Social de la Violencia y la Delincuencia*. The law represents an important step forward to promote national crime and violence prevention policies in Mexico at the federal, state, and local levels. CVPP identified the *Reglamento* as the ideal vehicle to establish the legal foundations to address Municipal Multi-sectoral Crime and Violence Prevention Bodies (MVPC) at the local level. CVPP is promoting multi-sectoral coordination bodies at the local level to align government interventions (three levels of government) with community, civil society, and private sector initiatives at the community level.

### **I.2.2 Activity I.2: Support the GOM Multi-Sectoral Pillar IV Working Group to Develop a Model for Social Programs and Policies for Crime and Violence Prevention in Urban Areas**

CVPP identified specific areas of intervention that were captured in the work plan to implement this activity. CVPP did not undertake any specific implementation efforts regarding this activity during the reporting period.

### **I.2.3 Activity I.3: Support GOM's Communication Plan that Includes Social Communication Efforts and a Violence Prevention Outreach Strategy**

As part of the work plan development, CVPP identified possible changes in the scope of the intervention in this activity. The Director of CNPDPC suggested that USAID should not work with the GOM in the development of their national communications strategy and outreach plan, but that the program should instead focus on supporting communications strategies and outreach plans at the community level and improve the international perception of Mexico regarding crime and violence. CVPP is expecting guidance from USAID on this issue.

#### **I.2.4 Challenges and Remedies for IRI**

Based on the program's contract, CVPP has proposed to support the GOM in developing a communications strategy and outreach plan to promote crime and violence prevention efforts and results to the citizens of Mexico. During the first six weeks of program implementation, CVPP core staff has tried to identify the GOM agency and individuals leading the communications strategy in this area. Recent feedback from key counterparts of GOM's Pillar IV Working Group indicates that the GOM would rather have USAID supporting other aspects of the communications strategy instead of working with the *Presidencia* to develop the GOM's Communications Strategy and Outreach Plan. We have raised this issue with USAID and are expecting guidance. If CVPP does not work with the GOM to develop their national Communications Strategy and Outreach Plan to improve citizens' understanding and perceptions in the area of crime and violence prevention at the national level, a revision to the contract will be required as both are results due during the first year of the project.

### **I.3 INTERMEDIATE RESULT 2: STRENGTHEN CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/REDUCTION INITIATIVES**

#### **I.3.1 Activity 2.1: Develop Crime and Violence Master Plans in Target Communities**

Following Tetra Tech ARD's proposal for the CVPP and the draft work plan submitted, Tetra Tech ARD identified two organizations to develop the Crime and Violence Master Plans in the nine target communities. Project Concern International (PCI) will develop the Master Plans in six communities/*poligonos* in Monterrey and Tijuana, and the *Centro para el Fortalecimiento de la Sociedad Civil* (CEFOSC) will facilitate the development of the Master Plans for three target communities/*poligonos* in Ciudad Juarez.

CVPP developed a document to provide guidance to the two subcontractors to ensure a uniform methodology to be applied during the development of the nine master plans. CVPP shared the document entitled Guidance for the Development of Community Crime and Violence Prevention Master Plans (*Guía para la Elaboración de Planes Maestros de Prevención de la Violencia y la Delincuencia a nivel Comunitario*) with the two selected subcontractors and is organizing a two-day training session in Ciudad Juarez on April 17-18 to transfer concepts and management directions. CVPP shared the document and the training program with Enrique Betancourt from the CNPDPC and obtained his input in order to align CVPP's methodology with previous efforts of the GOM. Enrique Betancourt will participate in the training session in Ciudad Juarez to present the GOM's methodology to develop Community Prevention Master Plans and previous efforts of the GOM in that area to CVPP staff and the staff of the two subcontractors.

CVPP will continue efforts to develop the nine master plans during the second week of April. See the Challenges and Remedies for IR2 section below for more information on the challenges that CVPP is responding to in this activity.

#### **I.3.2 Activity 2.2: Support Urban and Social Planning Strategies to Strengthen Crime and Violence Prevention**

CVPP core staff introduced the program in the three target cities and identified the entry points to start technical assistance efforts to improve the capacity of local governments to address crime and violence prevention policies in their jurisdictions. Through conversations with representatives of the three municipalities, CVPP agreed on a schedule of activities to apply ICMA's institutional capacity assessment tool (ICAPI) during the third week of April. ICMA also reviewed and adjusted the ICAPI tool to assess crime and violence prevention issues.

### **I.3.3 Activity 2.3: Strengthen the Capacity of Local Governments to Conduct Participatory Budgeting to Increase Public and Private Investments in Violence Prevention**

CVPP identified specific areas of intervention that were captured in the work plan to implement this activity. CVPP did not undertake any specific implementation effort regarding this activity during the reporting period.

### **I.3.4 Activity 2.4: Promote Community Policing to Improve the Relationships between the Municipal Police and the Communities**

CVPP identified specific areas of intervention that were captured in the work plan to implement this activity. CVPP did not undertake any specific implementation effort regarding this activity during the reporting period.

### **I.3.5 Activity 2.5: Support Local Organizations to Implement Community Healing/Victim's Programs**

CVPP identified specific areas of intervention that were captured in the work plan to implement this activity. CVPP did not undertake any specific implementation effort regarding this activity during the reporting period.

### **I.3.6 Activity 2.6: Support Mechanisms to Disrupt the Path of Youth to Criminality Based on Best Practices from the Latin American Region and the U.S**

CVPP's partner, YouthBuild International (YBI), conducted several exploratory meetings from March 9-14 with representatives of Prudential Real Estate Agency Mexico and Intel in Mexico to establish a roadmap to develop partnerships between CVPP and these private sector organizations. The partnerships will promote specific interventions that generate employment opportunities for youth in Ciudad Juarez and Monterrey. Tim Cross from YBI also reached out to Walmart USA and CEMEX to identify opportunities for collaboration in Monterrey. The CVPP core team also met with FEMSA in Monterrey and MetLife in Mexico City to identify areas of synergy within their respective social responsibility programs that are addressing crime and violence efforts in several of CVPP's target communities. CVPP will follow up with these contacts within the next quarter to rapidly engage the private sector and promote public-private partnerships to disrupt the path of youth to criminality.

### **I.3.7 Activity 2.7: Build Sustainable Local Capacity through Grants and Public-Private Partnerships**

See efforts under Section 1.3.6 related to engagements with the private sector.

### **I.3.8 Challenges and Remedies for IR2**

*The timeframe for the development of the Master Plans represents a challenge to develop quality and effective Crime Prevention Master Plans in the nine target communities/poligonos.* The timeframe of four months established in CVPP's contract to develop the Community Master Plans represent a challenge to the implementation of a solid methodology that captures all components of the plan and ensures an inclusive and participatory approach that involves all key community stakeholders in the target communities/poligonos. Tetra Tech ARD had identified three organizations during the proposal—one for each city—but only one, PCI, agreed to carry out the Master Plans for three communities/poligonos in Tijuana during the first month of the program. CVPP invited several organizations from each of the cities to present proposals and selected PCI for Monterrey and CEFOSC for Ciudad Juarez out of six other offers. This process took additional time, which is causing delays in the development of the Master Plans in the nine

target communities/*poligonos* and leaves less than three full months for CVPP to complete the nine master plans within the original contractual schedule.

CVPP is working to ensure the quality of the master plans and to minimize inefficiencies that may cost the program additional time during the process through the following measures: 1) CVPP developed a standard methodology for all master plans in the three cities; 2) CVPP will transfer concepts and approaches with the two selected organizations through a training session in April 15-16; and 3) CVPP will closely monitor the process of elaborating the master plans through CVPP's technical staff and regional coordinators based in the three cities.

## 2.0 M&E QUARTERLY REPORT

Tetra Tech ARD submitted the PMP on March 6 and was finalizing the response to USAID's comments at the end of this reporting period. CVPP will report on the indicators approved in the PMP every quarter starting in the next quarter.

CVPP is developing the Monitoring and Evaluation system for the program which will be fully operational in May 2012.



# 3.0 SMALL GRANTS PROGRAM

Tetra Tech ARD submitted the Grants Management Manual (GMM) on March 19, 2012 and is expecting approval from USAID. As soon as the GMM is approved, CVPP will implement the first grants of the program.



# 4.0 TRAINING AND SHORT-TERM TECHNICAL ASSISTANCE

During the first six weeks of the program, no specific technical assistance/training activity took place. CVPP's consultant, Veronica Martinez-Solera, was assigned to support the CNPDPC in the development of the *Reglamento* of the General Violence and Crime Prevention Law. During this period, CVPP designed a two-day training session which will take place on April 15-16 for the two subcontractors that will develop the Community Master Plans.



# 5.0 SPECIAL REPORTING

CVPP delivered seven weekly reports during this reporting period.



## 6.0 BUDGET ALLOCATIONS

<b>DESCRIPTION</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>Total Q1</b>
<b>Direct Labor</b>	\$0.00	\$19,708.42	\$29,819.24	\$49,527.66
<b>Other Direct Costs</b>	\$0.00	\$2,764.22	\$42,485.25	\$45,249.47
<b>Indirect Costs</b>	\$0.00	\$9,797.88	\$16,733.04	\$26,530.92
<b>Grants Fund</b>	\$0.00	\$0.00	\$0.00	\$0.00
<b>Fixed Fee</b>	\$0.00	\$1,323.09	\$3,650.76	\$4,973.85
<b>Total Cost plus Fixed Fee</b>	\$0.00	\$33,593.61	\$92,688.29	\$126,281.90

(Note: The first quarter of the program focused primarily on start-up activities. In future quarters, the budget will be reflected by activity rather than contract line item.)



# 7.0 ACTIVITY PLAN AND PROJECTED EXPENDITURES FOR NEXT QUARTER

## ACTIVITY PLAN FOR NEXT QUARTER

Start-up	
Main Activity	Period
Finalize registration of Tetra Tech ARD in Mexico	April 15-April 30
Finalize recruitment of program Staff	April 1-April 30
Start operations in the three regional offices of the program	April 15-April 30
Move to permanent office	May 15
Complete set up of program management systems and processes	April 1- April 30
Hold team building session	May 21-24
<b>IRI - Activity I.1: Support GOM to improve monitoring and evaluation and knowledge sharing to inform national violence prevention and reduction policies and planning better</b>	
Select and subcontract local organization to conduct the Program baseline study	April 15-June 15
Provide grant to NGO to conduct selection and documentation of crime and violence prevention best practices (small grants program)	April 30-June 30
Establish CVPP knowledge sharing platform – Program Website (consultant)	May 15-May 30
Provide technical assistance to the CNPDPC to develop a task force to coordinate knowledge management and monitoring and evaluation efforts (consultant)	April 15-June 30
Provide technical assistance to CNPDPC to improve criteria and process for identifying, evaluating, documenting, and sharing learning on best practices (consultant)	April 15-June 30
<b>IRI - Activity I.2: Support the GOM multi-sectoral Pillar IV working group to develop a model for social programs and policies for crime and violence prevention in urban areas</b>	
Provide technical assistance to develop a policy mapping tool (international and local consultant)	May 1-June 30
Support CNPDPC in the development of the <i>Reglamento</i> of the <i>Ley General para la Prevención Social de la Violencia y la Delincuencia</i> (consultant, events)	April 8-June 14

Main Activity	Period
<b>IR1 - Activity 1.3: Support GOM's communication plan that includes social communication efforts and a violence prevention outreach strategy</b>	
Conduct rapid assessment of GOM communications resources, experience, plans, experts to implement communication strategy at the community level (international consultant)	May 1-10
Design and discuss approach to support GOM's communications strategy/outreach plan at the community level (international consultant)	May 10-15
Identify and contract with organizations to implement communication strategies and outreach plans at the community level (grants and subcontracts)	June 1-June 30
Identify and support events promoting the crime and violence prevention agenda with national and local scope	April 15-June 30
Establish relationships with forums and networks to promote the crime and violence prevention agenda (meetings)	April 15-June 30
Design and implement training to journalists in the area of crime and violence prevention (grant)	April 20-June 30
Map out technical teams advising on crime and violence prevention policies to the main presidential candidates and design strategy to involve them in CVPP's supported events (consultant, grants)	April 20 – May 1
<b>IR2- Activity 2.1: Crime and Violence Prevention Master Plans developed in target communities</b>	
Subcontract local organizations to develop the Community Crime Prevention Master Plans	April 1- April 8
Conduct training to local organizations (staff and consultants) (event in Ciudad Juarez)	April 15-16
Develop Master Plans	April 8-June 6
<b>IR2- Activity 2.2: Support urban and social planning strategies to strengthen crime and violence prevention</b>	
Assess opportunities to develop Municipal Violence Prevention bodies (staff)	May 1-15
Apply ICMA's methodology to create a pilot Municipal Violence Prevention body in one of the target cities based on assessment (International consultant)	May 15-June 30
Apply ICAPI in the three target municipalities	April 20-May 15
Initiate technical assistance program to municipalities based on ICAPI	May 20-June 30
<b>IR2- Activity 2.3: Strengthen the capacity of LGs to conduct participatory budgeting to increase public and private investments in violence prevention</b>	
Identify citizen engagement mechanisms for budgetary management	April 20-May 15
<b>IR2- Activity 2.4: Promote community policing to improve the relationships between the municipal police and the communities</b>	
Compile data from assessments to identify community policing interventions in the three target municipalities (during development of community Master Plans)	April 15-June 6
Assess perceptions of youth population on the municipal police and vice versa in the target communities/ <i>poligonos</i> (during baseline study)	(See baseline study above)

<b>Main Activity</b>	<b>Period</b>
Carry out professional exchanges from municipalities in the U.S. with target cities in Mexico	April 15, May 15, June 15
Identify community-based activities to develop small grants programs	April 30-June 30
Identify NGO to develop guide on community-based policing (grant)	May 15-June 30
<b>IR2- Activity 2.5: Support local organizations to implement community healing/victim's programs</b>	
Conduct assessment in the nine communities on existing community healing programs/interventions (during development of Master Plans)	April 15-May 15
Design small grants to pilot interventions	May 15-June 30
<b>IR2- Activity 2.6: Support mechanisms to disrupt the path for youth to criminality</b>	
Provide a grant to <i>Jovenes Constructores</i> to expand YBI model in Ciudad Juarez to Monterrey and Tijuana	May 15-June 30
Establish partnerships with private sector organizations to promote youth employment in the three target communities (Prudential, CEMEX, Walmart)	April 15-June 30
<b>IR2- Activity 2.7: Build sustainable local capacity through grants and public-private partnerships</b>	
Assess capacity of local organizations to provide grants in the three target cities	May 15-May 30

## PROJECTED EXPENDITURES FOR NEXT QUARTER

<b>DESCRIPTION</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total Q2</b>
<b>Direct Labor</b>	\$25,296.45	\$63,009.71	\$71,174.48	\$159,480.64
<b>Other Direct Costs</b>	\$272,303.76	\$279,026.34	\$299,145.25	\$850,475.35
<b>Indirect Costs</b>	\$31,144.44	\$45,937.97	\$56,275.61	\$133,358.02
<b>Grants Fund</b>	\$ -	\$20,000.00	\$65,000.00	\$85,000.00
<b>Fixed Fee</b>	\$25,497.49	\$27,662.00	\$29,001.67	\$82,161.16
<b>Total Estimated Cost plus Fixed Fee</b>	\$354,242.14	\$435,636.02	\$520,597.01	\$1,310,475.17

(Note: In future quarters, the budget will be reflected by activity rather than contract line item.)



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