



# **Violence and Injury Prevention Project on the United States – Mexico border (VIP Project)**

## **Technical and Financial Report**

**SECOND QUARTER  
(April-June, 2010)**

USAID Technical Office, Education and Health USAID Mexico

**Grant No. :** AID-523-G-10-000001 (002134)

**Grantee:** Pan American Health Organization, World Health Organization Regional Office (PAHO/WHO)

**Coordinator:** Dra. Maria Teresa Cerqueira, Chief, Office for the PAHO/WHO United States – Mexico border.

## QUARTERLY TECHNICAL REPORT

Period for this report: April 1 to June 30, 2010

### Overview:

The project called ***Advancing Injury and Violence Prevention in Selected Communities in Northern Mexico and the U.S.-Mexico Border Cities***, hereafter referred to as the ***VIP Project***, is a joint project of the U.S.-Mexico Border Office of the Pan American Health Organization, Regional Office of the World Health Organization (USMBO PAHO/WHO) located in El Paso Texas and the National Center for Accident Prevention (CENAPRA) of the Mexican Secretary of Health located in Mexico City.

In a letter dated May 24, 2010 and signed by David G. Brown, Supervisor Officer of the Regional Agreement of the United States Agency for International Development (USAID) authorized the reimbursement of expenses incurred for the benefit of this project starting from April 6, 2010.

The PAHO-USAID Agreement, as stated in the award letter, indicates that the VIP Project must be implemented in two phases:

1. **Project initiation phase:** Consisted of planning, data collection, evaluation activities and the development of vital documents before the start of the second phase.
2. **Project implementation phase:** A preliminary budget and the general description of the goals and objectives for the second phase was included in the grant proposal submitted in April, but the award letter made it clear that as a result of the planning and needs assessment performed in Phase I, a more detailed and specific proposal for the implementation phase needed to be prepared by the program and approved by USAID before proceeding to full implementation.

### VIP Project activities during the period of April to June, 2010

#### I. Administrative Activities:

##### a. Hiring of personnel:

Officially, the VIP Project began operations on April 16<sup>th</sup>, 2010 with the hiring of five consultants located at the CENAPRA office in Mexico City and one located in Juarez (Chihuahua). Following are the names and titles of these individuals:

1. Felipe Espinosa Torres, Coordinator for the Mexico Group
2. Mario Arroyo, Technical Consultant
3. Esperanza Martinez Sanchez, Executive Administrative Assistant
4. Nayeli Flores Meza, Administrative Assistant
5. Andrea Beltran Garcia, Administrative Assistant and
6. Salvador Barragan Flores, Coordinator for Juarez Office

In June, two additional consultants were hired:

7. Abril Acosta Cano, Administrative Assistant in Juarez
8. Adrian Mancilla, Administrative Assistant in El Paso

Importantly, during this period, hundreds of hours were contributed in part by staff of PAHO / WHO for the project to conduct program planning, developing job descriptions, supervision, budget development and other critical functions. This staff includes:

1. Maria Teresa Cerqueira, Chief USMBO-PAHO/WHO and Project Coordinator
2. Ricardo Jimenez, PAHO/WHO Consultant in Alliances for a Healthy Border
3. Luis Gutierrez, PAHO/WHO Consultant in Information Technology and Systems Analysis
4. Lorely Ambriz, PAHO/WHO Consultant in Knowledge Management & Communication
5. Maria Teresa Rivera, PAHO/WHO Administrador
6. Maria Cisneros, PAHO/WHO Administrative Assistant

**b. Coordination and communication:**

**Project meetings:** During this period there were weekly meetings in person or by phone between Dr. Cerqueira USMBO-PAHO/WHO Staff with Dr. Arturo Cervantes, Director of CENAPRA, and the project consultants based at the CENAPRA offices in Mexico City. The purpose of the meetings were to plan and coordinate the development activities and the preparation of documents for the implementation phase of the VIP project, data collection and evaluation of the feasibility study and adjustments to the proposal and budget (USAID sent the April 23, 2010), and to develop job descriptions, consultant and program procedures.

**Meetings with community members:** During this period, several meetings were held with the focal points of the community involved in the Centre of Ciudad Juarez, especially the Universidad Autonoma de Ciudad Juarez (UACJ), the Juarez Municipal Government, the Municipal Research and Planning Institute (IMIP), Police and Transit Authorities, DIF, the Health Department, and many others, in order to share with them the purpose of the VIP Project and the importance of their participation and contribution to meet the needs of the community in the project.

**Meetings with staff from PAHO/WHO Washington:** A series of consultations and meetings were held with critical staff at the Washington headquarters office including legal, fiscal, information technology, knowledge management and communication, violence and injury prevention, gender violence, mental health, substance abuse and other related subjects.

**Communication mechanisms and procedures:** USMBO-PAHO/WHO staff developed and continuously updates a virtual collaboration site (*SharePoint*) to facilitate communication between project staff and partner agencies. Also documents developed by consultants are uploaded and can be edited by all those involved and participating. Staff and consultants involved in project activities received training on how to use *Elluminate* (Internet-based software) for virtual meetings and work sessions. The Juarez Observatory site is also continuously maintained and updated. [www.observatoriodejuarez.org](http://www.observatoriodejuarez.org)

- c. **c. Establish a financial structure for accounting and disbursement of project**  
The PAHO/WHO Border Office administrator (Mrs. Rivera) worked with PAHO/WHO staff in Washington, DC to set up project accounts, financial reporting and disbursement protocols. The first Financial Report (for the period of April to June, 2010) was prepared and sent to USAID on August 30, 2010.

d. **Purchases and acquisitions:**

During this period, most of the project expenditures were for personnel. Other costs included the purchase of equipment and supplies for the project office located on the campus of the UACJ in Juarez; travel for consultants as well as for training events and a two-day meeting on Mental Health. Space and utilities for the Juarez office, in addition to staff and IT support was provided to the project without cost by the University.

Official financial reports and cost reimbursement requests are prepared by Washington-based PAHO/WHO staff and are sent directly to USAID periodically.

**II. Status of technical activities:**

- a. **Planning activities:** The VIP Project team, PAHO/WHO staff and consultants prepared a Gantt chart to constantly monitor and ensure all activities of the Initial phase I of the Project were completed. Updates and revisions were made as needed.

b. **Community assessment:**

By the end of this reporting period, the Mexico City-based consultants had produced preliminary drafts of the following documents:

- Diagnosis of Violence in Ciudad Juarez
- Project Feasibility Study
- Conceptual Framework
- Capacity Assessment of Government Agencies
- Capacity Assessment of NGOs

These documents were prepared, reviewed and edited by PAHO/WHO and CENAPRA staff and will be included in a final document to be presented to USAID after the end of the planning phase (October 1, 2010).

- c. **Mental health and substance abuse assessment:** Needs of the community were initially addressed by PAHOWHO working closely with Federal, State and local Juarez Health Jurisdiction, the UACJ University and the local association of Psychologists, PAHO/WHO hosted a needs assessment session during two days in June of this year. The event had over 80 participants and included PAHO/WHO experts in the area of Mental Health and Alcohol Abuse to provide technical guidance on gathering critical information about the mental health needs and resources available in addition to formulating priorities for the short and long term. The information gathered will be included in the final documents for the Planning Phase. A full report for this specific event was prepared and is available upon request. The workshops were widely advertised on the USMBO-PAHO/WHO Web site and a press release was developed for local media coverage. (Results are accessible in the SharePoint)

- d. Evaluation activities:** The VIP Project has funded consultants as well as staff from key partner agencies (such as the Health Department, the UACJ and the Juarez Municipal government) to take advantage of excellent training opportunities on the evaluation of violence-related interventions put on by PAHO/WHO including one in Mexico City (June) and another one scheduled for July in Guatemala. Material gathered at these events was disseminated and will be used to develop a Monitoring and Evaluation Plan for the overall project as well as for each individual intervention.
- e. Implementation of tasks:** The process of issuing requests for proposals and ultimately award contracts for the purchase and installation of equipment and software to be used by participating agencies in Juarez was completed for the most part during this period. The most important of these agreements include:
- Purchase of blood alcohol screening equipment for the municipal transit department.
  - Contract for data management and mapping (with the IMIP)

### **III. Opportunities:**

- a.** The VIP Project has been able to collaborate very closely with CENAPRA, Mexico's Secretariat of Health and other federal, state and local government agencies involved in the many activities related to violence and injury prevention being implemented in Ciudad Juarez. The level of federal funding and commitment to this city seems to be significant. There are 160 objectives in the initiative of which the VIP Project will contribute to some of those, related to data gathering and mental health.
- b.** Strengthening the Juarez Observatory will provide valuable information and evidence to develop policies and programs, and ensure sustainability in the long run, while at the same time targeting critical interventions.
- c.** The USMBO-PAHO/WHO in a unique position because of its history of technical cooperation activities since 1942 which has created credibility and trust in the Institution, as well as the geographic location immediately next to Ciudad Juarez, the capacity to administer and manage funds in a transparent and well documented fashion and to utilize these funds in both the U.S. and Mexico
- d.** Because the issues and needs in Juarez are so great, that VIP Project will not be able to address many of them, but it does provide a critical opportunity to show that the public health model is effective and once results are produced it is very possible that additional resources will be mobilized.
- e.** No doubt the experience and lessons learned with the VIP Project, and its goal to develop a scalable model will offer many opportunities to contribute to other U.S. Mexico Border Cities.

### **IV. Potential pitfalls and areas of concern:**

- a.** The start of the project was delayed due to the time necessary to finalize the agreement between PAHO/WHO and USAID, as well as to set up the administrative structure and payment mechanisms. Although the official beginning date was in April, the award letter was not sent to administrative PAHO/WHO units, including the Border Office, until the beginning of June,

thus the administrative and financial structures were only set up towards the end of this reporting period, meaning that major contracts, equipment and other purchases had to be delayed to the second quarter.

- b.** As needs assessments and feasibility studies were performed, we have come to realize the complexity of the objectives that were initially set forth in the grant application. Reducing violence is not something that can be done by one or a few agencies in such a short period, but rather it must involve all three levels of government working hand in hand with the community over several years. The VIP project can build and strengthen institutional and community capacity at the local level, disseminate and train key stakeholders on the public health model, provide critical information by strengthening the Observatory and fostering more in-depth research, provide critical training in public health and mental health. However, evidence from other countries such as Colombia, show that at least ten years of sustained efforts in various sectors are needed to have impact in reducing and preventing violence and injuries.

### **Key Dates for the second quarter:**

#### **APRIL:**

- 4/5 Initial meeting with Dr. Cervantes from CENAPRA (El Paso)
- 4/12 Virtual meeting with VIP Team in CENAPRA
- 4/14 Virtual meeting with VIP Team in CENAPRA
- 4/16 Start date for Mexico City consultants and for Salvador Barragan in Juarez
- 4/28 Virtual meeting with CENAPRA

#### **MAY:**

- Agree on deliverables and terms of reference for the contracts for Mexico staff
  - Received authorization from USAID to receipt of the award letter
- 5/15 First payment made to consultants
  - 5/24 Date on award letter (not received until the first week in June)

#### **JUNE:**

- Hired Adrian Mancilla on temporary contract (Administrative Assistant in El Paso)
- Hired Abril Acosta (Administrative Assistant in Juarez)
- Ordered basic equipment and furniture for Juarez office.
- 6/17 Meeting with Mental Health experts from several Texas universities to ask them for the input on developing Mental Health programs in Juarez and requesting their participation in a Technical Advisory Group for the project (PAHO/WHO Office, El Paso)
- 6/17 Meeting of PAHO/WHO experts (from Washington, DC) with Juarez mental health providers and health authorities (Lucerna Hotel in Juarez)
- 6/18 mental health meeting with Juarez mental health providers and health authorities
- 6/28-29 Training on implementing programs addressing violence against women put on by PAHO/WHO in Mexico City (sent PAHO/WHO staff as well as a representative from MUSIVI, a Juarez NGO dealing with gender violence and another from the Juarez Health Department)