

**MANAGEMENT SCIENCES FOR DEVELOPMENT, INC.
USAID- COMMUNITY-BASED POLICING/GUATEMALA
RULE OF LAW INDEFINITE QUANTITY CONTRACT
TASK ORDER: DFD-I-02-04-00175-00
Report on 1st Quarter Activities
January – March 2009**

I. Introduction

On February 17, 2006, the US Agency for International Development (USAID) contracted Management Sciences for Development, Inc. (MSD) to implement a community-based policing program in Villa Nueva, Guatemala.

On June 28, 2008, MSD signed a cost-extension with USAID to continue some aspects of the original program but with redefined objectives and a new scope of work. The current task order runs through September 30, 2009 and the program is implementing initiatives in four geographic areas: 1) Villa Nueva (PNC Precinct 15); 2) Mixco (PNC Precinct 16); 3) El Progreso (PNC Precinct 53); and 4) Antigua (PNC Precinct 74).

On September 10, 2008, USAID approved MSD's comprehensive work plan that includes strategies for program replication, national and geographic activities and a performance monitoring plan. Activities are centered on four important thematic areas: 1) support for national-level reform efforts in the PNC for development of planning capacity; 2) support for precinct-level changes in procedure and practice for the improvement of key, basic services; 3) facilitation of crime prevention planning at the local level; and 4) development of a reform leaders network within the PNC to promulgate change from within the institution.

This report covers the period January 1 – March 31, 2009 and provides information required by the incumbent task order.

II. IN-COUNTRY TRAINING EVENTS EXECUTED DURING REPORTING PERIOD

Table A illustrates training events supported by the program during the reporting period. The table includes data related to training of government officials and civilian representatives from civil society organizations and other institutions, such as schools, municipalities, etc....

TABLE A					
NAME OF TRAINING PROGRAM	FIELD OF STUDY	RELATIONSHIP TO TASK ORDER OBJECTIVES	START AND END DATES	ESTIMATED COST	PARTICIPANTS (MALE & FEMALE)
“Preparation of Operational Plans” (Antigua)	Police Administration	Component of LLR 2.1, “Procedures and practices that improve basic service delivery implemented”	January 20 - 23	Instructor local travel: -- Participants: 34 Cost: 2,646 GTQ /34= GTQ 77.82/person US\$348.16 total US\$10.24/person	Participants: 34 Male: 28 Female: 6
“Use of crime statistics for prevention planning”	Police Administration	Component of LLR 2.2, “Analytical capacity in key precincts increased”	February 4	Instructor local travel: Participants: 9 Cost: 60 GTQ/ 9= GTQ 6.67/person US\$ 7.89 total US\$ 1/person	Participants: 9 Male: 9 Female:
INTECAP	Advanced Use of Computer Programs	Component of LLR 2.2, “Analytical capacity in key precincts increased”	February 13 – March 13	Instructor local travel: -- Participants: 4 600 GTQ/4=Q150X7.60= \$19.74	Participants: 4 Male: 4 Female:

NAME OF TRAINING PROGRAM	FIELD OF STUDY	RELATIONSHIP TO TASK ORDER OBJECTIVES	START AND END DATES	ESTIMATED COST	PARTICIPANTS (MALE & FEMALE)
INTECAP	Electricity IV (Motors and Contact Points)	Component of LLR 3.2, "Critical relationships between police and community strengthened"	February 7 - April 18, 2009	Instructor local travel: -- Participants:	Participants: 13 Male: 13 Female:
INTECAP	Basic baking	Component of LLR 3.2, "Critical relationships between police and community strengthened"	February 5 - April 16, 2009	Instructor local travel: -- Participants:	Participants: 15 Male: 3 Female: 12
INTECAP	Textiles I	Component of LLR 3.2, "Critical relationships between police and community strengthened"	February 7, 2009 - current	Instructor local travel: -- Participants:	Participants: 12 Male: Female: 12
INTECAP	Basic welding	Component of LLR 3.2, "Critical relationships between police and community strengthened"	February 27 - Current	Instructor local travel: Participants:	Participants: 15 Male: 15 Female:

III. DOCUMENTS SUBMITTED TO THE DEVELOPMENT EXECUTIVE CLEARINGHOUSE (DEC) DURING THE REPORTING PERIOD

MSD submitted the fourth quarterly report for 2008 to the DEC.

IV. PROGRAM ACTIVITIES AND RELATED INFORMATION – ILLUSTRATIVE

A. Sub-IR 1 – Improved basic institutional processes

Due to continuous efforts by the program as part of a multi-donor working group, representatives from the PNC and the Ministry of Government a new government accord has been initiated which marks the restructuring of the PNC. The accord, which was signed at the end of the reporting period by the President of Guatemala is attached at Annex A. The Chief of Party provided technical inputs during monthly meetings that commenced in 2007 under the administration of Adela Torrebiarte and only recently concluded. While weaknesses still exist in the organization of the PNC, the accord

should be viewed as the culmination of a Herculean effort to reform an institution steeped in mismanagement of and serious criminal threats. During the next reporting period, the Director of Police will likely issue a General Order operationalizing the government accord.

1. LLR 1.1 – Strengthened capacity to develop and execute strategic plans

Meetings to show methodology for developing strategic plans

MSD worked closely with personnel from the Department of Planning to analyze previously shelved long-term development plans. In addition, department staff was led through a series of exercises to equip the team with the tools that will be necessary to produce a 15-year organizational development plan. The exercise commenced with an introduction to the concept and process of an Organization Development-based analysis, forming a working group and developing individual job position levels as a prerequisite for successful Strategic Planning and Organization Development (OD). The workshop included a practical exercise for developing an OD-based analysis of the department at the working group level – that of the DPYD. Participants were introduced to “systems thinking” as a tool for performing more in depth analyses of institutional problems identified through OD-based analysis, as well as an eight step process for provoking major change in an institution.

In a follow-up workshop, participants from the department were introduced to the concept of “Communities of Practice” (CoPs) as a basis for transferring experiences across divisions and units. The program facilitated an exercise where participants formulated six possible vision statements for the PNC as well as possible methods for communicating organizational strategic intent to all levels of the institution, the Ministry of Government and critics of institutional change efforts. While the facilitator encouraged the establishment of four CoPs, participants from the department ultimately agreed to only one, a community of practice to review salaries and benefits for members of the PNC. The CoPs will be headed by the Chief of Personnel from the PNC and MSD may facilitate a visit by an expert from the Salvadoran Police, who used a community of practice approach to facilitate change to the salary and benefits structure of the Salvadoran National Police.

The program facilitated a meeting between the Technical Secretariat for Planning, the Department of Planning and approximately thirty (30) national commanders on organizational development planning. The meeting included a presentation by the program and several police commanders and invited participants to share views and concerns as to the vision and focus of the draft. Special attention was paid to the development of the prevention and investigation foci of the institution as the two primary operational areas of the PNC.

2. LLR 1.2 – Implementation of key recommendations of institutional assessment

Information management

MSD had previously planned and submitted to USAID a plan to sub-contract services for the purpose of certifying one or more Ministry of Government and PNC units in ISO 27000, Security of Information Systems. Due to changes in personnel within both the Ministry and the PNC, the program decided to delay the contracting of services. As the program is working closely with the Myrna Mack Foundation to develop an analysis unit attached to the Policy and Planning unit that will directly advise the Director of the PNC, a decision will be made in the coming months as to whether it will be feasible to pursue ISO 27000 certification with the new unit.

B. Sub-IR 2 – Improved basic police functions that reflect a community-based policing philosophy

In each of the four areas where the program is being implemented, program personnel met with command staff and spoke with line officers to assess training needs. The needs which are feasible to address within the current parameters of the program are largely technical and specialized in nature but with resonance for general application of police functions, such as planning and analysis. More than training, the most pressing task in precincts, where work is being carried out, is changing the mindsets of commanders. This will be necessary so that commanders fully assume responsibility for controlling a geographic area and supervising personnel to the extent that orders are fully and capably executed. The follow paragraphs outline support provided by lower-level result area.

1. LLR 2.1 – Procedures and practices that improve basic service delivery implemented

Antigua, Precinct 74

During the reporting period, the program deployed a police planning expert to Antigua to work with the 74th Precinct, the Tourist Police Delegation, the Market Police Unit, and the *Plan Cuadrante* Unit on developing a preventive patrol plan for Antigua, a medium-sized metropolitan area of some 50,000 residents that receives more than 1,500,000 visitors annually according to a study carried out by the National Tourism Board (INGUAT) in 2007.¹

This work was followed up with a series of meetings and workshops held during the previous reporting period that focused on generating interest in a planning process that would involve all operational police units in Antigua and be carried out simultaneously with efforts to generate support from local civil society organizations. Concurrent to training of representatives from each of the above-mentioned units, the MSD team met regularly with the Director of the PNC to discuss the need to unify the chain-of-command in Antigua. While Antigua boasts the largest number of police per capita of anywhere in the country, the trend has been one of “throwing bodies” at the problem of rising crime rates – i.e. sending more personnel – rather than evaluating strategy and structure of police response. Previous to January, each delegation reported to a different commander in Guatemala City, commanders with separate divisional responsibilities, though with allegedly the same mission and patrol function.

¹ The City of Antigua is relatively small, boasting a population of some 11,000 residents according to the last national census carried out in 2002.

Subsequent to discussions with the PNC director, overall command for Antigua was placed in the hands of Captain Uluan Garcia, and all operational delegations in Antigua were ordered to report to him.

In January and February, the program provided training to (44) police from Antigua on strategic planning for patrol organization. The city was divided into four sectors with the provision that each sector be staffed by two live-in police officers, who would essentially be available to neighbors 24 hours a day, every day of the year. Included in the training was work to develop statistical analytical capacity in the precinct, which is described below in Part 2 of this section. (See also training Table A, above.) The methodological guide for the training used by MSD trainers is attached at Annex B.

Subsequent to the training, the program provided technical support to a self-selected group from the training that included the first and second precinct line commanders, support staff and each of the principal unit commanders. The group analyzed statistical information and drew from line staff experiences with violent criminal activity during the last year to create a draft preventative patrol plan. The plan was presented to the Director of Police and several divisional commanders in February 2009 by Antigua Police and approved for implementation through general order by the director a week later and subsequent to several minor revisions. The plan is attached at Annex C.

El Progreso, Precinct 53

In the Department of El Progreso, the program began working with the 53rd Precinct after a shake-up of command staff was carried out in January. The program previously provided information to top commanders in Guatemala City regarding precinct personnel involved in truck hijackings and armed robbery along the Atlantic Highway. The illegal activity by police appears to be part of a much larger and well entrenched criminal network that controls the department with support from Guatemala City and Coban. Subsequent to the shake-up of personnel in the precinct, MSD began working with new commanders, who successfully passed the vetting requirement, on developing crime statistics for use in allocating personnel to locations where crime has shown a marked increase during the last year. El Progreso, while consistently the department with the largest number of persons living below the poverty line in the country and the least number of donor assistance programs (apart from the incumbent program) has shown up-ticks in violent crime in several communities during the last year, in some instances as high as 800 percent (Instancia de la Virgen, where the murder rate jumped from zero to eight between the end of 2007 and 2008 and is on a pace to go even higher in 2009).

Early in the quarter, the program provided workshops to two police from the precinct in planning for school interventions and methodologies for working with youth. The plan which resulted from the workshops is attached at Annex D and reflects a strategy to develop relationships with youth throughout the department. The program facilitated a contribution of paint to the Division of Community Relations of the PNC prior to the commencement of the school year. Police from the 53rd Precinct, along with principals,

school staff and parents of students re-painted (17) schools in San Cristobal Acasaguastlan.

Mixco, Precinct 16

In Mixco, the program continued to work with command staff from the 16th Precinct and *Grupo Elite* on responding to crime problems in La Florida and Primero de Julio, two high crime communities bordering Guatemala City and evidencing the presence of both organized criminal groups and the 18th Street youth gang. The unit provides coverage throughout the area under authority of the 16th Precinct, a densely populated city of more than 1 million residents adjacent to Guatemala City and Villa Nueva. The program worked with the unit on developing a patrol response to extortion that reduced the need for investigation of all cases. Calls coming in to the program or to the police related to the extortion were analyzed to determine with a high degree of likelihood to the source of the threat – e.g. the prisons or one of the surrounding communities. Subsequent to the analysis, police advised the complainant of the appropriate step to take based on the assessment. Cases where it was believed highly likely that the call or written note emanated from the street were referred to the investigations unit. When the information suggested that the demand was being made from prison, the complainant was advised to cut communications and maintain vigilance and *Grupo Elite* personnel included the complainant's address among its patrol priorities for the following month to make sure that persons were not surveilling the complainant to carry out extortion threats. Approximately thirty (30) extortion cases were handled in this manner during the month of February, when calls coming in to the police increased due to the start of the school year and resumption of routines subsequent to the holidays.

One issue which surfaced during the reporting period is the manner in which local prosecutors treat police when police bring cases to the 24-hour court. One evening in March, police from the precinct arrested two car thieves with burglar tools inside a vehicle that belonged to a third party. Leaving other police to guard the vehicle, the arresting officers transported the suspects to the court for processing and attempted to contact the victim (vehicle owner) so as to make a criminal complaint. The victim refused to press charges and the police released the vehicle to her on-site. The shift prosecutor attending the police in the 24-hour court presented the case to the judge and requested that the arresting officers be arrested for illegally detaining the suspected thieves. The suspected thieves were released for lack of evidence and the arresting officers likewise negotiated their release subsequent to a phone call from the legal advisor of the district captain. Following the event, the program worked with the precinct commander and involved officers to clarify procedures for such events, which include towing of the vehicle to preserve evidence. However, the issue of prosecutors understanding the responsibility of police to arrest in *flagrante delicto* remains unaddressed.

Villa Nueva, Precinct 15

In Villa Nueva, the program facilitated a workshop with command personnel to discuss the use of briefings. Each participant presented and discussed the organization of an operation during the previous two weeks in which patrol and investigations personnel had

participated after which the plenary critiqued positive, negative and “ugly” points of each case. In general, participants tended to view as largely positive any operation where the mission was completed with desired outcomes – search of an area for a murder suspect resulted in the arrest of the suspect – as opposed to viewing deficiency in the organization of the operation as potentially detrimental to the desired outcome – e.g. patrol personnel not provided with maps of the area; investigations personnel executing a search warrant without putting in place a security perimeter. The facilitator also raised the possibility of developing tactical plans with operations staff so as to better prepare police for engagement in a number of street situations faced daily and which pose a danger to the lives of involved officers – e.g. extortion cases; robberies; execution of search warrants etc....

Additionally, the program worked with the district and precinct commanders to begin use of the field contact cards – example attached at Annex E – in Villa Nueva. Beginning in March, all patrol officers assigned to the precinct were order-bound to use contact cards when identifying possible crime suspects on the street. The precinct commander established a procedure whereby patrol officers turn in the contact cards to the patrol supervisor, who confirms the quality of reporting. The cards are then turned in by the patrol supervisor to precinct operations command at the end of each shift. The effort is part of an emphasis on building precinct understanding of crime trends in the area. The program has been requested by the district commander to provide training to all precincts in the greater metropolitan area in the use of the cards.

2. LLR 2.2 – Analytical capacity in key precincts increased

Antigua, Precinct 74

Training was provided to (10) police from precinct operations command in February on the developing crime statistics for use in planning. An example of the matrix used to track changes in crime events is attached at Annex F. The matrix allows police to analyze crime events by day of week, type of event, *modus operandi*, location, time and objective.

Further, as part of the preventive patrol plan developed by Antigua police, (8) police were assigned to four sectors of the city, created by the plan, to feed daily precinct operations with current information. Each officer serves as liaison between the community and the precinct with coverage provided 24 hours a day, 7 days a week, 365 days a year and with the following responsibilities:

- Visit each house in the sector
- Participate in trainings related to community-based policing when offered
- Receive criminal complaints
- Gather information related to local criminal activity
- Support local community-based organizations, including crime prevention committees
- Propose and execute plans related to controlling the sector
- Plan and implement activities with youth-at-risk

- Identify suspicious persons in the area

The long-term presence of a uniformed officer from the precinct combined with relationships between that officer and local churches, schools, shops, businesses, and residents boosts both the quantity and quality of information available to the precinct, a critical step in developing analytical capacity. A sample of the personal work plan of a sector officer is attached at Annex G. During the week in question (personal work plans are created on a weekly basis and submitted to the precinct operations command), the responsible officer gathered information related to community leaders in his area of responsibility and contacted those leaders. The operations command then verified the contact information of the community leaders. A sample report is attached at Annex H.

Future personal work plans might include gathering information about assaults outside of area businesses and other detailed information that will contribute to crime analysis.

Villa Nueva, Precinct 15

Skills training was provided to (04) police assigned to Precinct 15 in the advanced use of computer programs associated with Microsoft Windows. (See also Table A, above.) The training was intended to develop the skills of personnel tasked with analyzing and tracking crime statistics in the precinct.

C. Sub-IR 3 – Local crime prevention initiatives implemented

1. LLR 3.1 - Local crime phenomenon identified and analyzed with effective prevention measures carried out by partners

Working groups in project sites

MSD has established working groups in each of the four project sites. With the exception of Antigua, each of the other areas evidences at least one group working in coordination with police from the area precinct on crime prevention activities. For the most part, the effort is focused on protecting youth – e.g. the school safety networks described below under LLR 3.2 – although this benefits area residents and businesses that might also fall victim to localized criminal activity. In Antigua, police-public partnerships include hotel and restaurant owners, staff of tourist agencies, and local churches. While the Antigua partnerships should not be considered as working groups, the individualized networks bring focus to police service by providing detailed and near daily information about area criminal activity and by supporting the local precinct and units in developing strategic responses.

Surveys in project sites

The program carried out a police perception survey in Antigua through informant interviews of police personnel assigned to the following units during the months of January and February: Tourist Police Delegation (DISETUR); Market Police

(POLIMERC); 53rd Precinct; *Plan Cuadrante*. The survey was approved for implementation by the Director of the PNC and is attached at Annex I. While members of nearly all of the units participated willingly and demonstrated interest in the fact that an outside organization was showing concern for their views, the *Plan Cuadrante* unit demonstrated contrary sentiments. The commander of *Plan Cuadrante*, Antigua is a lower mid-level commander (*Oficial III*) who appears to be frequently controlled by an external advisor, a former colonel in the Guatemalan military, who prior to his retirement worked as commander of the combined operations center of the National Police (PN) and military. The colonel, who self-appointed himself as Captain of *Plan Cuadrante*, claims publicly that he is not responsible to the chain-of-command nor believes it his duty to follow orders passed down by the Director of the PNC. Nonetheless, MSD succeeded in sampling perceptions of police from *Plan Cuadrante*, observations which are included in the survey results attached.

The program completed a survey initiated during the last reporting period of Coban, where MSD was previously contemplating a program intervention. The Coban survey is attached at Annex J. Other surveys of work sites have been delayed until the next reporting period.

Coordination between police and prosecutors

MSD is working with police, prosecutors and judges from Villa Nueva to conduct a needs assessment for improving the functions of each institution as part of better managing cases. The work is being carried out at the request of the 24-hour court and the Justice Center of Villa Nueva. An initial meeting was held at the end of the reporting period and more progress is expected during coming months.

A number of cases involving alleged inappropriate and possibly illegal activity by members of the PNC and the district attorney's office of Villa Nueva surfaced during the reporting period. The program is working with the Justice Center to develop meaningful responses to the cases.

Exchanges

An exchange planned for implementation in February with MILGROUP of the US Embassy was postponed until June for problems with clearing medicines through Customs. A series of exchanges are being planned for implementation during the next reporting period.

2. LLR 3.2 – Critical relationships between police and community strengthened

School Safety Initiative

The program continued to provide support for the School Safety Initiative of Villa Nueva during the reporting period. The working group composed of the PNC (15th Precinct and the Model Precinct), Municipality of Villa Nueva, school superintendents and principals, the Justice Center of Villa Nueva and the Monsigneur of the local parish where meetings are held, gathers monthly to discuss crime problems affecting school personnel and

students and to develop multi-pronged strategies for addressing those problems. The program is facilitating the creation of a guide to student uniforms for police to assist in identifying which schools students attend in the event of a crime and to facilitate greater communication between police and schools about the activities of students outside of school hours.

Additionally, the program initiated a School Safety Initiative in Zone 19 of Guatemala City, which falls under the jurisdiction of the 16th Precinct. The initiative is a replication of the School Safety Initiative described above and being implemented in Villa Nueva. The program provided a mobile phone to *Grupo Elite* of the 16th Precinct and facilitated the distribution of the phone number to all educational establishments in the community. (See also narrative under part 1, LLR 2.1, above.) *Grupo Elite* responds to near-daily calls for assistance from local students, including when teachers have information about students carrying firearms on school property or related to information about assaults and drug sales near school property. Police, along with the school superintendent and teachers in a majority of schools in the area, are working to identify suspicious persons and activity near school property to support police operations against drug sales points and local chop shops.

Work with At-Risk Youth: Skills Training

During the reporting period, the program supported a total of fifty-five (55) at-risk youth with scholarships to attend skills training courses at the National Training Institute (INTECAP). A majority of these youth attend *Instituto de Ciudad del Sol*, where the program in partnership with one of the largest US rice manufacturers, *Los Corrales*, and a local faith-based organization, *Hermanos de Amor*, imparts monthly workshops on values related to citizenship, leadership and ethics. Two (02) of the youth, who continue to participate in the skills training, have since discontinued studying, but were offered employment in the *Los Corrales* plant, also located in Ciudad del Sol. The program and *Los Corrales* are working on a Memorandum of Understanding through which the manufacturer will provide 50 percent of the scholarship support for youth attending skills training in 2009 and an increasing share of the burden during the next five years.

Work with At-Risk Youth: Student Scholarships

An additional eighteen (18) were selected from high crime communities for scholarship support to continue their basic education in schools associated with the School Safety Initiative referred to above. Seventeen (17) of these students also participate in the program's Youth Leadership Training Program, which provides positive peer influences to other students and in home communities. Grades obtained by students in the scholarship program will be annexed to the 2nd Quarterly Report.

Youth Leadership Training Program

The Youth Leadership Training Program continues to expand. At the commencement of the school year, the program reached agreement with an additional three schools to provide in-school workshops for potential youth leaders in those institutions. On a monthly basis, youth leaders from *Instituto Guatemala la Asuncion* provide workshops to one hundred and seventy-five (175) students from Jose Milla; sixty (60) from Valle

Alegre; and sixty (60) from INEV (Eterna Primavera). Program staff works weekly with youth leaders imparting the workshops to prepare the workshops and analyze results afterwards.

Public-private partnerships

Apart from the work with *Los Corrales* on supporting at-risk youth, MSD also provided technical support to a round table composed of the Small Business Association of Villa Nueva, the PNC and the Municipality of Villa Nueva, which seeks to place cameras on public streets in high crime areas of Villa Nueva and where business is brisk. Program support is limited to developing controls for the use of cameras so as not to violate citizens' rights, but to take advantage of information that might have utility at the moment of a criminal investigation. The use of cameras is also perceived by the partners as being critical to the prevention of crimes against clients of area businesses and to re-assert some control over a city with rising rates of violent crime. The program is providing inputs into the development of an investment plan by partners to share the burden of procuring, placing and maintaining the cameras.

D. Sub-IR 4 – Institutional reform leaders supported

1. LLR 4.1 – Reform leader technical assistance, training and support program developed and implemented

During the reporting period, MSD took a first step in the process of establishing a leadership network within the PNC. The network will ostensibly become the motor for change of police culture and work modes from within. A small number of positive leaders at the middle management level (*Oficial* or Lieutenant grade) and higher (*Comisario* or Captain) have already cleared USAID's vetting process and received technical assistance from the program during the reporting period. For the most part, these police work at the geographic level and manage precincts. Indeed, each of the precinct commanders for the four locations where project activities are being carried out has previously passed the vetting process. Work in the four precincts and geographic areas is described above in Parts B and C. The program also provided technical support to the PNC's Central District commander² through program-facilitated discussions on the use of formats to record data from street contacts (field contact card) and procedures to assure that critical information of use to district and national commanders would be passed on through the appropriate channels. The program provided technical support to the Criminal Investigations Commander (DINC)³ on the organization of a combined investigation – uniformed police response to a crime problem in Zone 19 of Guatemala City (La Florida). The operation, which was developed to respond to an extortion/death threats case against personnel of a local medical clinic engaged police from the central anti-gang unit as well as patrol officers from the 16th Precinct. On the day when the trap against suspects in the case was to be sprung, the suspects failed to show up at the scheduled *rendez-vous* point. However, no further threats were issued against clinic staff, which continues to provide services to the community.

² The Central District Commander, Captain Ventura Bamaka cleared Leahy vetting in late 2008.

³ The DINC Commander, Captain Folgar Palma cleared Leahy vetting in 2008.

During the reporting period, MSD submitted additional names of mid and upper-level PNC commanders to the Mission for vetting for realization of Sub-IR 4 activities. The complete list of police personnel submitted to the Mission for vetting appears in two parts at Annex K. Vetting of these individuals is being carried out to enable the program to provide technical assistance – many of the persons command key units that might play a positive role in advancing program goals and based on a Mission decision to vet all police who will be invited to an MSD retreat that was scheduled in the work plan for April. However, due to the quantity of persons awaiting clearance through the vetting process, MSD does not expect to have the list of cleared persons until May. The retreat has been rescheduled for June.

MSD also expects that a smaller number of persons from the list will accompany program personnel on a study tour and be exposed to how police from one or more other country contexts and operating in an environment of high crime have adapted patrol administration and operations to better serve local communities. The study tour is tentatively scheduled for implementation in May, but also will depend on clearances being issued.

IV. Conclusions

The program made progress towards task order objectives in all areas during the reporting period. Stability within the police permitted the development of relationships between the program and police personnel in work sites with the exception of El Progreso Department, where a change in precinct command should be viewed as favorable. A national model of community-based policing continues to evolve and has generated strong support from various levels of the Government of Guatemala, the Office of the Chief of the PNC and sections of the US Embassy, such as MILGROUP.