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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP)

QUARTERLY REPORT

(APRIL - JUNE 2012)

JULY 2012

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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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 Affair 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

RESUMEN EJECUTIVO

El Programa para la Convivencia Ciudadana (PCC) también llamado *Crime and Violence Prevention Program* en inglés, es financiado por USAID e implementado por Tetra Tech ARD desde el 6 de Febrero de 2012 por un período de tres años. Este segundo informe trimestral documenta los avances del PCC desde el mes de abril a junio de este año. El PCC terminó la fase de arranque del programa durante este período con el establecimiento de cuatro oficinas- la sede principal en la Ciudad de México y tres oficinas locales, Monterrey, Tijuana y Ciudad Juarez- contrató al equipo del programa, completó la capacitación inicial del equipo en temas de gestión y operativos y consolidó procedimientos administrativo relativos a la gestión del programa. Asimismo, el PCC obtuvo la aprobación por parte de USAID de tres entregables clave para la operación del programa: el Plan de Trabajo, el Plan de Monitoreo y Evaluación y el Manual de Donaciones.

Tetra Tech ARD logró grandes avances en el posicionamiento del PCC con respecto a sus principales contrapartes, una condición necesaria para poder operar y generar los cambios institucionales que sustentan el mandato del programa. A nivel federal, el PCC ha establecido una relación de trabajo permanente con su principal contraparte del Gobierno de México (GdM), el Centro Nacional para la Prevención del Delito y la Participación Ciudadana. Luego de un trabajo consistente de tres meses, el PCC ha logrado también establecer relaciones de trabajo con los entes sub-nacionales relevantes en cada ciudad meta del programa. De igual manera, durante este período, el PCC logró establecer las fundaciones para generar estructuras de participación comunitaria alrededor de actividades del programa y promovió interacciones iniciales con el sector privado y la sociedad civil organizada en las tres ciudades meta. El PCC logró avances en nueve de las diez actividades (componentes) del programa. Entre las más importantes se destacan las siguientes:

- Se inició la **metodología para desarrollar mejores prácticas** de manera coordinada con el GdM y se identificó al CNDPDPC como el centro de gravedad para establecer una plataforma de gestión de conocimiento dentro del GdM. Asimismo, se avanzó en el diagnóstico de actores y mensajes para el desarrollo de la estrategia de comunicaciones comunitaria en materia de prevención del delito y la violencia;
- Se establecieron **mecanismos de coordinación y diálogo entre actores** a nivel sub-nacional dentro del marco de desarrollo de los Planes Maestros Comunitarios de Prevención de la Violencia y el delito (Planes Maestros). El PCC ha establecido un Grupo de Trabajo en cada municipio promoviendo la interacción entre representantes de gobiernos a nivel sub-nacional (municipios, estados y gobierno federal), representantes de la sociedad civil organizada y el sector privado. A nivel comunitario el PCC está facilitando la conformación de comités comunitarios en cada polígono meta del programa para validar y generar la apropiación sobre los Planes Maestros;
- Se presentó el **primer borrador de los Planes Maestros y comenzó la segunda fase con el fortalecimiento de procesos y estructuras participativas para asegurar la validación de los productos**. De esa manera, el PCC promueve la sostenibilidad y viabilidad de los Planes Maestros. La versión final de los Planes Maestros será entregada el 27 de Julio junto a estructuras de coordinación y diálogo avanzadas para asegurar la implementación de los planes;
- Se logró avanzar en la identificación y diseño de varios productos importantes entre los cuales se destacan los siguientes: la intervención en materia de policía de proximidad o comunitaria con la contratación de INSYDE; el desarrollo de una guía para el fortalecimiento de capacidades, tanto de gobiernos como de organizaciones de la sociedad civil en el trabajo de Salud Metal comunitaria; el diseño de la primera donación del programa para Jóvenes Constructores con impacto en Ciudad Juarez, Monterrey y Tijuana; el desarrollo de la línea base del programa a través de una donación; y el desarrollo de un modelo de intervención del sector privado en los temas de prevención de la violencia.

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.

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 provides 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 are targeted at the national level and sub-national levels in Ciudad Juarez, Tijuana and Monterrey. Local interventions 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 (HDI), providing technical leadership in communication and outreach strategies.

The Program supports local institutions that are striving to promote social cohesion (IR2), and strengthens the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies (IR1). The Program works with inter-sectoral committees addressing violence prevention at the municipal level to align policies at the national and local levels. At the same time, it addresses the drivers of crime and violence at the community level through the participatory design, implementation, and monitoring and evaluation of the Crime and Violence Prevention Master Plans. CVPP develops and implements a holistic methodology to engage young men and women in formulating community projects that decrease their vulnerability and increase their engagement in licit employment. The Program supports results-oriented interventions, builds capacity to expand them, and creates communication bridges between communities and their local government. Integral to the Program is a knowledge management system and a communications and outreach strategy that will inform the national policy discussion.

This document presents the Program’s Second Quarterly Report describing the main activities and results implemented from April 1 through June 30, 2012.

2.0 NARRATIVE REPORTING ON PROJECT

ACTIVITIES

2.1 START-UP ACTIVITIES

During this reporting period, Tetra Tech ARD completed the mobilization and training of the CVPP team (with the exception of one technical position), established permanent operations in all four project sites, conducted procurement of computer equipment and furniture, and developed administrative systems to ensure efficient operations and regulatory compliance.

Tetra Tech ARD completed the mobilization and training of the CVPP team. Recognizing the fast pace of technical implementation, Tetra Tech ARD focused its administrative efforts on the rapid deployment of the project team in all four sites: Mexico City, Ciudad Juarez, Monterrey and Tijuana. By the end of the quarter, all positions with the exception of the Knowledge Management Coordinator have been filled. The following members joined the team in the main office: Francisco Castellanos, Youth and Community Coordinator; Olya Catto, Director of Finance and Administration and Reporting Specialist; Eduardo Cardona, Grants Coordinator; Jimena Parra, Communications Coordinator; Beatriz Vargas, Monitoring and Evaluation Coordinator; as well as five administrative staff. In the regional offices, Magdalena Cedillos, Gabriela Posada and Betzabe Triana joined the team as Local Office Coordinators in Ciudad Juarez, Tijuana and Monterrey, respectively. Tetra Tech ARD also hired Monitoring and Evaluation Specialists Claudia Escudero (Ciudad Juarez) and Silvia Villarreal (Monterrey), and final USAID approval was pending for Antonio Cardenas (Tijuana) as of the end of this quarter.

Tetra Tech ARD has conducted a series of training and strategic planning events for its staff and implementing partners. On May 22nd, Home Office Senior Grants Manager Indeok Oak provided training on grants rules and regulations, and worked with USAID and the CVPP grants team to finalize the Grants Management Manual. A highly successful strategic planning workshop, held on May 23rd-24th and attended by all members of the CVPP consortium and USAID, promoted a shared vision of the program and produced detailed operational plans for each component. On May 25th, the technical team received training on the Gender Perspective in the implementation of CVPP and the integration of Municipal Committees for Crime and Violence prevention.

CVPP finalized the establishment of project operations in Mexico. Tetra Tech ARD has completed the registration process for project activities in Mexico, opened a business bank account, identified and signed lease agreements for permanent office locations, and registered its staff with the Mexican Social Security office. The project has procured its five vehicles and has completed the purchase of computer equipment and furniture. CVPP plans to move into the permanent offices on July 23rd. Security for project staff is of utmost importance to Tetra Tech ARD, especially given the high-risk communities where the project operates. To that end, CVPP has solicited proposals from proven security firms with extensive experience working in Mexico, and has selected Pinkerton C&I as the provider of security services to the project. In the next month, Pinkerton will prepare a security assessment for all project sites, develop protocols for daily operations and emergency situations, and train CVPP staff on security policies and procedures.

CVPP received approval of the first contractual deliverables of the Program. On June 12th, Tetra Tech ARD received USAID approval of the Year One Work Plan and PMP. Following discussions with the GOM and USAID, it was agreed that the official name of the project in Spanish will be *Programa para la Convivencia Ciudadana*.

2.2 INTERMEDIATE RESULT I: STRENGTHEN FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME

A strong collaborative relationship with the Government of Mexico (GOM) is critical to the success of the project, especially given the key role of the GOM in the implementation of Pillar IV activities. During this reporting period, CVPP continued to strengthen its working relationship with the GOM through periodic meetings and exchange of information using the established communication protocols.

During the first meeting between the Government's Pillar IV Working Group, USAID and CVPP, held on February 22nd, the point of contact between the GOM and CVPP was assigned to CNPDPC, represented by its Executive Director, Enrique Betancourt. Over the course of the quarter, CVPP worked closely with CNPDPC to maintain an effective communication regarding CVPP activities. Both parties agreed on a meeting schedule that would take into consideration both the high demand on Mr. Betancourt's time, as well as the need to maintain an ongoing exchange of information. Keeping up with the plan was challenging due to the work schedule of Mr. Betancourt, and during a meeting held on June 26th at *Presidencia* it was agreed to have weekly meetings followed by brief progress reports. Overall, during this reporting period CVPP held seven meetings with CNPDPC, sent five progress reports, and had one meeting with the Pillar IV Working Group.

2.2.1 ACTIVITY I.1: SUPPORT THE GOM TO IMPROVE MONITORING AND EVALUATION AND KNOWLEDGE SHARING TO INFORM NATIONAL VIOLENCE PREVENTION AND REDUCTION POLICIES AND PLANNING

Working closely with the CNPDPC, Tetra Tech ARD promoted the development of products and methodologies in crime and violence prevention. To support the development of GOM counterparts in M&E and knowledge sharing to inform crime and violence prevention policy and programs, the project team worked closely with CNPDPC to design and develop the following:

- a) **A methodology for the development of best practices in crime and violence prevention.** Starting on June 8th, CVPP deployed a short-term consultant, Carolina Ruesga, to develop a methodology for the selection and analysis of best practices in crime and violence prevention. Through the work of Ms. Ruesga, CVPP is closely coordinating with the consulting firm L21 Innovaciones y Desarrollo, contracted by CNPDPC for the analysis of best practices generated by the municipal governments. The final product, due to be completed on July 15th, will be validated and approved by the GOM and will serve as a guide for the development and systematization of best practices in crime and violence prevention.
- b) **Best practices generated by NGOs on crime and violence prevention.** CNPDPC has tasked CVPP with the identification and systematization of best practices generated by NGOs in cooperation with Government. CVPP will identify and select a local organization with the required technical and management capacity to implement this task, and will provide grant assistance to begin in August 2012. Through this grant, CVPP will support the selected organization in developing its capacity to identify and disseminate best practices throughout the community, and will enable it to sustain this capacity beyond the life of the project.
- c) **CNPDPC Knowledge Platform.** In a meeting held on June 19th, the CNPDPC Executive Director Betancourt confirmed the GOM's interest in receiving CVPP support in the development of its knowledge management platform. The institutional, legal and operational design of the platform is planned for July 2012.

CVPP completed the development of the Terms of Reference for the design of the CVPP Baseline Study. During May and June 2012, CVPP finalized the Terms of Reference for the development of the CVPP Baseline Study, which will be implemented by a local organization. The data will establish the baseline

for the CVPP Monitoring and Evaluation System while at the same time strengthening the GOM's knowledge management capacity. As per the approved Work Plan, CVPP will develop the Baseline Study after the end of the electoral period to minimize the impact of politics on surveys and focus groups in the three target cities.

CVPP awaits confirmation by the GOM on whether it will continue supporting the drafting of the By-law of the General Law for the Social Prevention of Violence and Crime (Reglamento de la Ley General para la Prevención Social de la Violencia y la Delincuencia). As mentioned in the previous quarterly report, the project had supported the GOM in the establishment of a Task Force for the drafting of the By-law. However, during the current reporting period, the GOM re-assigned this task to the National University of Mexico (UNAM). CVPP is awaiting confirmation by the Government on its future role on this activity.

The GOM confirmed that it does not require CVPP's support in the development of a National Crime and Violence Prevention Program Task Force. In a meeting with the GOM on May 22nd, the CNPDPC Executive Director Betancourt confirmed that a communication platform already exists within the Federal Executive Power to coordinate the efforts of different Government agencies involved in crime and violence prevention. Representatives of the Health Secretariat, SEDESOL, SEGOB, CNPDPC and others meet on a weekly basis to coordinate the Government's efforts. CVPP will continue reporting to the Pillar IV Working Group, but will not provide technical assistance to strengthen a coordination body as requested by the GOM. To reflect this change in the Statement of Work, Tetra Tech ARD will request USAID approval to revise the CVPP contract and the relevant sections of the Work Plan.

2.2.2 ACTIVITY 1.2: 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 did not undertake any specific implementation effort regarding this activity during the reporting period.

2.2.3 ACTIVITY 1.3: SUPPORT GOM'S COMMUNICATION PLAN THAT INCLUDES SOCIAL COMMUNICATION EFFORTS AND A VIOLENCE PREVENTION OUTREACH STRATEGY

CVPP set the stage for the development of communication strategies in its target cities. During this reporting period, the CVPP Communications Coordinator Jimena Parra was joined by Lynda Barfield of Howard Delafield International, a subcontractor to Tetra Tech ARD, to initiate activities under this task. CVPP will develop tailored communications strategies for each of its target cities and communities, taking into consideration their specific needs and social environment. The CVPP contract originally stipulated that a central Communications and Public Outreach Strategy would be developed for the GOM – thus, the development of strategies for each target city represents a change. The purpose of the community focused strategy is to impact the perceptions of the local population about insecurity and to promote the culture of peaceful coexistence. As part of this initial phase, the team visited the communities of Monterrey and Ciudad Juarez to map out key actors and identify successful local initiatives that can be replicated or strengthened. During the next quarter, the team plans to conduct a similar visit to Tijuana and to hold the first communication strategy workshop.

At the Federal Government level, the first meeting with Larisa Bosch, CNPDPC Assistant Director of Liaison with Civil Society (*Sub-Directora de Vinculación con la Sociedad Civil*) was held on May 25th to discuss coordination with other federal agencies involved in violence prevention communications. In the coming weeks, CVPP plans to establish a regular venue of collaboration with these agencies, which will help ensure message consistency and benefit from locally leveraged resources.

CVPP increased the visibility of crime and violence prevention topics in the media and to the public at large. As part of its strategy to highlight the subject of crime and violence prevention during the time of political transition, CVPP began to build a network of journalists and seek to identify an organization that will carry out a workshop for media professionals on the topic of peaceful coexistence. CVPP has become a member of the organizing committee of the conference “Building Safer Cities in Latin America” (“*Construyendo Ciudades más Seguras en América Latina*”). The conference is organized by the *Universidad Iberoamericana* with participation of Government agencies, universities, private companies and NGOs, during which the Safe Cities agenda will be presented to the Transitional Government Group. As part of the conference, CVPP will conduct workshops in its three target cities to identify best practices and will present its findings at the conference.

2.2.4 CHALLENGES AND REMEDIES FOR IRI

CVPP interviewed several strong candidates for the Knowledge Management Coordinator position but was not able to finalize the recruitment process due to the candidates’ salary expectations. The Knowledge Management Coordinator is a key position, tasked with managing all aspects related to the implementation of the IR 1 component, and thus requiring a unique set of skills and experience. CVPP has identified possible candidates and plans to fill this position during the next quarter.

Keeping a periodic and consistent communication flow with the GOM has been a challenge for CVPP. After several attempts to establish a communication protocol, USAID and the GOM established a new protocol on June 26th. CVPP is providing weekly feedback and activity reports to the CNPDPC, and will present its progress to the Pillar IV Working Group once a month.

CVPP has not been able to gather information on the ongoing efforts of the GOM related to its violence prevention communications strategy. CVPP originally envisioned supporting the GOM’s communications strategy to promote violence reduction, community engagement, and youth development, working with the Pillar IV Working Group and relevant NGOs. After several consultations with the CNPDPC, CVPP re-oriented its focus to the target communities, working with a variety of local stakeholders including NGOs, community-based organizations and Government representatives. Members of the relevant Secretaries of the Federal Government will be invited to participate, as appropriate (see activity 1.3 above). This new approach will allow CVPP to promote the ownership of the communications strategies by the local stakeholders, and to build capacity of local NGOs to develop and implement the strategies in each city.

2.3 INTERMEDIATE RESULT 2: STRENGTHEN CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/REDUCTION INITIATIVES

2.3.1 ACTIVITY 2.1: DEVELOP CRIME AND VIOLENCE MASTER PLANS IN TARGET COMMUNITIES

CVPP completed the first phase of the Community Crime and Violence Prevention Master Plans (Master Plan) development. CVPP delivered the first drafts of the nine master plans to USAID on June 12th, after receiving a one-week extension. CVPP has developed both a product and a process required to provide sustainability during the implementation phase of the Master Plans. As part of the process, CVPP promoted the participation of key stakeholders, including community leaders, Government representatives, members of the private sector, as well as NGOs working to develop a culture of peaceful coexistence in the communities.

Each Master Plan consists of a Diagnostic Assessment, Strategic Plan and Action Plan, and a Monitoring and Evaluation Plan. The Master Plans were developed using a highly participatory methodology, involving community leaders, NGOs, and all three levels of Government. In addition to an in-depth assessment of the

current situation, the Master Plans propose specific actions in the short, medium and long term to strengthen the communities' resilience to violence.

Phase Two of the Master Plan development began on June 12th and is scheduled to conclude on July 27th. During Phase Two, CVPP is completing the diagnoses, validating data, and finalizing the Action Plans. CVPP is facilitating a participatory process that includes sharing the preliminary findings with the stakeholders and the community, validating the information, and defining strategic interventions.

CVPP presented the methodology and the calendar for the development of the Master Plans to USAID, the GOM (CNPDP and Pillar IV Working Group), as well as Working Groups and Community Committees in target cities during the last week of June, ensuring a common understanding of the process and the final product. The presentation to the GOM illustrating the Master Plan methodology and a calendar of activities for Phase Two is attached as Annex A to this report.

CVPP created Municipal Crime and Violence Prevention Working Groups in its target sites. CVPP created Municipal Working Groups in each target municipality with the goal of promoting consensus and exchange of information related to the development and future implementation of the Master Plans. The Working Groups include members of all three levels of Government, representatives of the private sector and NGOs, as well as community organizations involved in crime and violence prevention.

2.3.2 ACTIVITY 2.2: SUPPORT URBAN AND SOCIAL PLANNING STRATEGIES TO STRENGTHEN CRIME AND VIOLENCE PREVENTION

CVPP carried out an institutional assessment of the Monterrey municipality using its Institutional Capacity Inventory tool (ICAPI). In April, CVPP conducted an institutional assessment of the municipality of Monterrey using the ICAPI tool. The assessment examined the municipality's practices in such areas as finance, planning, human resources, legal framework management, urban development, social development, public services, and public security. The results of the assessment demonstrated that the Monterrey municipality has achieved significant progress in the area of process documentation and certification under ISO standard 9001:2008, with 75 processes documented and certified. However, while budget systems are adequate, the budgeting process is not yet focused on results and budget functions are still subject to discretionary adjustments throughout the year.

Similarly, the municipality's operational structures are designed to carry out actions but don't focus on results, and its social and urban development areas lack explicit budget management-related concepts. On the positive side, the Public Security Secretariat has developed an information system that generates data on municipal crime incidence that can be used in the development of violence prevention strategies and can be replicated in other municipalities. CVPP will continue to work with the municipality to explore opportunities for technical assistance in the areas that need improvement.

CVPP planned to apply the ICAPI tool in the municipalities of Tijuana and Ciudad Juarez during this quarter but both municipalities rescheduled the exercise. CVPP will plan to conduct the ICAPI assessments in Tijuana and Ciudad Juarez after the electoral process is completed on July 1st.

CVPP conducted a diagnostic assessment in the three cities to promote Municipal Crime and Violence Prevention Committees. During this reporting period, international consultant Carlos Loría of ICMA conducted a diagnostic assessment in the three target cities to design the process for developing the Municipal Crime and Violence Prevention Committees (MCVPC). The assessment identified entry points and context-specific approaches for each city to promote the concept of multi-sectoral and interagency coordination. CVPP interviewed public officers and key NGO and private sector representatives in all three municipalities to identify existing inter-agency coordination mechanisms in the area of violence prevention. One of the main conclusions of the assessment was that there are windows of opportunity to promote coordination mechanisms, as long as they are tailored to the specific conditions of each location.

2.3.3 ACTIVITY 2.3: STRENGTHEN THE CAPACITY OF LOCAL GOVERNMENTS TO CONDUCT PARTICIPATORY BUDGETING TO INCREASE PUBLIC AND PRIVATE INVESTMENTS IN VIOLENCE PREVENTION

CVPP assessed budget management systems in target municipalities and identified areas for technical assistance. During the implementation of the ICAPI assessment described in Section 1.3.2 above, CVPP held talks with municipal officials in Monterrey about their budget operations and determined that sufficient progress had not been made in the accounting approvals system, a requirement which must be accomplished by the end of 2012. Also, municipal budgets are currently not driven by results, and transparency of information regarding the budgetary process is lacking. CVPP will confirm whether both Tijuana and Ciudad Juarez have a similar situation when the ICAPI tool is applied in these cities in July and August, and will work with the municipal governments to address any weaknesses. During the next quarter, CVPP will carry out a training to increase the capacity of municipal officials to conduct open budget discussions. The training will include such topics as results-based budgeting with a focus on crime and violence prevention, and participatory budget management approaches that engage citizens.

2.3.4 ACTIVITY 2.4: PROMOTE COMMUNITY POLICING TO IMPROVE THE RELATIONSHIPS BETWEEN THE MUNICIPAL POLICE AND THE COMMUNITIES

CVPP identified a local partner to implement its Community Policing Assessment and Guide. During the month of June, CVPP worked to identify a capable local organization that can carry out this important, yet sensitive aspect of violence prevention. It was determined that the *Instituto para la Seguridad y la Democracia* (INSYDE) is exceptionally positioned to implement this activity in target sites. INSYDE is specialized in research and implementation of security-related activities including policing and strengthening the ties between police and local communities. CVPP has completed the design of the Terms of Reference and budget negotiations for this subcontract and plans to begin the work in July 2012. This activity will be carried out using the methodology *La policía que queremos (The Police We Want)*, which promotes exchange and cooperation between municipal police and community groups, especially youth. Also included in the Terms of Reference is the development of a *Proximity Police Model*, a compilation of community policing best practices from Mexico and worldwide.

2.3.5 ACTIVITY 2.5: SUPPORT LOCAL ORGANIZATIONS TO IMPLEMENT COMMUNITY HEALING/VICTIM'S PROGRAMS

CVPP began work on the development of a community healing assessment and training. Tetra Tech ARD contracted a local consultant Ana Karla Enriquez, a recognized Community Healing Specialist, to develop a guide on the psycho-social impact of violence on the community and a conceptual framework for improving community health. The guide will provide recommendations on specific actions to be incorporated into the Master Plans and identify best practices in this technical area, both in Mexico and other countries. During the next quarter, Mr. Enriquez will conduct training sessions in all three target municipalities to strengthen the capacity of local NGOs and Government agencies to support the communities and the victims of crime. At the same time, CVPP started the search to identify NGOs and community groups with institutional capacity to implement community healing programs under the CVPP small grants program.

2.3.6 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 conducted an in-depth assessment of the youth situation in the target communities and incorporated this information in the Master Plans. While conducting the diagnostic assessment for the Master Plans, CVPP paid particular attention to the factors that affect youth in its target communities. Specifically, the assessment examined such issues as the reality of youth, protection against risk factors, prevention of criminal and violent behavior, causes and consequences of juvenile crime, and the development

of family and community prevention programs. Following the assessment, CVPP held special sessions with field workers to verify the information and identify major problems. The results of the assessment will be reported as part of the Master Plans in the next quarter.

CVPP finalized arrangements with Jóvenes Constructores de la Comunidad (JCC) to implement its model for involving young people in the rehabilitation of public spaces. During this reporting period, CVPP completed grant negotiations with JCC to replicate its successful model of supporting youth in high-risk communities by providing them with vocational training, while rehabilitating public spaces. Through this grant, JCC will locate public spaces in need of rehabilitation, identify young people without a formal occupation, provide them with training in construction, and utilize their services to restore public spaces. As a result of this activity, young people not only acquire useful job skills and financial compensation, but also establish important personal and professional networks within the local business community. JCC has been working in eight communities of Ciudad Juarez since 2010 and is well positioned to expand this initiative to other communities in Monterrey and Tijuana.

CVPP identified best practices in youth support programs to be included in its small grants program. During this quarter, CVPP examined existing youth programs in target communities to detect best practices to be supported through its small grants program. The Program has identified several local organizations who will be invited to participate, and plans to issuing at least one grant in each community during the next quarter.

2.3.7 ACTIVITY 2.7: BUILD SUSTAINABLE LOCAL CAPACITY THROUGH GRANTS AND PUBLIC-PRIVATE PARTNERSHIPS

CVPP started the identification of public-private partnership (PPP) models in Ciudad Juarez and Monterrey. On June 12th, Tetra Tech ARD brought together several prominent local businessmen in Ciudad Juarez and representatives from local citizen organizations. Stemming from this meeting, a proposal is in the works to establish the first PPP agreement aimed at crime and violence prevention. Similarly, in Monterrey CVPP included representatives of the FEMSA Company in its Master Plan development process. CVPP is also working with YouthBuild International, one of Tetra Tech ARD's subcontractors, to develop a corporate partner program with several prominent private sector companies in Mexico in connection with youth development programs. CVPP will complete the design of the first PPP models during the next quarter.

2.3.8 CHALLENGES AND REMEDIES FOR IR2

During the development of the Master Plans, CVPP found that the original timeframe was overly ambitious in order to complete a viable and sustainable product. CVPP developed a participatory process to generate structures to empower and sustain engagement of relevant stakeholders, which required time. CVPP also experienced delays in gathering relevant information from Government agencies for the diagnostic component, in part due to the election period. An important lesson learned from Phase One of the Master Plan development process is that the Master Plans are more than just a product. They require time to develop a process that will ensure that relevant stakeholders are fully engaged from the design to the implementation and, ultimately, to the monitoring and evaluation phase.

The electoral process that took place during this reporting period posed several challenges to the operation of CVPP. As the Program was introduced at the local level, CVPP faced several coordination, information and access issues. In Monterrey, the election of the new Mayor left the municipality without leadership during the first months of the program. In Ciudad Juarez and Tijuana, CVPP encountered difficulties with access to the Government information. The electoral activity also affected the process of coordination between different levels of Government. As a result, some of the Program's activities that involved building relationships across the Government and civil society were delayed. Tetra Tech ARD is managing this situation by continuously promoting an open exchange between the various levels of Government, showcasing success stories and best practices, inviting NGOs to Government meetings, and disseminating information in target communities.

In some communities, such as Nuevo Almaguer and La Alianza in Monterrey, activities were challenged by the active presence and operation of organized crime. Given the limited local efforts to stabilize and maintain security, this posed additional security risks for the Program and reduced the effectiveness of some of its activities. While CVPP is working on the development of security protocols to protect its staff and implementing partners, the Program will continue to be impacted until these areas are stabilized.

3.0 M&E QUARTERLY REPORT

CVPP designed the parameters for the program's Monitoring and Evaluation (M&E) Plan Baseline.

During this reporting period, CVPP conceptualized the design of its M&E plan Baseline. CVPP M&E Coordinator developed the Terms of Reference and technical parameters for a grant to a local organization with relevant programmatic expertise to develop the Baseline, while building its capacity to implement similar projects in the future. CVPP expects to issue the grant in July.

CVPP conceptualized the program's M&E Information System (M&EIS). During the month of June, the CVPP M&E Coordinator finalized the protocols and parameters for the CVPP M&EIS – a tool to facilitate the processing of disaggregated information on program activities. M&EIS will consist of 13 modules, the first eleven corresponding to each program activity, the 12th addressing financial data, and the 13th reporting on training activities. Each activity module will be comprised of key sub-activity and tasks that are linked to the PMP indicators and process indicators, as well as the Master Plans indicators. The system will be implemented by a consultant specializing in information systems and data management.

CVPP achieved progress against the indicators of the Performance Monitoring Plan (PMP). The summary of progress to-date based on the approved PMP is presented in Annex B to this report.

4.0 SMALL GRANTS PROGRAM

On May 8th, USAID approved the CVPP Grants Management Manual. As mentioned in Section 2.1 above, Tetra Tech ARD Senior Grants Specialist, Indeok Oak, provided training to all project staff on grant policies and procedures, and guided the CVPP Grants Team in the development of forms and templates. Ms. Oak led the discussions with USAID to clarify and streamline grant review and approval procedures.

The first CVPP grant will be issued to *Jóvenes Constructores de la Comunidad* to implement and replicate its youth support model in the cities of Tijuana, Monterrey and Ciudad Juarez. During the month of June, the grant was finalized and submitted to USAID for approval.

Also in June, the team developed the Terms of Reference and solicitation documents for a grant to design and implement the CVPP M&E Baseline.

5.0 TRAINING AND SHORT-TERM TECHNICAL ASSISTANCE

CVPP did not conduct any external programmatic training during this quarter. On April 17th and 18th, an internal training on Master Plan development was delivered to the CVPP implementing partners in Ciudad Juarez.

The table summarizing CVPP's short-term technical assistance provided during this reporting period is presented in Annex C to this report.

6.0 SPECIAL REPORTING

CVPP delivered 13 weekly reports during this reporting period. In addition, CVPP provided a number of ad hoc reports in response to USAID requests. CVPP submitted five progress reports to the GOM.

7.0 BUDGET ALLOCATIONS

Description	April	May	June	Total Q1
Direct Labor	\$18,448	\$40,879	\$60,044	\$119,371
Other Direct Costs	\$108,498	\$89,480	\$194,192	\$392,170
Indirect Costs	\$10,207	\$18,716	\$36,055	\$64,978
Grants Fund	\$0	\$0	\$1,170	\$1,170
Fixed Fee	\$5,624	\$6,113	\$11,951	\$23,688
Total Cost plus Fixed Fee	\$142,777	\$155,188	\$303,412	\$601,377

8.0 ACTIVITY PLAN AND PROJECTED EXPENDITURES FOR NEXT QUARTER

8.1 ACTIVITY PLAN FOR NEXT QUARTER

Activity	Date		
	July	August	September
Start-up			
Move to permanent offices		■	
Finalize recruitment of local staff		■	
Receive and deliver the remaining vehicles to project sites		■	
Complete the establishment of all operational systems and processes		■	
IRI - Activity 1.1: Support GOM to improve monitoring and evaluation and knowledge sharing to inform national violence prevention and reduction policies and planning better			
Conduct the Baseline Study		■	■
Develop the Gender Plan			■
Establish knowledge management unit within the CNPDPC			■
Complete methodology of best practices		■	
Identify best practices of NGOs		■	■
Develop conceptual framework on crime and violence prevention and provide training to program counterparts		■	■
IRI - Activity 1.2: 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			
Develop a policy mapping tool			■
IRI - Activity 1.3: Support GOM's communication plan that includes social communication efforts and a violence prevention outreach strategy			
Systematize Rapid Assessment information	■	■	
Organize and implement the strategic comm. workshop		■	■
Present the first draft of the Communication Strategies			■
Sign agreement with the Communication Strategies implementation partners			■
Sign an agreement with an organization to implement training for journalists		■	
Implement training for journalists and promote network of journalist for crime and violence prevention		■	■
Sign a grant for media monitoring		■	
Generate interest for information exchange in the media		■	■

Activity	Date											
	July			August			September					
Promote messages in the media and make connections with forums and events												
Support and participate in forums and events on the topic of violence prevention												
Co-sponsor workshops/conferences on crime and violence prevention in Tijuana, Monterrey and Cd. Juarez as part of the International Conference on Safe Cities												
IR2- Activity 2.1: Crime and Violence Prevention Master Plans developed in target communities												
Complete the development of the Master Plans												
Consolidate Community Committees in each community												
Select and provide a small grant to implement pilot project in each community												
Begin implementation of pilot projects in each community												
Create Working Groups in each municipality												
IR2- Activity 2.2: Support urban and social planning strategies to strengthen crime and violence prevention												
Implement the ICAPI tool in Ciudad Juarez												
Implement the ICAPI tool in Tijuana												
Present the CVPP and work plan agreement to the President Elect of the Monterrey Municipality												
Conduct CPTDE diagnostics in the nine target communities												
IR2- Activity 2.3: Strengthen the capacity of LGs to conduct participatory budgeting to increase public and private investments in violence prevention												
Conduct workshops on finance management, communications, urban planning and social development												
Conduct workshops on participatory budget processes												
IR2- Activity 2.4: Promote community policing to improve the relationships between the municipal police and the communities												
Conduct diagnostics in all communities												
Establish contacts with police institutions and neighboring communities												
Develop guide on Community Policing												
Identify specific intervention on community-based prevention with the police												
IR2- Activity 2.5: Support local organizations to implement community healing/victim's programs												
Develop the methodology for community health												
Conduct training for local NGOs												
Development a Guideline												
Identify and develop small grants programs with NGOs												
IR2- Activity 2.6: Support mechanisms to disrupt the path for youth to criminality												
Begin implementation of the JCC model in three cities												
Identify best practices on youth development and award small grants based on the Master Plans												

Activity	Date								
	July			August			September		
IR2- Activity 2.7: Build sustainable local capacity through grants and public-private partnerships									
Design public-private partnerships in Ciudad Juarez and Monterrey based on the Master Plans									
Develop small grants to promote a PPP in at least one community									
Sign corporate partners agreements to promote PPPs in the area of youth development									

8.2 PROJECTED EXPENDITURES FOR NEXT QUARTER

Description	July	August	September	Total Q3
Direct Labor	\$48,334	\$54,370	\$58,035	\$160,739
Other Direct Costs	\$385,357	\$296,810	\$213,553	\$895,721
Indirect Costs	\$59,707	\$56,284	\$46,964	\$162,954
Grants Fund	\$0	\$18,000	\$77,000	\$95,000
Fixed Fee	\$28,876	\$21,910	\$25,023	\$75,809
Total Estimated Cost plus Fixed Fee	\$522,274	\$447,374	\$420,575	\$1,390,223

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