

**MANAGEMENT SCIENCES FOR DEVELOPMENT, INC.
USAID- COMMUNITY-BASED POLICING/GUATEMALA
RULE OF LAW INDEFINITE QUANTITY CONTRACT
TASK ORDER: DFD-I-02-04-00175-00
Quarterly Report for April 1 – June 30, 2007**

I. Introduction

On February 17, 2006, Management Sciences for Development, Inc. (MSD) contracted with the US Agency for International Development (USAID) to implement a community-based policing program in Villa Nueva, Guatemala. Villa Nueva is a municipality within the Guatemala City Metropolitan Area that is comprised of more than one million residents. The initiative is part of a broader US Government-funded effort to reduce crime in a geographic area of strategic economic importance to the country. A sister program administered by the Narcotics and Law Enforcement Section/US Embassy's Law Enforcement Development Division has since 2003 worked to establish and promote a model police precinct of the National Civilian Police (PNC). The precinct is responsible for providing uniform and investigative services in Villa Nueva and three additional municipalities: Villa Canales; Amatitlan; and, San Miguel Petapa. The entire service area of the *comisaria* and affiliated sub-stations, which are scattered through the afore-mentioned municipalities, comprises upwards of three million residents. During the reporting period, the administration appointed a new minister of government, who in turn replaced all of the vice-ministers previously in service to Minister of Government Vielman. The period was marked by relationship-building at the national level and on-going implementation of project activities at the local level. MSD continued to make progress towards project objectives as relationships between the several program areas of the project and local counterparts was consolidated. This report covers the reporting period April 1, 2007 through June 30, 2007.

II. Narrative

A. Project management, coordination and development

MSD Administration Activities

MSD's new office location in Zone 10 of Guatemala City was certified by the Regional Security Office of the US Embassy during the reporting period and MSD signed a lease for occupancy through the end of contract.

MSD contracted an additional person as full-time local staff. Mr. Cristian Calderon was hired as project driver.

Official Visits

MSD hosted 3 delegations from Washington, DC during the reporting period and participated in presentations to two others. The first delegation, which included Mr. William McIlhenny from the US Department of State, visited Guatemala as part of an US planning for a Central American gang strategy. The MSD Chief of Party was invited by NAS/LED colleagues to participate in a round-table discussion with Mr. McIlhenny on gang-related criminal activity in the project area. The second delegation, which included Mr. Jared Cohen from the Policy and Planning Office of the US Secretary of State, visited MSD's in-school youth leadership program at *Guatemala la Asuncion* for a presentation by a group of the program's participants. The visit included a tour of the school facility and an opportunity for Mr. Cohen to speak directly with youth from the program and school administrators about the role of the program in preparing youth from

high crime communities to serve as positive peer models. The third delegation, which included, Ms. Jean Garland and Mr. John Buchanan (USAID-DC), visited Guatemala as part of exposing Buchanan to a USAID field mission in which work is being carried out in high crime communities with police.

Year 2 Work Plan

MSD presented a Year 2 work plan to USAID at the end of June which is pending comments by the CTO.

B. Expand the model of policing that moves beyond a “guard” mentality to a more proactive role in preventing and investigating crime

During this quarter, MSD completed the rehabilitation of Station 151. Additionally, MSD received approval from USAID-Guatemala to proceed with the renovation of a police base in Villa Canales that houses (30) uniformed police officers. This precinct is responsible for conducting preventative patrols around Villa Nueva’s (700) schools during hours when students are entering and leaving classes. The two squads also provide targeted patrol coverage in response to crime-specific threats in Villa Nueva, Villa Canales and Amatitlan. This work is a collaborative effort with NAS/LED.

Project Out-Reach

During the reporting period, MSD provided presentations to the Vice-minister of Security, Carlos Gomez and the Vice-minister of Community Support, Carlos Arranas on the activities of the project. Subsequent to the presentations, the Chief of Party has had close contact with both vice-ministers for the purpose of planning the development of a national model based upon project implementation in Villa Nueva. Additionally, the Chief of Party provided technical assistance to the Vice-Minister of Security in the furtherance of a crime prevention initiative in Ciudad del Sol that included assistance to a local school attended by the children and younger siblings of Mara Salvatrucha and members¹ from the community, as well as the development of linkages between criminal investigators from the *comisaria modelo* and local residents.

MSD continued working with command personnel from *Comisaria 15* during the reporting period in furtherance of the field and in-service training program. (See attached training list at Appendix 1. The development of links between the in-service training and the national police academy as previously anticipated in the project work plan has been delayed until Year 2 of the project because of ; 1) changes in the administration of the Ministry of Government, personnel rotations in the project area and 2) the pending work at a policy level with the afore-mentioned vice-ministers that will incorporate recommendations for on-going training assistance at the *comisaria* level into the model.

C. Develop the vision of community-based policing for Villa Nueva and other pilot communities and prepare local actors to carry out that vision

Working Group Meeting

¹ Mara Salvatrucha is a large criminal gang with membership throughout all Central American countries and in many US cities and state prisons.

MSD continued to convene meetings with citizen groups in the four communities of Villa Nueva, Barcenas, Ciudad del Sol, Lomas del Prado/Valle Verde and Mario Alioto, where work is being carried out. The meetings serve to discuss security issues and other community problems and to assist association members with using problem-solving techniques to resolve such matters. Additionally, MSD facilitated working group meetings in furtherance of the school safety initiative that includes participation by NAS/LED, the *comisaria modelo*, *Comisaria 15* and local school supervisors and directors. (This is discussed further, below, in Section D.)

MSD facilitated the replacement of burned-out street bulbs in the Enriquetta community of Villa Nueva after the Chief of Party was approached by several community members, who were concerned about children or spouses that return home late from school or work. The Chief of Party advised community residents to provide the identification numbers of light posts, which when done, was transmitted to the municipality of Villa Nueva. Four weeks later, all of the burned-out bulbs were replaced by the municipality and at no cost to the project.

Crime prevention through focus on vulnerable community sectors

MSD continued to work with the citizens' association of Altos de Barcenas II and III on carrying out elements of a crime prevention plan that is "in-progress" of being drafted. This included planning of the training of single mothers in the community in micro-enterprise income-generation skills through activities such as sewing, hairdressing and other trades.

The project is also working with the citizens' association of Mario Alioto Sanchez, a large community that adjoins Ciudad del Sol and other high crime areas of Villa Nueva. Alioto boasts a large working-class population and it has been estimated by many residents that nearly 80 percent of working women in the community are employed in one of the local factories (*maquilas*).

During the month of June, the citizens' association and the project facilitated a basic electrician's course for (20) youth from Alioto and other communities of Villa Nueva through the National Vocation Training Agency (INTECAP), which has an office in Villa Nueva. The course, which lasted for five weeks, was designed to provide opportunities for early career development to males between the ages of fourteen and twenty-two, who are exposed daily to opportunities for income generation by community gang members and drug dealers. A social worker from the University of San Carlos, who has been working with the project since February 2007, worked with the youth during the period of the course on a number of issues related to socialization, such as presentation and dress, responsibility, undertaking and fulfilling commitments and other areas of value-based decision-making. Additional collaboration with the Ministry of Economy's National Pilot Project for Small Enterprise Development is anticipated at a later date. (See attached training list at Appendix 1.)

Capacity Building for Community involvement in Crime prevention

MSD also worked to bridge relationships between members of the citizens' association and other residents of the community in order to increase community security. In one instance, a family that had never previously collaborated with the association installed cameras on a balcony that overlooks an unguarded entrance point into the community. This has decreased the likelihood that persons seeking entrance to the community for the purpose of carrying out criminal activities will be able to do so without being identified. The local office continues to work with police investigators assigned to the NAS-LED project in Villa Nueva to gather as much information as possible in order to bring criminal bands based in Altos de Barcenas II and III to justice.

MSD continued to work with the Zone 6 citizens' association during the reporting period to develop a crime prevention and public safety plan. (See attached training list at Appendix 1.)

The project is working with the citizens' association of Ciudad del Sol, *Rincon Joven* (a local youth outreach center established under the auspices of another USAID-funded initiative), and *Escuela de Ciudad del Sol*, on developing crime prevention initiatives in the community. During the reporting period, the Chief of Party worked with the principal of *Escuela de Ciudad del Sol* to develop a school safety plan in response to the killing of two students by gang members in April.

Improving Relationships between Police and Area Youth

A local football tournament that included participation of police from *Comisaria 15* continued through June and an all-stars event is under consideration for July or August. The program provided uniforms for participating police and contributed fifty percent of the fee to cover referee services. The citizens' association contributed the remaining fifty percent of the referee's fee and provided footballs.

This initiative proved to be successful, as participating youth have indicated that they are more likely to approach a police officer on the street and police have noted that they will not so quickly classify all teenagers in the area as gang-members because of their experiences in the tournament. The objective of the championship, which was to break down barriers between youth, adults in the community and police working in the area, reflects a major goal of the citizens' association, which is to keep youth engaged in positive activities with positive influences in the community. One member of a participating team began attending citizens' association meetings in the month of May. Further, one team participating in the tournament received an award by the National Drug Awareness Secretariat (SECCATIL), an office of national government that reports to the vice-president of the republic.

Information Sharing

The project also worked with the Ministry of Government, *comisaria modelo* and the district attorney's office to consolidate information that led to the execution of (40) simultaneous search warrants in the community during the month of June which resulted in: the recovery of a number of illegally possessed firearms; the arrest of twenty-three gang members, a number of whom were previously wanted in connection with homicide

cases; and the Seizure of illegal narcotics by police and prosecutors participating in the execution of the search warrants.

D. Provide local police staff and leadership with the tools and techniques necessary for implementation of community-based policing in consultation with local stakeholders

See also narrative under Section C, above. MSD worked closely with police investigators and prosecutors to develop information-generating capacity of police and prosecutors in the four communities where the project is being carried out.

Capacity Strengthening in Police Response

MSD worked with uniformed police to develop strategies for preventative response in several instances when citizens reported crime problems in their neighborhoods. This included the following: 1) increased patrol coverage by uniformed officers assigned to Station 151, Villa Nueva on streets around one central Villa Nueva school where four armed robberies against students took place during two days, and a visit to the school by police; 2) a police operation in and around the community of Altos de Barcenas II and II when citizens reported information to police that members of MS-13 intended to enter the community to seek refuge from a police operation elsewhere in the area; 3) a police operation carried out by *Comisaria 15* for the purpose of identifying and detaining several gang members, who entered a primary school at Ramirez, Barcenas for the purpose of kidnapping several students, whose families had not paid extortion demands.

Villa Nueva School Safety Initiative

MSD facilitated a Villa Nueva-wide school safety working group in conjunction with the *Parroquia* of Villa Nueva during the reporting period. The working group draws participation by NAS-LED, the *comisaria modelo*, *Comisaria 15* and school supervisors and directors. Villa Nueva comprises some (700) schools, which are attended daily by approximately 35,000 school children. During 2006, several schools in Villa Nueva closed classes because of threats against school personnel, the murder of a student and kidnappings of other students. Thus far in 2007, schools have been able to pass criminal threat information to the working group for follow-up by police and other authorities. In the instance of *Escuela de Ciudad del Sol*, which was the scene of an incursion by gang members early in the reporting period, MSD facilitated a meeting between the school principal and the national rice manufacturer that led to an offer to build a perimeter wall that would provide safety to students on-campus. Discussions are on-going with the manufacturer, the school and the Ministry of Education.

E. Promote the participation of police in the development and implementation of local crime prevention plans

See also narrative in Part C, above.

Youth Activities

Police from Station 151 and *Comisaria 15* are participating in a football tournament taking place on Sundays. The football championship assembles teams from eighteen *colonias* within the zone, as well as police, against each other in a round-robin tournament. The tournament is part of a larger strategy by the citizens' association to

reduce delinquency among area youth and to provide recreation outlets in a supervised setting with the objective of steering some youth away from the lure of life in a street gang. Such prevention is also a major focus of police commanders from *Comisaria 15*, who consider sports an important vehicle for meeting such objectives.

See also narrative Part D, above with reference to the Villa Nueva-wide school safety initiative.

Youth Leadership Training Program

MSD launched its “Youth Leadership Training Program” in February 2007. The program, which is being implemented at *Guatemala la Asuncion*, provides Saturday leadership development workshops to approximately (250) children from high-crime communities. The children, ages 7 – 17, received 75 scholarships from another USAID-funded initiative and (175) from the school and third parties. Clinical social workers from the University of San Carlos and a psychologist work with the children, who have been separated into age categories based on years of study and maturity – viz. Group 1: 7-12 years of age; Group 2: 13-15 years of age; and Group 3: 16-17 years of age. The initiative will continue through the school year until the end of October 2007 with the objective of linking youth development with crime and violence reduction initiatives in area communities. During the reporting period, a number of guest speakers were invited to make presentations about their careers, including a local police investigator, a school principal, and area business leader.

Additionally, the project supported a field trip by members from the leadership program and police investigators from the *comisaria modelo* to a water park. Such interactions have contributed to developing informal relationships between youth from the school and police, an essential element in promoting sustainable crime prevention.

Finally, youth leaders made presentations about violence in their communities and the positive impact of the leadership program in their lives to delegates from Washington, DC during the reporting period.

III. Conclusion

The reporting period was marked by continued implementation of project activities that started in 2006 or early 2007. The period was marked by on-going development of key relationships, such as that with the NAS-LED model precinct project in Villa Nueva, as well as with local counterparts, such as police commanders in area stations and local citizens’ associations. These relationships were exemplified in several jointly sponsored initiatives such as with NAS-LED for the creation of a police base in Villa Canales to support the school safety initiative, funding of the basic electrician course for youth from Alioto in conjunction with the local citizens’ association and the involvement of the private sector to address a safety concern at a local school in Ciudad del Sol.

Crime prevention plans will be finalized later in 2007, though a number of initiatives are already underway in the communities and police stations where MSD is focusing project

activities and programs. These initiatives are consistent with the priorities of police and community associations for crime prevention and primarily are focused on youth.

END

Submitted by R.A. West to MSD, 072707

**TRAINING DATA
ANNEX 1**

NAME OF TRAINING PROGRAM	FIELD OF STUDY	RELATIONSHIP TO TASK ORDER OBJECTIVES	START AND END DATES	ESTIMATED COST	PARTICIPANTS (MALE & FEMALE)
Misdemeanors and the Penal Code	Criminology and law	Provides police with skills necessary to implement community-based policing	April 9 and 15 2008	Instructor local travel: Participants: 35 PersonsX1.32=US\$46.05 (Q.350.00/35=Q10.00	35 participants 32 Male 03 Female
INTECAP Intermediate Level Electricity	Criminology and sociology	Furthers understanding of local partners to carry out vision of community-based policing in Villa Nueva - youth crime prevention-	April 24/2008 – Current	Instructor local travel: Participants: 15 PersonsX19.74=US\$296.05 (Q.2,250.00/15=Q150.00	15 Participants 15 Male
INTECAP Mechanics course and materials	Criminology and sociology	Furthers understanding of local partners to carry out vision of community-based policing in Ciudad del Sol - youth crime prevention-	May 8/2008 – Current	Instructor local travel: Participants: 20 PersonsX29.44=US\$588.82 (Q.4,475.00/20=Q223.75	20 Participants 20 Male
INTECAP Skills training in working with textiles	Criminology and sociology	Furthers understanding of local partners to carry out vision of community-based policing in Ciudad del Sol - youth crime prevention-	May 30/2008 – Current	Instructor local travel: Participants: 12 PersonsX25.88=US\$310.53 (Q.2,360.00/12=Q196.67	12 Participants 12 Female

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ANNEX 1

Crime Prevention Planning for local schools San Cristobal, El Progreso	Criminology and sociology	Expands the vision of community-based policing among key stakeholders	May 21/2008	Instructor local travel: Participants: 15 PersonsX3.29US\$49.34 (Q.375.00/15=Q.25.00)	15 participants 04Male 11 Female
INTECAP Residential electricity and manuals	Criminology and psychology	Furtheres understanding of local partners to carry out vision of community-based policing in Alioto - youth crime prevention	June 5/2008 – Current	Instructor local travel: Participants: 16 PersonsX28.29US\$452.63 (Q.3,440.00/16=Q.215.00)	16 Participants 16 Male
Crime Scene Processing	Criminology and law	Provides police with critical updates in law necessary to implement handling of crime scenes	June 5 and 6/2008	Instructor local travel: Participants: 56 PersonsX0.99US\$55.26 (Q.420.00/56=Q.7.50)	56 Participants 55 Male 01 Female
Crime Prevention for Schools El Progreso	Criminology and psychology	Provide Teachers with skills necessary to implement community-based policing	June 12/2008	Instructor local travel: Participants: 7 PersonsX4.08US\$28.55 (Q.217.00/7=Q.31.00)	7 Participants 02 Male 05 Female
Applying elements of the Penal Code in auto theft cases	Criminology and law	Provides police with tools necessary for effective crime prevention	June 19/2008	No cost	18 Participants 10 Male 08 Female