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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP) QUARTERLY REPORT (JANUARY – MARCH 2013)

APRIL 2013

This publication was produced for review by the United States Agency for International Development.
It was prepared by Tetra Tech.

The Mexico Crime and Violence Prevention Program (CVPP) is being implemented under USAID Contract No. AID-523-TO-12-00001.

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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

CNPDP	<i>Centro Nacional de Prevención del Delito y la Participación Ciudadana</i>
COP	Chief of Party
CMPV	Municipal Crime and Violence Prevention Committee (<i>Comité Municipal de Prevención de la Violencia</i>)
CPTED	Crime Prevention through Environmental Design
CVPP	Mexico Crime and Violence Prevention Program
GOM	Government of Mexico
HDI	Howard Delafield International
ICAPI	Institutional Capacity Assessment Tool
ICMA	International City Management Association
INSYDE	Institute for Security and Democracy (<i>Instituto para La Seguridad y la Democracia</i>)
IR	Intermediate Result
JCC	<i>Jóvenes Constructores de la Comunidad</i>
LG	Local Government
M&E	Monitoring and Evaluation
NAS	Narcotics Affairs Section
NGO	Nongovernmental Organization
PCC	<i>Programa para la Convivencia Ciudadana</i>
PPP	Public-Private Partnership
Q&A	Questions and Answers
SEDESOL	Ministry of Social Development
SUBSEMUN	<i>Subsidio Para la Seguridad Municipal</i>
USAID	United States Agency for International Development
USG	United States Government
YBI	Youth Build International

RESUMEN EJECUTIVO

Este informe trimestral documenta los avances y desafíos del Programa para la Convivencia Ciudadana (PCC) durante el período de enero a marzo de 2013, segundo trimestre del año fiscal 2013.

Entre los principales avances generados bajo el resultado 1 (IR1), se encuentran los siguientes:

El PCC, junto a USAID, posicionó el alcance y los avances del Programa frente a la Subsecretaría de Prevención y Participación Ciudadana, la nueva contraparte del gobierno de México. A través de reuniones y presentaciones en la Ciudad de México y visitas a las ciudades donde trabaja el Programa, el PCC compartió con autoridades de la recién creada Subsecretaría de Prevención y Participación Ciudadana las principales actividades, relaciones e impactos y áreas de colaboración hacia el futuro, dentro del marco del nuevo Programa Nacional para la Prevención Social de la Violencia y Delincuencia del gobierno de México. Como resultado se identificaron áreas de colaboración para apoyar la misión de la Subsecretaría y el Programa Nacional y se espera la confirmación oficial, de esa entidad, sobre el alcance concreto de la cooperación durante el mes de abril.

El PCC inició los procesos de selección de las organizaciones creativa e implementadoras de la estrategia de comunicación para la prevención de la violencia. Dado que la primera convocatoria no generó propuestas de calidad y viables, el PCC hizo una segunda convocatoria dirigida a más de 28 organizaciones y llevó a cabo talleres de capacitación para orientar a las organizaciones interesadas sobre la forma y el contenido de las propuestas de acuerdo a las regulaciones pertinentes. Como resultado, se espera seleccionar durante el próximo trimestre a una organización nacional para desarrollar el concepto creativo y a tres organizaciones locales, una en cada ciudad, para implementar la estrategia. La oficina de Diseminación de Programas del Departamento y Participación Ciudadana de la Subsecretaría de Prevención manifestó interés en estrechar lazos de coordinación con el PCC y participar durante los procesos de selección e implementación de las estrategias, lo cual representa una oportunidad importante para coordinar esfuerzos con el gobierno de México a nivel sub-nacional.

A través de varios eventos de alto perfil e instrumentos de comunicación, el PCC contribuyó a posicionar la agenda de prevención de la violencia y el delito en las tres ciudades meta y en Washington D.C. Roberta Jacobson, la Subsecretaria Adjunta para asuntos del Hemisferio Occidental, conoció de primera mano los impactos del PCC durante una reunión con beneficiarios del Programa en Tijuana y confirmó el compromiso de su oficina para seguir apoyando los esfuerzos del Gobierno de los Estados Unidos en México bajo el Pilar IV de la Iniciativa Mérida. También, a través de eventos de graduación de beneficiarios del programa Jóvenes Constructores de la Comunidad, el PCC dio a conocer el impacto real de estos programas de prevención social en el fortalecimiento de la capacidad de resiliencia y la mejora en la calidad de vida en las comunidades. Estos eventos tuvieron una amplia cobertura en los medios de comunicación local, lo cual ayudó a posicionar el tema de la prevención entre los ciudadanos y las comunidades.

Con respecto a los logros generados en el resultado 2 (IR2) reportamos los siguientes avances:

Con la facilitación del PCC, ocho de las nueve comunidades meta del PCC, avanzaron en la implementación de los planes maestros. Más de 31 acciones concretas, respondiendo a 10 líneas estratégicas de los planes maestros, fueron implementadas en los polígonos de Camino Verde y Granjas Familiares en Tijuana, Riberas del Bravo y Francisco I. Madero en Ciudad Juárez y La Alianza y La Independencia en Monterrey. El PCC contribuyó de manera directa e indirecta en estos esfuerzos,

mediante asistencia técnica, el programa de donaciones y facilitando el diálogo entre actores gubernamentales y sociales en cada ciudad para promover inversiones y programas en los polígonos.

Los municipios de Tijuana y Monterrey hicieron grandes avances para la conformación de los comités municipales de prevención del delito y la violencia (CMPDV). El PCC apoyó en el diseño de regulaciones y capacitó a funcionarios municipales, tanto de Tijuana como de Monterrey, para desarrollar la estructura legal e institucional necesaria para lanzar estos comités. Con la conformación de los CMPDV, los municipios estarán en línea con la nueva directriz del Programa Nacional para la Prevención Social de la Violencia y la Delincuencia lo que les permitirá articular programas e inversiones para llevar a cabo políticas de prevención en sus ciudades. Se espera el lanzamiento de estos comités en ambas ciudades durante el mes de abril de 2013.

Los polígonos de Camino Verde y Granjas Familiares en Tijuana, y Riberas del Bravo y Francisco I. Madero en Ciudad Juárez, **continuaron con la implementación de los acuerdos de los conversatorios policía-comunidad avanzando en la construcción de las bases para promover el modelo de Policía Comunitaria en ambas ciudades.** La policía municipal de Tijuana, creó el programa de la Policía Juvenil en Camino Verde como resultado de los acuerdos con la comunidad y lo replicará en Granjas Familiares durante el próximo trimestre con la ayuda del PCC. En Riberas del Bravo, en Ciudad Juárez, padres de familia y jóvenes crearon brigadas de seguridad junto a la policía municipal para promover rutas seguras para niños y jóvenes que transitan diariamente a la Escuela Secundaria Técnica No. 90.

En Monterrey, a través de la organización donataria VICALLI, **el PCC validó la importancia de prevenir la violencia a través de la atención directa a víctimas, en las escuelas.** VICALLI llevó a cabo 91 talleres para sensibilizar a jóvenes en dos escuelas secundarias sobre los factores de riesgo y tipos de violencia, y dio asistencia psicológica a más de 79 víctimas de violencia, generando impactos importantes en la interacción pacífica de los jóvenes beneficiarios en sus escuelas y con sus familias. El PCC avanzó en el proceso de aprobación de dos donaciones adicionales en el tema de salud mental comunitaria que estarán siendo implementadas durante el próximo trimestre en Ciudad Juárez.

Al cierre de la primera fase del programa Jóvenes Constructores, **el PCC contribuyó a desarrollar planes de vida para más de 80 jóvenes en Camino Verde, Riberas del Bravo y La Alianza.** A través de la donación a la organización Jóvenes Constructores de la Comunidad, se han mejorado espacios públicos y la perspectiva y oportunidades para jóvenes en estas comunidades. El impacto del programa trasciende la vida de los beneficiarios, impactando directamente a sus familias y comunidades. El testimonio de los beneficiarios recogido en video encontrado en [JCC Video](#) resume bien el impacto de este programa. Durante el próximo trimestre el PCC expandirá este modelo a los polígonos de Felipe Ángeles, Granjas Familiares y La Independencia.

CEMEX, el PCC y USAID firmaron cartas de intención para promover alianzas público-privadas para prevenir la violencia y el delito en Monterrey y Tijuana, durante el evento de graduación del programa Yo Construyo, auspiciado por CEMEX y el PCC en La Alianza, Monterrey el 22 de marzo. A través de estos acuerdos el PCC, CEMEX y otros programas de USAID en México continuarán apoyando a jóvenes en situación de riesgo.

1.0 INTRODUCTION

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech on February 6, 2012. The CVPP is a three-year program 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 elements of the other pillars that target citizen security.

The CVPP was 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. 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.

The program supports local institutions that are striving to promote social cohesion, and strengthens the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies. 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.

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

This document presents the CVPP’s Quarterly Report covering the time period from January to March 2013. The sections are organized by Work Plan Activities, based on the first draft of the Year Two Work Plan submitted to USAID on January 30, 2013. Please note that this report does not reflect USAID’s comments on the Work Plan received on March 8, 2013.

2.0 NARRATIVE REPORT ON PROJECT ACTIVITIES

2.1 INTERMEDIATE RESULT 1: STRENGTHEN FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME

With the new Administration taking office in December 2012, one of the top CVPP priorities under this IR was to position itself with the new federal government counterpart. The new Government of Mexico (GOM) placed crime and violence prevention as a top priority and within weeks created the Undersecretary for Prevention under the Secretary of Governance (SEGOB). In February 2013, the GOM unveiled its National Prevention Plan in Aguascalientes and launched the establishment of an Inter-sectoral Coordination Group tasked with its implementation at the federal and state levels, starting with Nuevo León, Chihuahua and Baja California. In April 2013, the GOM is initiating a Crime and Violence Prevention Fund to promote specific projects at the sub-national level.

This represents an important window of opportunity for CVPP. The Program has seized this opportunity by successfully engaging with the new team of the Undersecretary for Crime Prevention and establishing a close working relationship with his office, while at the same time continuing strong collaboration with sub-national partners.

Following USAID's leadership, starting in mid-February, CVPP participated in five meetings in Mexico City, Monterrey, Ciudad Juarez and Tijuana to present the Program's overall objectives and methodology to the GOM and to help position USAID's Pillar IV and CVPP activities with the new Administration (Annex A). GOM representatives also attended several CVPP events and presentations in the target communities. These efforts helped to inform the GOM's Request for Assistance, submitted to USAID on March 19th which will serve as the basis for further discussions on the common technical agenda.

However, the transition of the new Administration has delayed the implementation of several activities under this program component, as reported below. As USAID works with the new Administration to finalize the areas of collaboration, CVPP continues to position its products and ensure that program activities at the sub-national level are in synch with the new GOM's National Prevention Plan.

2.2.1 ACTIVITY 1.1: SUPPORT THE GOM TO IMPROVE MONITORING AND EVALUATION AND KNOWLEDGE SHARING TO INFORM NATIONAL VIOLENCE PREVENTION AND REDUCTION POLICIES AND BETTER PLANNING

- **Phase II of the Knowledge Management Platform (Citizen Security Platform) presented.** CVPP has presented this Platform to the new Administration with the goal of soliciting support in its implementation. This product is a central repository of data that can be used to inform public policy development, project activity design and evaluation in the area of crime and violence prevention. CVPP will work with USAID to promote this product during discussions with the GOM. Once approved, CVPP will move fast to make the platform operational.

- **Good Practices Methodology presented and discussions initiated to identify the second group of good practices.** CVPP has presented the Good Practices Methodology and the 11 documented good practices to Mr. Xiu Tenorio, Director of International Relations for the Undersecretary for Prevention. The GOM expressed strong interest in applying the methodology and in working with CVPP to identify new good practices during the coming year. Based on the discussions with the GOM and USAID, CVPP is working to engage with the Undersecretary to plan the second group of good practices to be developed during Year Two. The Program continues to disseminate the methodology and document good practices through public events, outreach materials and the Program's Newsletter. CVPP is also promoting the replication of good practices through its small grants program. For example, two practices for at-risk-youth by NGOs CASA and CREESER have been approved for replication through CVPP grants in Ciudad Juarez.

Please refer to the CVPP Monitoring and Evaluation Report (Annex J), Indicator 8, for more detail.

- **Monitoring and Evaluation (M&E) System on crime and violence prevention presented.** During the initial meetings with the new Administration, CVPP generated interest in the development of an indicators system to monitor the performance of government's prevention programs. As this report was developed, CVPP was working with USAID to identify ways to support the implementation of the new National Prevention Plan through an indicator system and expects to receive confirmation in April 2013. CVPP was granted an extension on this contractual deliverable from January to July 2013, but further delays or a contract modification may be necessary based on the decisions to be made during the next quarter.

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

- **Support to the Technical Working Group on Crime and Violence Prevention presented.** As mentioned above, in February 2013 the new Administration established an Inter-sectoral Coordination Group tasked with the coordination of various key players in the implementation of its National Prevention Plan. On March 12th, CVPP presented the Program and possible areas of collaboration to the Group and will continue to work with USAID and the GOM to define ways to support it.
- **Proposal for developing a geo-reference Crime Prevention Policy Mapping Tool presented.** Similar to other activities under this component, CVPP has presented the Tool concept to the new Undersecretary of Prevention. As this product was not included in the list of activities proposed by the GOM in its Request for Assistance, CVPP will work with USAID to continue to present its benefits and to facilitate the design of policies within the mandate of the Inter-sectoral Coordination Group.
- **Proposal to support the National Program on Crime and Violence Prevention presented.** Shortly after the GOM's launch of the National Prevention Plan in February 2013, CVPP held discussions with the Undersecretary of Prevention and identified entry points to support the implementation of the Plan. For example, documentation of good practices related to the implementation of the Plan in the three target cities, support for the sub-national governments with indicator systems to monitor implementation of prevention activities, and an international conference to develop key implementation strategies as part of the Plan. CVPP is also offering support to state and local governments to develop and make operational inter-sectoral Prevention Committees. CVPP is working with the Undersecretary of Prevention of the State of Nuevo Leon to assist in the development of guidelines to operationalize the recently created Inter-sectoral

Committee, and is helping the Municipalities of Monterrey and Tijuana to launch the Crime and Violence Prevention Committees in April (see Section 2.3.2). Another Program activity that is contributing to the implementation of the Plan is the development of the Conceptual Model on Prevention. During this reporting period, CVPP identified a group of consultants, developed the Terms of Reference, and plans to complete this activity during the next quarter.

Please refer to the CVPP Monitoring and Evaluation Report (Annex J), Indicator 9, for more information.

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

- **Communications grants process launched.** During this reporting period, CVPP moved forward with the search for capable local organizations to carry out the design and implementation of the Communications Strategy. In December 2013, a call for applications was published to develop the concept of the campaign and to carry out the strategy in the nine target poligonos. However, the first round of applications, received on January 14th did not yield quality proposals. Building on that experience, CVPP revised the Terms of Reference and conducted two pre-Request for Applications (pre-RFA) workshops for 28 organizations to explain the objectives of the program, the strategy, and the administrative requirements for the grant. CVPP is confident that these activities will improve the quality of the second round of proposals.

The pre-RFA workshop for the design of the campaign was held in Mexico City and was attended by 14 promotion and marketing agencies. CVPP received six proposals in response to that application. The first in the series of pre-RFA workshops for the implementation phase was held in Ciudad Juárez and was attended by 14 organizations, with proposals expected on April 22. Also in April, CVPP will conduct pre-RFA workshops in Tijuana and in Monterrey. CVPP plans to complete the selection process by the end of May.

During this quarter, CVPP presented the communication strategy to USAID and the new Administration. On March 6th, CVPP made a presentation to Jennifer Renquist, USAID COR, and on March 15th to Rafael Reyes Arce, General Director of Prevention and Program Dissemination for the Department of Prevention and Civil Participation at the Undersecretary of Prevention. The presentation (Annex B) was well received and generated a lot of interest on the part of Mr. Reyes Arce, prompting a fruitful discussion on the potential collaboration with the Government. CVPP will follow up with the GOM to identify ways to collaborate in the integration of the Program's strategy with similar efforts under Mr. Reyes Arce's unit. Such collaboration will ensure a more streamlined and effective message delivery, leverage existing resources and prevent duplication of efforts.

- **The crime and violence prevention agenda supported.** On March 20th, CVPP delivered two highly successful events in Tijuana. The first one was the visit of Ms. Roberta Jacobson, Assistant Secretary of State for Western Hemisphere to the community of Granjas Familiares. A round-table discussion was organized for Ms. Jacobson with the members of the local police, community leaders, and U.S. agencies. During the discussion, the Assistant Secretary had an opportunity to talk directly with the beneficiaries of U.S. Government assistance and witness the outcomes of CVPP at the community level.

The second event took place in Camino Verde where the beneficiaries of the *Jovenes Constructores de la Comunidad* (JCC) program graduated from their training course. The graduation underlined the importance of youth in building resilient communities, as 30 JCC beneficiaries raised to the podium to receive their graduation certificates. These young people have received training in construction, life skills and leadership, and have applied their skills in renovating a public sports center. The event,

attended by over 80 members of the government, community leaders and neighbors, also featured a demonstration of sports exercises held regularly between the local police and the residents as part of the CVPP community police strategy. After the participation in the Tijuana event, Mr. Xiu Tenorio of the Undersecretary of Prevention confirmed the GOM's commitment to work with CVPP to promote similar programs. The video about the event can be seen here: [YouTube: JCC Event Summary](#) and online media coverage here: [JCC Event Press Coverage](#).

In Monterrey, a graduation ceremony was held on March 22nd for 31 members of the JCC program, including 24 participants of the project "I Build" ("Yo Construyo") implemented in partnership with CEMEX. Over 130 people attended the event, including the three levels of government, NGOs, USAID and members of the community. Formalizing the collaboration between USAID and the private sector in the area of prevention, Letters of Intention (LOIs) between USAID and CEMEX and between CVPP and CEMEX were signed (Annexes C and D) that outline the areas of collaboration under this public-private partnership (see more in Section 2.3.7). CVPP facilitated the LOI between USAID and CEMEX, paving the way for a broader relationship between this strategic private sector institution and USAID-funded programs.

As one of the ways to promote the subject matter of prevention, CVPP envisions the creation of a network of journalists and editors who cover crime and violence. The activity entails a high-profile seminar on the role and responsibility of the media, a manual and a series of workshops on prevention and security, as well as a web-based forum. During the first year, CVPP issued a call for applications to local organizations and universities with relevant experience. Through a competitive selection process, the University Iberoamericana (UIA) was chosen, but the grant was later rejected by USAID and UIA subsequently withdrew its application. CVPP revised the Terms of Reference and conducted a pre-RFA workshop with eligible partners on March 19th, attended by six organizations. The second round of grant applications is expected by April 29, 2013.

The GOM has requested CVPP assistance to organize an international conference on best practices in the area of crime and violence prevention in July 2013. CVPP will work with the Undersecretary to establish a conference organization committee and coordinate efforts to define the scope and the overall logistics. CVPP has reached out to the World Bank, the Inter-American Development Bank and the Open Society Institute in Washington to promote their participation in the conference.

- **CVPP activities and success stories are disseminated to key stakeholders and partners.** A key element of the Program's communications strategy is to share its story, as well as the stories of its beneficiaries, with the public. During this reporting period, CVPP launched a comprehensive corporate communications campaign using a variety of information dissemination channels, such as a quarterly Newsletter, brochures, a webpage, special events, video and photo reviews, and success stories.

In January 2013, CVPP produced a Program brochure (Annex E) about its goals and objectives, geographic focus and programmatic areas. Another brochure was prepared for the grants program (it is currently in production) which explains the eligibility criteria, technical themes and administrative requirements for the grants. Also in January, CVPP began working with freelance writers to prepare photo, video and narrative reports on the activities conducted in the target *poligonos*. These materials not only document the success of the Program, but help explain to the public and other audiences the impact it is having on the communities.

Recognizing the power of visual communications, CVPP produced its promotional video (Annex F) in Spanish with English subtitles to be used during meetings and presentations. In February, the first issue of the CVPP Newsletter (Annex G) was distributed to over 150 recipients in Mexico and the U.S. Three articles about CVPP were reproduced in the USAID Newsletter published on March 8th.

CVPP has also made progress on the development of the Program's webpage which is scheduled to be launched at the end of April.

2.2.4 CHALLENGES AND REMEDIES FOR IRI

- **The political transition of the federal government brought about delays in the implementation, but also opened new windows of opportunities for CVPP.** CVPP's efforts during this reporting period were focused on the development of relationships with the new federal government. CVPP has presented the objectives and the scope of its program and expressed interest and commitment to work with the new Administration. Products under IRI, such as the monitoring and evaluation system, the knowledge management platform, the policy mapping tool, and support for the National Prevention Plan are contractual deliverables, yet they were not implemented because CVPP was awaiting GOM's confirmation of interest.

CVPP worked under the guidance of USAID to promote the Program's objectives, methodologies and products during the first three months of 2013. At the end of the reporting period, USAID, CVPP and the GOM were engaged in a productive dialogue that will help to define the support CVPP will provide to the GOM under this IR. CVPP expects a clear work plan will be completed by the end of April.

- **Relatively low local capacity to carry out the communications strategy.** CVPP has gone through two rounds of grant applications for the design and implementation of the communications strategy and two rounds for the creation of the network of journalists. This process revealed a relatively low level of institutional and technical capacity among the local organizations to carry out a comprehensive outreach campaign. The CVPP team revised the Terms of Reference to simplify the format and make the application process clearer. CVPP also conducted pre-RFA workshops to provide information to the potential grantees on technical and administrative requirements. However, we anticipate some delays in the implementation of the campaign, and strong oversight and guidance will be needed on a continuous basis to ensure satisfactory results. As a long-term solution, CVPP has recruited a Capacity Building Specialist who will provide training and technical assistance to the potential CVPP grantees. CVPP is also developing an Institutional Strengthening Grant to a local NGO who will implement a capacity building program to improve the quality of proposals and ensure successful project implementation by the CVPP grants recipients.

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

- **Master Plan methodology disseminated and replicated.** During this quarter, CVPP identified a local expert who will develop a Guide for the replication of Master Plans. Once completed, the Guide will be used to train local and state government officials to replicate the Master Plan process nationwide. Throughout this quarter, CVPP disseminated the Master Plans through its special events, conferences and the Newsletter.

An excellent example of the replication of the Master Plan methodology comes from Monterrey, where the methodology was implemented in four additional communities (Garza Nieto, Moderna, Topo Chico and Centro) by the previous Municipal Administration. Also, the Master Plans were used by the Undersecretary of Crime Prevention of Nuevo Leon for an INFONAVIT proposal that

will channel federal funding for housing projects in the *poligonos* of La Independencia and La Alianza. These activities are all consistent with the National Prevention Plan.

- **Master Plans implemented in the target *poligonos*.** CVPP promotes the implementation of the Master Plans in target *poligonos* through direct and indirect interventions, and tracks other community-based programs and partners who address strategic areas identified in the Master Plans. CVPP's direct interventions are carried out through its small grants program, diagnoses and technical assistance, while indirect interventions take place through coordination mechanisms that were put in place during the development of the Master Plans.

Overall, CVPP has implemented - directly and indirectly - a total of 31 interventions in the nine target *poligonos*, addressing more than 10 strategic areas. As an example, one of the key strategic areas in Riberas del Bravo was the establishment of a trusting relationship between the community and the police. CVPP organized the parents and teachers of the Secondary Technical School #90 to join the municipal police officials in the clean-up and renovation of a school pathway and the creating of volunteer patrol brigades to monitor security. In Felipe I. Madero, CVPP promoted the Group 16 program, a municipal prevention initiative that provides security awareness training to residents, and organized a vaccination brigade for stray dogs.

As for indirect interventions, through the Working Group that completed more than 26 meetings during this quarter, CVPP leveraged state government interventions in Monterrey, including "Truth about Drugs," a public awareness program that worked with 22 at-risk youth in La Alianza, as well as the expansion of the *Centro de Atención a Menores en Conflicto con la Ley* and *Centro de Atención Integral y Menores Adolescentes* as part of the community healing initiative implemented by an CVPP partner VICALLI (Section 2.3.5) in La Independencia.

For more information about the Master Plan implementation, please refer to the CVPP Monitoring and Evaluation Report (Annex J), Indicator 14.

- **Organizations to provide capacity building of Community-Based Organizations (CBOs) recruited.** CVPP has reached out to community-level NGOs to establish a sustainable network of organizations in support of CBOs and community committees. CBOs play an important role in reducing community crime risk factors and monitoring the implementation of the Master Plans. During this quarter, CVPP completed a CBO-focused grant to *GENTE A FAVOR DE GENTE* in Ciudad Juarez, made substantial progress on the grant to *VETSA* in Monterrey, and has solicited proposals from NGOs in Tijuana. In parallel to this, CVPP's regional staff has provided continuous direct technical assistance to community leaders through meetings and assistance with events and community mobilization.

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

- **Progress made towards the formalization of Municipal Crime and Violence Prevention Committees (MVPC) in Tijuana and Monterrey.** The main objective of CVPP's strategy for the establishment of MVPCs is to ensure they are closely aligned with the new National Prevention Plan so that municipalities become eligible to receive earmarked funds for crime prevention.

In Tijuana, CVPP held a series of meetings with the municipality to finalize the structure, regulations and timeframe for the establishment of the MVPC. The Municipal Cabinet Coordinator led the discussions which involved eight departments and operational units working on prevention. Based on the CVPP proposal, the Municipal Council suggested an amendment to the municipal regulation

(Annex H) with a strong emphasis on prevention and community participation. The MVPC in Tijuana is expected to be established by mid-April.

In Monterrey, CVPP worked with the municipality and the State of Nuevo Leon's Undersecretary for Crime Prevention to prepare and issue a new regulation for the creation of the MVPC. The participation of the State Government allowed for a more coherent integration of the municipal and state priorities, especially as they relate to the police force. CVPP plans to finalize the establishment of the MVPC in Monterrey by late April or early May. During this quarter, CVPP also provided technical assistance to the State's Undersecretary of Prevention to operationalize the recently created Inter-sectoral Committee, comprised of federal, state and municipal government as part of the new National Prevention Plan.

Ciudad Juarez continues to be a challenging environment for the implementation of this component. Despite numerous visits and meetings with key stakeholders, there has been limited interest in the creation of the MVPC as the municipality is merely focusing on a Public Security Committee, lacking the important prevention and community resilience aspect. As an alternative strategy, CVPP suggested that a MVPC is created as a prevention arm to the Public Security Committee, but the municipality is reluctant to proceed with concrete steps until the Security Committee is fully operational. The situation is further complicated by the upcoming elections which limit the Program's access to the decision makers. Please refer to Section 2.3.8 for more information on how CVPP is addressing this challenge.

- **Capacity of sub-national government to plan and implement crime and violence prevention policies/interventions through evidence-based approaches improved.** During this quarter, CVPP made significant progress with the Municipality of Monterrey as the Administration provided its comments to the Technical Assistance (TA) Plan and held the first planning meeting on February 28th. The meeting was followed by the presentation of the ICAPI© results to the Municipal Cabinet on March 5th where the Municipality confirmed its commitment to implement the TA Plan. The first training, held on March 15th, covered the topic of Performance Monitoring and was attended by six members of the Cabinet and 39 government officials from the Departments of Economic Development, Public Services, Transportation, and Social and Human Development, among others. During the workshop, the participants learned about the performance monitoring framework and best practices from other states, and developed performance indicators to be applied in their every day jobs. A follow-on training was held on March 22nd. CVPP is also providing direct technical assistance to municipal departments in areas such as training materials and operating financial guidelines, performance measurement, budgeting, and asset management.

In contrast to Monterrey, the Municipalities of Tijuana and Ciudad Juarez have not expressed as strong political will for the implementation of the TA Plans, largely due to the upcoming elections. Both municipalities have received the results of the ICAPI© diagnostic assessments and TA Plans, but only the Municipality of Tijuana expressed a verbal commitment to implement them.

CVPP has introduced the idea of holistic Municipal Prevention Plans to help municipalities design and monitor their crime and violence prevention programs. Based on these plans, CVPP will work with municipalities to establish clear indicator systems to ensure the development of basic institutional competencies in key municipal units that will improve visibility and effectiveness of prevention investments and interventions. CVPP is piloting this initiative in Monterrey, while Ciudad Juarez and Tijuana complete the political transition.

- **Community-focused CPTED projects planned.** CVPP is promoting the development of six CPTED projects in target *poligonos* to create "safe passages" - clean and well-marked paths to community centers. Based on the timing and the type of expertise available on the ground, CVPP

has decided to implement CPTED projects with the help of consultants in Ciudad Juarez and through small grants in Monterrey and Tijuana. During this reporting period, CVPP reached an agreement with a renowned urban design expert Alba Maynez to design and coordinate CPTED projects in Felipe Angeles and Francisco I. Madero, and is expecting to receive USAID's approval at the time of this report. For Tijuana and Monterrey, CVPP has developed the Terms of Reference and will launch the grant application process in April.

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

- **Capacity of municipalities to plan, design and implement participatory crime prevention-sensitive budgets improved.** During this reporting period, CVPP provided direct technical assistance to the municipality of Monterrey in the area of treasury and budgeting. In Monterrey and Tijuana, CVPP also adjusted and shared manuals to support budget planning and execution. This capacity building process paves the way for the participatory budgeting efforts that will start during the next quarter and will include the development of a Participatory Budgeting Guide and training for municipal officials and community representatives to engage them in the process of allocating resources to prevention projects.

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

- **Community Policing Guide disseminated.** With the Community Policing Guide completed during the last quarter, CVPP moved forward with its publication and dissemination. On January 14th, CVPP presented the results of the INSYDE assessment to USAID and other USG agencies working in the area of community policing (Annex I). The presentation focused on the proposed actions in each target city to improve the relationship between the police and the residents, as well as the analysis of police organizations from the standpoint of community relations. Following the presentation, the Guide was finalized to include comments and suggestions by the key players and is currently being designed for official publication. The Guide was also presented to Mr. Xiu Tenorio and his team at the Undersecretary of Prevention to generate the GOM's endorsement.
- **Political will and inter-agency coordination promoted.** As described in Section 2.1 above, CVPP has held a series of meetings with the new Administration to introduce the Program and position its products and activities. The Community Policing Model and the Guide were among the key results of the first year of implementation that were presented to the GOM for replication. On the sub-national level, CVPP included the Model in the periodic meetings with the municipal governments to keep the momentum generated during the diagnostic phase and identified a number of potential interventions, such as the Youth Police, school volunteer brigades, safe passage projects, and street lighting, among others, during Year Two.
- **Community Policing Model implemented.** During this quarter, CVPP worked in Tijuana and Ciudad Juarez to implement the Community Policing Model. Tijuana represents the most fruitful ground in this regard, as its municipal police force fully embraces the concept of proximity police and is committed to improve its relationship with the residents. Building on the public dialogues conducted between the police and the community last year, the police created Youth Police programs in Camino Verde and Granjas Familiares, identified most vulnerable areas vis-à-vis public safety, and held regular meetings with the residents to address them. Police officers organize weekend events at local parks with sports exercises and games. These efforts demonstrate a significant progress in building the relationship between the police and the community – a drastic contrast with the situation the CVPP encountered in May 2012 when the police and the community did not interact.

In Ciudad Juarez, the residents of Riberas del Bravo worked with the police to organize a security brigade to monitor a pathway to a local middle school which runs along a river canal and had been known in the past as one of the most dangerous sites for students. CVPP organized several community actions to clean out the pathway, remove trash and debris, and make it more secure for the student community. The residents are now in discussion with the local authorities to drain the canal and improve the lighting. In Francisco I. Madero, the police together with the residents are implementing a program “Group 16” which provides training on such topics as prevention of house robberies, street and transportation safety, and safety while at home. The police also joined the residents to address the problem of stray dogs by conducting vaccination and clearing the animals off the streets.

Based on CVPP’s diagnostic assessment finalized in November 2012, CVPP did not promote specific interventions in Monterrey due to the lack of political will encountered at the municipal and state police level and to the weak capacity found at the community level in the three target *poligonos*. However, CVPP will update the assessment of the situation as there are indications of new political will to work in this area from the municipal and state governments gathered from meetings held in March between CVPP staff and the Mayor of Monterrey and from information provided by the Monterrey Consulate Office regarding changes in Secretary of Security of the State of Nuevo Leon.

Please refer to the CVPP Monitoring and Evaluation Report (Annex J), Indicator 16, for more detail on the Community Policing Guide implementation.

- **Institutional capacity of the municipal police and communities to implement community policing interventions improved.** CVPP has initiated the planning of the CityLinks Exchange Program between the U.S. and Mexican police. The goal of the program is to disseminate best practices on community policing from the U.S to Mexican policemen and to establish lasting professional ties between the U.S. and Mexico. CVPP plans to “connect” Tijuana with the City of Philadelphia, PA, Ciudad Juarez with Charlotte, NC, and Monterrey with San Antonio, TX. The collaboration mechanism envisions visits by the U.S. officials to Mexico to develop action plans, identify specific areas for support, and exchange best practices. During subsequent visits, targeted technical assistance will be provided to the Mexican police. In Monterrey, the mechanism is somewhat different because of the current organizational structure of the police force – the police in La Alianza and La Independencia formally belong to the State Police, while Nuevo Almaguer corresponds to the municipal jurisdiction. However, Monterrey already has strong ties with the City of San Antonio, which will facilitate the process of the exchange. During the planning process, CVPP has encountered certain problems with the lack of interest on the part of the U.S. police to visit Mexico for safety considerations, which CVPP is addressing as further described in Section 2.3.8.

2.3.5 ACTIVITY 2.5: SUPPORT LOCAL ORGANIZATIONS TO IMPLEMENT COMMUNITY HEALING/VICTIMS’ PROGRAMS

- **Community Healing Model developed and validated through pilot interventions.** During this reporting period, CVPP continued to develop and formalize its Community Healing Model. The Model links social change and resilience to violence with the role of the community in the process of healing and social re-integration, and provides a baseline for the design and evaluation of interventions in this area. The CVPP Community Healing Methodology includes three key elements: legal, psychological and social. Program interventions consist of the assessment of the impact of violence in target communities, identification and strengthening of community leaders, promotion of support groups and community actions, and creation of sustainable networks of legal, psychological and social support. CVPP is in the final stages of finalizing the Manual on the Model, and will officially publish and disseminate it during the next quarter. Specific examples of Model implementation are covered further below.

- **Institutional capacity of local organizations providing community healing attention strengthened.** CVPP's community healing interventions at the community level are guided by the objectives of the Master Plans. During this reporting period, the Program implemented a grant to Vida con Calidad A.C. (VICALLI), an NGO in Monterrey that works with the victims of violence in the Independencia *poligono*. Through a competitive process, CVPP has selected NGOs Salud y Bienestar Comunitario, A.C. (SABIC) and Crecimiento Humano y Educación para la Paz, A.C. (CHEPAZ) to implement victims' assistance programs in Ciudad Juárez.

Through VICCALI, CVPP is helping children, men and women in La Independencia who have either suffered or witnessed crime and violence. Such assistance includes psychological, legal and social services, as well as individual therapy sessions. VICALLI signed agreements with two middle schools to carry out workshops on peaceful conflict resolution and to detect specific cases of violence for individual sessions. As of March 2012, a total of 91 workshops have been conducted in the schools with children, parents and teachers, as well as eight focus groups for women. These activities have benefitted a total of 402 individuals. VICALLI detected 109 urgent cases of violence and 79 victims received individual counseling. VICALLI has also developed a manual to document its methodology and lessons learned.

As demonstrated by the interim evaluations, after only three months of working in the two middle schools, beneficiaries have become more aware of the physical, emotional and social implications of violence in their lives and have started to adjust behaviors that are changing the way they interact with their peers at school and with family at home. Parents, teachers and students acknowledged that the expressions of violence of the grant beneficiaries have decreased significantly. Principals and teachers are also recognizing the importance of adding victims' programs to their school curricula.

CVPP has worked with VICALLI to make sure all the key elements of the Community Healing Model (legal, psychological and social) are addressed by the organization. The Program has helped VICCALI to form a relationship with two state government agencies, the Human Relations Strengthening Center and the Integral Assistance Center for Youth, managed by the Nuevo Leon Undersecretary of Prevention, which will strengthen VICCALI's capacity to provide legal and social assistance to the victims.

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.

- **At-risk-youth models in target *poligonos* implemented and replicated.** The last quarterly report outlined the basic elements of the *Jovenes Constructores de la Comunidad* (JCC) Model that re-integrates youth-at-risk into the professional and educational fields by providing vocational training, human development and construction experience. During this reporting period, the Model was implemented in the *poligonos* of Riberas del Bravo (Ciudad Juárez), Camino Verde (Tijuana) and La Alianza (Monterrey) in accordance with the strategic objectives outlined in the Master Plans. In each community, JCC conducted an initial assessment, selected the beneficiaries, identified public spaces to be rehabilitated, and prepared individual development plans for each participant based on their academic and professional background. Each participant received assistance with job searching or school re-integration. Below are the results in each *poligono*:
 - a) Riberas del Bravo, Ciudad Juarez – CVPP selected a children's public park for rehabilitation and coordinated with the Municipal government to obtain the necessary permits and financial support for the procurement of construction materials. 20 youth participants between the ages

of 16 and 25 cleaned the site, rebuilt the fence, repaired the soccer field and improved the landscaping and wall painting. At the same time, workshops were held on a variety of age-appropriate topics, including self-esteem, addiction prevention, sexuality, leadership and life goals. CVPP organized sports activities and community events, which helped to promote trust between the youth and the adults. Young people also learned about assistance programs that provide high school scholarships or help find employment in local businesses.

- b) Camino Verde, Tijuana – In this *poligono*, the Program selected a public park with three soccer fields, a children’s playground and an area of kiosks and gardens. 30 young people between the ages of 14 and 26 cleaned the water canal around the park, removed garbage, renovated the soccer fields and painted the walls. The vocational training was accompanied by weekly workshops on human development and professional and academic re-integration.
- c) La Alianza, Monterrey – 31 participants between 14 and 29 years renovated a soccer field in the Sports Center “Diego de Montemayor”, fixing and re-painting the walls and bathrooms, conducting general cleaning, cutting trees, and replacing the benches. In Monterrey, the Program established a partnership with CEMEX, Mexico’s largest construction materials company, through its “I Build” program (see Sections 2.2.3 and 2.3.7).

In only four months of implementation, the CVPP/JCC youth-at-risk Model has rendered significant results. In Tijuana, 15 of 30 participants are back in the school system and seven have returned to the job market. In Monterrey, 10 of 31 participants are back at school and four have found jobs in construction. In Ciudad Juárez, six young girls are enrolled in the open school system (ICHEA) and three young men are working in the maquiladora industry and in movie theaters. Most importantly, the qualitative outcomes of this program are felt in the community with a significant decrease of expressions of violence and the personal progress made by the beneficiaries, as evidenced in their testimonials: [JCC Tijuana Video](#). In the video, 17-year old Christian Flores talks about how JCC has transformed his life and has given him confidence, while his mother Maria Rodriguez explains how the Program has helped Christian and his sister Mayela with social integration, and how their home dynamic has improved as a result.

Please refer to the CVPP Monitoring and Evaluation Report (Annex J), Indicator 17, for more detail on the CVPP at-risk youth results.

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

- **A PPP mechanism to fund and manage crime and violence prevention activities in target cities designed.** CVPP conducted the first mapping of private companies in Tijuana and Monterrey who are interested in fulfilling their social responsibility in the area of crime and violence prevention. The mapping included community foundations that could have systematic and sustainable access to funding from private companies, including such organizations as COMUNIDAR in Monterrey and FIC in Tijuana.

To carry out the PPPs, CVPP identified a consulting firm *IC&M Comunicacion y Marketing* (ICM) with experience working with private companies and foundations to promote social responsibility. Through a subcontract, ICM will develop a mechanism to channel private sector funding to social programs and to identify and establish 2nd-tier PPPs to finance specific prevention projects.

Following the work plan and contractual deliverables, on January 22nd, CVPP submitted to USAID a proposal to develop a partnership with FECHAC that would expand its coverage in the area of crime prevention through a 1:1 matching mechanism. The objective was to leverage resources from the private sector while expanding FECHAC’s institutional capacity and reaching into CVPP’s

communities. However, on March 5th, USAID instructed Tetra Tech against forming a partnership with FECHAC based on the fact that FECHAC was already receiving funds directly from USAID and that a number of USAID-supported organizations work in partnership with FECHAC, as well as the concern that there could be a duplication of efforts in this thematic area. Following this guidance CVPP has discontinued its strategy with FECHAC. Given that FECHAC is a sustainable mechanism that gathers strong support from the private sector in Ciudad Juárez, CVPP will not pursue another mechanism in that city and will instead focus on promoting project-specific PPPs.

- **A PPP established with CEMEX to support social/psychosocial services in the CVPP target *poligonos*.** On March 22nd in Monterrey, CVPP facilitated official signing of Letters of Intention (LOIs) between USAID and CEMEX, and CEMEX and CVPP (Annexes C and D) which open the door for collaboration between the two parties. This collaboration aligns with the CVPP's at-risk youth Model implemented in partnership with JCC. The LOI signing coincided with the graduation of the "I Build" participants from the La Alianza community. (Please refer to Section 2.2.3 for more information.) The next series of CVPP/CEMEX workshops will take place in Granjas Familiares (Tijuana) and La Independencia (Monterrey) in July and August, respectively.

Please refer to the CVPP Monitoring and Evaluation Report (Annex J), Indicator 18, for more information about the PPPs.

2.3.8 CHALLENGES AND REMEDIES FOR IR2

- **Delays in the implementation of the local governance components due to the lack of political will and upcoming elections.** While generally the target municipalities have been receptive and open to CVPP's technical assistance programs and have actively participated in the development of the Master Plans, lack of political will, changes of the Administration and the upcoming municipal elections have hindered the pace of implementation, in particular in Ciudad Juárez. The summary of the ICAP results were provided to the Municipality of Ciudad Juárez in December 2012 with the full report to follow in early February. However, it was not reviewed until the end of March and the interest in the program is further diminishing in light of the upcoming elections. Similar delays are occurring in the process of the MVPC implementation.

To address this challenge, CVPP is working closely with the NGOs and community groups in these municipalities to build political will for the establishment of the MVPCs. As a result, broad support for the Committees has been generated, particularly among the members of the *Todos Somos Juárez* working groups. CVPP is also working with the municipal officials to select topics of most relevance to the municipality as it prepares for the change in the Administration.

- **Lack of interest on the part of the U.S. policemen to participate in cross-border exchanges with Mexico.** Given the political sensitivity and safety considerations, CVPP has encountered reluctance on the part of the U.S. police to participate in cross-border exchanges. After extended deliberations, the City of San Antonio has agreed to participate, but has only committed to host Mexican policemen in their city. The City of Charlotte has agreed to hold preliminary planning meetings with police officers in Ciudad Juárez, and the City of Philadelphia has in principle accepted the invitation to collaborate.

3.0 SPECIAL REPORTING

CVPP delivered 13 weekly reports to USAID during this reporting period. As per Section F.5.7 of the CVPP Task Order, the semi-annual Monitoring and Evaluation Report is enclosed as Annex J to this report. As per Section F.5.2 of the Task Order, the CVPP In-country Training Reports are enclosed as Annex K.

4.0 BUDGET ALLOCATIONS

Description	January	February	March (est.)	TOTAL
Direct Labor	\$ 55,972	\$ 65,926	\$ 67,854	\$ 189,752
Other Direct Costs	\$ 183,073	\$ 144,328	\$ 150,668	\$ 478,070
Indirect Costs	\$ 35,995	\$ 41,326	\$ 42,929	\$ 120,250
Grants Fund	\$ 30,409	\$ 50,000	\$ 37,000	\$ 117,409
Fixed Fee	\$ 12,524	\$ 9,577	\$ 9,981	\$ 32,082
Total Cost plus Fixed Fee	\$ 317,974	\$ 311,157	\$ 308,432	\$ 937,562

5.0 ACTIVITY PLAN AND PROJECTED EXPENDITURES FOR NEXT QUARTER

CVPP Activity Plan and Projected Expenditures for Next Quarter are presented in Annex L.

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