



OFFICE OF INSPECTOR GENERAL

FOLLOW-UP AUDIT OF USAID/MEXICO'S RULE OF LAW AND HUMAN RIGHTS PROGRAM

AUDIT REPORT NO. 1-523-12-007-P
September 7, 2012

SAN SALVADOR, EL SALVADOR



Office of Inspector General

September 7, 2012

MEMORANDUM

TO: USAID/Mexico Mission Director, Tom Delaney

FROM: Regional Inspector General/San Salvador, Jon Chasson /s/

SUBJECT: Follow-Up Audit of USAID/Mexico's Rule of Law and Human Rights Program
(Report No. 1-523-12-007-P)

This memorandum transmits our final report on the subject audit. In finalizing the audit report, we considered your comments on the draft report and included them in their entirety in Appendix II of this report.

The final report includes three recommendations to help the mission improve how it tracks and records training for the Mexico Rule of Law and Human Rights Program. Based on your written comments in response to the draft report, final action has been taken on Recommendations 1 and 3, and a management decision has been reached on Recommendation 2. Please provide the Audit Performance and Compliance Division of USAID's Office of the Chief Financial Officer with evidence of final action to close the open recommendation.

I want to thank you and your staff for the cooperation and courtesies extended to us during this audit.

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CONTENTS

Summary of Results 1

Audit Findings..... 4

Evaluation of Management Comments..... 9

Appendix I—Scope and Methodology 10

Appendix II—Management Comments 11

Abbreviations

The following abbreviations appear in this report:

- FY Fiscal Year
- JACS Justice and Citizen Security Office
- MSD Management Sciences for Development Inc.
- MSI Management Systems International
- PMP performance management plan
- RIG Regional Inspector General
- UNHCHR United Nations High Commissioner for Human Rights
- TraiNet Training Results and Information Network (also referred to as USAID’s Training Network)

SUMMARY OF RESULTS

The U.S. and Mexican Governments joined forces in the fall of 2007 to combat drug trafficking, gangs, and organized crime in Mexico and Central America. This collaboration formed the foundation of the Mérida Initiative, a 3-year program of the U.S. Government that funded “technical advice and training to strengthen the institutions of justice—vetting for the new police force, case management software to track investigations through the system, new offices of citizen complaints and professional responsibility, and witness protection programs to Mexico.”¹

Since funding for the initiative technically ended in FY 2010, President Barack Obama and his administration worked with Mexico to develop a strategy based on four pillars to continue fighting crime. According to USAID/Mexico’s Web site, those pillars are:

1. Disrupt capacity of organized crime to operate.
2. Institutionalize capacity to sustain the rule of law.
3. Create a 21st-century border structure.
4. Build strong and resilient communities.

For its part, the Mexican Government introduced constitutional and legislative changes in 2008 aimed at reforming the country’s police, prosecutors, public defenders, courts, and penitentiaries at the state and federal levels by May 2016. To help Mexico bring these reforms about, USAID/Mexico designed the Rule of Law Program² to (1) support implementation of the criminal justice reforms at the state and federal levels and (2) strengthen civil society organizations’ promotion and oversight of human rights.

The program was implemented by Management Systems International (MSI), Management Sciences for Development Inc. (MSD), and the United Nations High Commissioner for Human Rights (UNHCHR).

Award Information as of March 31, 2012 (\$) (Not Audited)

| Awardee | Start and End Dates | Award Amount | Obligations | Expenditures* |
|----------------|----------------------------|---------------------|--------------------|----------------------|
| MSI | 7/1/09-12/31/12 | 44,086,111 | 42,528,736 | 28,117,313 |
| MSD | 9/30/07-3/31/10 | 14,993,100 | 14,465,544 | 14,125,915 |
| UNHCHR | 8/3/09-12/31/12 | 1,250,000 | 1,250,000 | 1,000,000 |
| Total | | 60,329,211 | 58,244,280 | 43,243,228 |

* Expenditures include disbursements and accruals, which USAID records quarterly.

USAID plans to extend the MSI award through a partial extension of an 18-month option. Since MSI is the most significant implementer still active in the program in terms of funding, our follow-up efforts focused on that organization. MSI’s activities focused mainly on rule of law activities.

The Regional Inspector General (RIG)/San Salvador audited the program (“Audit of USAID/Mexico’s Rule of Law and Human Rights Program,” Report No. 1-523-11-001-P,

¹ “The Merida Initiative,” June 23, 2009, U.S. Department of State Fact Sheet (<http://www.state.gov/j/inl/rls/fs/122397.htm>).

² While a previous audit referred to this as the Rule of Law and Human Rights Program, this audit focused primarily on rule of law activities; therefore, the program name reflects that focus.

January 12, 2011) during FY 2010.³ The audit concluded that the related activities had limited success because the mission did not deliver technical advisory services to reach maximum efficiency, effectiveness, and sustainability, mainly because the program lacked focus.

As part of the FY 2012 audit plan, RIG/San Salvador performed this follow-up audit to determine whether the actions the mission took in response to the recommendations in the previous audit report were effective. We recommended that USAID/Mexico:

1. Exert technical control over the contract and require Management Systems International to develop an implementation strategy that outlines how it intends to identify the sites where it intends to work and the methodologies it intends to deploy for identifying the training needs and execution of training.
2. Conduct a portfolio review to examine the strategic and operational issues and determine whether USAID-supported activities are supporting the implementation of criminal justice reforms at the federal and state levels and strengthening civil society organizations' promotion and oversight of human rights.
3. Either recompet the contract for technical services or prepare the appropriate justification required by the Competition in Contracting Act of 1984 for other than full and open competition.
4. Revise its current performance indicators and associated targets for the Rule of Law Program so that they will assess progress toward the program's overall goals and objectives.
5. Update its performance management plan for the Rule of Law Program.
6. Strengthen its internal controls so that technical officers implement their delegated duties in accordance with USAID policy.
7. Establish procedures for systematically following up with training participants to assess the impact and effectiveness of training.
8. Institute procedures to consistently collect and input training data into TraiNet, USAID's training network.

The follow-up audit determined that the actions USAID/Mexico took in response to the recommendations in the previous audit report were largely effective. The mission's Justice and Citizen Security (JACS)⁴ Office made significant changes to MSI's statement of work and the MSI team's internal organization structure, and to the mission's staff to support the Rule of Law Program. As a result, USAID/Mexico has made commendable progress toward creating a program that fully reflects the Agency's goals for program impact and sustainability. With USAID/Mexico's and MSI's collaboration, the program has achieved a strategic focus through narrowing of the geographic scope based on potential for success and political will to implement the reforms. Mexican officials confirmed that communications and relationships with USAID and MSI, which had previously deteriorated, have improved.

³ The fieldwork was done from August 23 to September 10, 2010.

⁴ JACS previously was called the Mérida Initiative Office.

Auditors saw evidence that the program had improved the capacity of beneficiary organizations. For instance, MSI facilitated in the development of standard operating procedures for several beneficiaries visited. MSI developed core skills and knowledge criteria for Mexican justice operators adjusting its training to better prepare justice operators for their new roles.

In terms of the recommendations, RIG/San Salvador agreed that the mission had followed USAID policy in awarding the task order and agreed to close Recommendation 3 without further action required from the mission. USAID/Mexico's actions were effective in addressing six of the seven remaining recommendations. However, the follow-up audit identified areas for additional improvement regarding the mission's response to Recommendation 8, related to the tracking and recording of training. Specifically, we recommend that USAID/Mexico's JACS:

- Direct MSI to implement a process to capture data and report only the number of people completing the training course who met the attendance criteria.
- Implement a verification process to confirm that the information entered and reported by MSI in USAID's TraiNet is accurate.
- Determine and document, in conjunction with MSI, how the training database will be retained at the end of the program and what training information could be provided to state officials for their records.

Detailed findings follow. The audit scope and methodology are described in Appendix I. Our evaluation of USAID/Mexico's management comments appears on page 9, and the mission's comments are in Appendix II.

AUDIT FINDINGS

The following paragraphs discuss the recommendations made in the original report, the mission's actions on those recommendations, and the audit team's conclusion concerning the effectiveness of those actions.

Original Recommendation 1. We recommended that USAID/Mexico exert technical control over the contract and require Management Systems International to develop an implementation strategy that outlines how it intends to identify the sites where it intends to work and the methodologies it intends to deploy for identifying the training needs and execution of training.

In response, the mission reduced the geographic focus from 32 to 7 primary and 4 secondary states.⁵ The criteria for their selection were based on each state's political will for reform, level of investment each state made in reform, level of federal investment in the state's reform efforts, and the likelihood that the program would succeed. USAID/Mexico realigned training to include comprehensive training for fewer people. The training gave participants the skills they needed as "justice operators"⁶ to perform in the reformed justice system. MSI provided its training curricula to Mexican Government counterparts, and some of them incorporated the courses into their own training curricula.

USAID/Mexico was instrumental in reorganizing the MSI team's management structure by requiring clear designations of responsibility that did not exist before. In addition, MSI added technical staff and hired a new, highly qualified chief of party. USAID/Mexico also adjusted its staff and created a rule of law team.

The mission focused on developing institutions' capacity as part of and in conjunction with the training. For instance, in the state of Baja California, MSI helped criminal investigators draft their first set of standard operating procedures. The new guidelines defined the investigators' duties and in the process improved their working relationships with prosecutors. As a result, the crime unit selected to pilot the new procedures had a case resolution increase from 30 to 106 percent— resolving all current cases plus backlog cases.

We conclude that the mission's actions to implement Recommendation 1 were effective.

Original Recommendation 2. We recommended that USAID/Mexico conduct a portfolio review to examine the strategic and operational issues and determine whether USAID-supported activities are supporting the implementation of criminal justice reforms at the federal and state levels and strengthening civil society organizations' promotion and oversight of human rights.

In response to this recommendation, USAID/Mexico conducted a full review of JACS's portfolio in November 2011. Four months before, the mission updated its JACS performance management plan (PMP) to recognize its responsibility for meeting complementary interagency

⁵ Per Modification 5, USAID/Mexico prioritized assistance to states as either Tier I (primary) or Tier II (secondary). Tier I states were ones that demonstrate the greatest ability to benefit from the assistance, and Tier 2 states, which were not as advanced, receive more limited assistance than those in Tier I.

⁶ "Justice operators" include judges, prosecutors, public defenders, police, and individuals working in alternative justice jobs, such as mediators or conciliators.

goals established under the Mérida Initiative, and to revise the overall goals and programmatic focus to reflect JACS' role in the four-pillar strategy. USAID/Mexico also commissioned a study of the impact that the justice reforms had in five states.

Since the prior audit, USAID/Mexico has improved its coordination with the other U.S. institutions implementing the initiative, and that has resulted in activities that are more complementary. The mission took the lead working at the state level, and the U.S. Department of Justice took the lead at the federal level.

While USAID has taken the lead on state-level activities, according to MSI's work plan the program works with federal entities like the Mexican legislature, which gets technical assistance in reforming criminal justice laws, and SETEC,⁷ which coordinates criminal justice reforms at the federal and state levels.

The auditors observed that program's efforts at the state level had (1) promoted coordination and cooperation among justice operators, (2) facilitated institutional capacity development, and (3) promoted interdisciplinary planning among justice operators designed to increase acceptance of the reforms as well as provide a smooth transition to the reformed justice system. In addition, the sharing of best practices among states helped them improve their reform efforts.

USAID/Mexico also shifted its work with civil society organizations from crime prevention to developing their capacity, educating them about justice reforms, and getting them involved in advocacy and as watchdogs. MSI helped form the Observatory, a group of people from NGOs, media, academia, and other organizations that provides oversight of criminal justice reform in the state of Nuevo Leon. MSI sponsors annual forums on reform and finds experts to speak at the events. The forums allow states to share information on the progress of their reforms.

We conclude that the mission's actions to implement Recommendation 2 were effective.

Original Recommendation 4. We recommended that USAID/Mexico revise its current performance indicators and associated targets for the Rule of Law Program so that they will assess progress toward the program's overall goals and objectives.

As a result of the prior audit, USAID/Mexico modified the contract (modification No. 5) and substantially redesigned the program. The performance indicators were also revised; USAID/Mexico and MSI reduced the number of indicators from 44 to 16.

Overall, the audit team found that the indicators directly address the program's objectives as outlined in the revised results framework. The team also concluded that the indicators are adequate for assessing progress toward the program's stated goal of comprehensive criminal justice reform at state and federal levels. We conclude that the mission's actions to implement Recommendation 4 were effective.

Original Recommendation 5. We recommended that USAID/Mexico update its performance management plan for the Rule of Law Program.

⁷ SETEC is the Technical Secretariat of the Criminal Justice Implementation Commission (Secretaría Técnica del Consejo de Coordinación para la Implementación del Sistema de Justicia Penal).

In July 2011 USAID/Mexico revised the overall goal and programmatic focus of the JACS PMP to reflect the four-pillar strategy, adding the fourth pillar's objective making the linkage between strengthening the rule of law and building strong and resilient communities.

USAID/Mexico also revised MSI's PMP, as discussed in Recommendation 4. The mission incorporated a new results framework that reflected the contract modification requirements. It then incorporated more revisions to the PMP through the FY 2012 MSI work plan. Both the results framework and PMP accurately reflect the program's current overarching goal, per the contract modification, of "comprehensive criminal justice reform at the state and federal level." We conclude that the mission's actions to implement Recommendation 5 were effective.

Original Recommendation 6. We recommended that USAID/Mexico strengthen its internal controls so that technical officers implement their delegated duties in accordance with USAID policy.

USAID/Mexico has instituted internal controls in accordance with USAID policy. Since the prior audit, JACS created a rule of law team and assigned a monitoring and evaluation specialist to provide better oversight of the program and its achievements.

In response to conditions identified in the prior report, the mission made several improvements. The audit found that the contracting officer's representative's files were well maintained and included documentation of weekly meetings, trip reports, correspondence, data quality assessments, award documents, and reviews of financial information in both paper and electronic files. USAID/Mexico added more reporting requirements for MSI through modification No. 5, including weekly and monthly reporting as well as submission of a monthly calendar to highlight planned events. The JACS director had members of the MSI team revise their vouchers so that they listed how much was spent by Mérida objectives and by activity to track how funds were used. We conclude that the mission's actions to implement Recommendation 6 were effective.

Original Recommendation 7. We recommended that USAID/Mexico establish procedures for systematically following up with training participants to assess the impact and effectiveness of training.

The mission amended the MSI contract to require it to develop a formal system for evaluating the training's effectiveness. MSI took several steps to implement this new requirement. First, all training sessions now have pre- and post-training tests to measure knowledge acquired during training courses. MSI enhanced its database to track the test results and to analyze each trainee's increase in knowledge afterward.

Second, MSI started conducting a survey of the training's impact in the states of Baja California and Oaxaca. The survey includes 150 USAID trainees/beneficiaries, a control group, and follow-up focus group discussions to obtain qualitative data. Participants are trainees who have worked for at least 6 months in the reformed justice system. MSI drafted a work plan, dated February 16, 2012, which provides the training evaluation methodology used to conduct the survey. We conclude that the mission's actions to implement Recommendation 7 were effective.

Original Recommendation 8. We recommended that USAID/Mexico institute procedures to consistently collect and input training data into the USAID training network.

In response to the recommendation, the mission provided MSI guidance on using TraiNet, which MSI has used. MSI reviewed and updated the network to correct errors. MSI now enters training data into TraiNet each quarter, conducts weekly and quarterly quality control reviews, and submits its complete training database to USAID quarterly.

USAID instructed MSI to adjust its reporting to include only the number of people trained per course, not per module (or component), because a course can contain many modules. MSI's training database is very comprehensive for collecting pertinent training data. In fact, the Department of State's Narcotics Affairs Section was so impressed with the database that it is proposing that all agencies implementing the Mérida Initiative enter their training data into the database.

Despite these achievements, the audit found that there were still some improvements needed to ensure that training data are accurate and meaningful.

Definition of Trained Person. The prior audit noted that inconsistencies in training data reported occurred because the mission and MSI did not have a consistent definition for what constitutes training.

Although they subsequently defined training, they did not fully define a person who has been trained. According to Automated Directive System 253.3.7.5, "Participant Training for Capacity Development," a participant's progress must include rigorous monitoring requirements, which at a minimum must include assurances that the participant is attending scheduled activities or sessions of a technical program regularly.

While MSI did set attendance levels for individual courses, it did not enforce them, nor did the reporting correctly reflect this. Training records showed that some participants who attended less than 60 percent of a course (some as low as 25 percent) were counted as having completed it.

MSI officials said all courses have attendance criteria of 80 percent or more; however, these applied to courses in which participants received a diploma or certificate and credit upon completion. While the remaining MSI training courses utilized attendance sheets, some participants did not meet the attendance criteria. This stems from the fact that the MIS database did not capture actual attendance and credited the participant as attending the entire course. Applying the criteria to all courses to track people who complete them would give USAID and Mexico assurance that these individuals are trained in accordance with the Rule of Law Program's goals.

Data Verification in TraiNet. The prior audit noted that USAID/Mexico had reported in TraiNet approximately 4,500 fewer people trained than MSI had in the same period. To help resolve future discrepancies, MSI now enters the training data into TraiNet every quarter, and a mission monitoring and evaluation specialist checks the data.

Despite these measures, the audit found errors in the information reported in TraiNet. When USAID/Mexico was setting up the system, two identical line items for the program were added by mistake, and line items cannot be removed. The mission and MSI agreed to use only the second line item to report the training data. However, the audit test of first-quarter FY 2012 TraiNet data found that some data were entered erroneously in the first line item, which meant that about 7 percent of the training data were underreported.

The USAID/Mexico's monitoring and evaluation specialist reviewed the data in TraiNet to identify any duplicate trainings or other information that appeared erroneous. However, she did not compare those data with MSI's quarterly report or other supporting documentation. Had she done so, she would have found the understatement and the data entry error. Adding a simple verification procedure could help confirm that data in TraiNet accurately reflect program achievements.

Database Retention Plan. Federal Acquisition Regulation (FAR) 52.245-1, "Government Property," states that the government has the option to take over any property it has a right to before or after a contract has ended. The MSI contract states that USAID owns all the reports generated and data collected during this program and that MSI must provide a demobilization plan 90 days before the contract ends.

MSI's comprehensive database tracks and maintains all the training provided under the contract. It contains detailed data on training courses and participants, including supporting documentation that is not retained in TraiNet. The information in the database is valuable to both USAID and the Government of Mexico because they do not have the data at their disposal. Each Mexican state tracks and maintains training data differently, and in some cases, the state officials do not maintain the list of training participants and courses provided by USAID. MSI gives the contracting officer's representative an updated spreadsheet of all the training participants and courses conducted, but the supporting documentation is not submitted to USAID.

When the program ends in December 2012, it is unclear what will happen to the training database. USAID/Mexico and MSI have not made plans on how it will be retained. Since USAID owns the training data collected by MSI and the information can be useful for future rule of law programs, USAID/Mexico should make sure that it retains MSI's database.

While significant data entry improvements have been made, to complement and enhance actions taken on Recommendation 8 and confirm that all useful data are maintained, we make the following recommendations.

Recommendation 1. We recommend that USAID/Mexico's Justice and Citizen Security Office issue a directive to Management Systems International to implement a process to capture data and report only the number of people completing the training course who met the attendance criteria.

Recommendation 2. We recommend that USAID/Mexico's Justice and Citizen Security Office implement a verification process to confirm that the information entered and reported by Management Systems International in USAID's Training Results and Information Network is accurate.

Recommendation 3. We recommend that USAID/Mexico Justice and Citizen Security Office work with Management Systems International to determine and document how the training database will be retained at the end of the program and what training information could be provided to state officials for their records.

EVALUATION OF MANAGEMENT COMMENTS

Based on our evaluation of USAID/Mexico's comments on our draft report, we have determined that final action has been taken on Recommendations 1 and 3. In addition, a management decision has been reached on Recommendation 2. Our evaluation of mission comments appears below.

Recommendation 1. The mission agreed with the recommendation. It issued a technical directive on August 13, instructing MSI to capture training data and only report individuals who met the attendance criteria. USAID/Mexico provided documentation to support its assertions and to show what actions MSI has taken. As a result, final action has been taken for this recommendation.

Recommendation 2. The mission agreed with the recommendation. It is developing a protocol that outlines the steps to take when verifying the accuracy of information that MSI enters in TRAINET and reports quarterly and annually. Mission officials said the protocol will be incorporated into the work objectives of program managers for the current and follow-on justice sector reform portfolio and into those of JACS's monitoring and evaluation specialist. The mission anticipates this protocol to be in place by November 30, 2012. Based on the actions taken and time frames identified, a management decision has been reached for this recommendation.

Recommendation 3. The mission agreed with the recommendation and has taken steps to obtain the database and the training needed to maintain it. In addition, mission officials said they have approved MSI's plan to provide training information to state officials for their records. The mission provided supporting documentation for these assertions. As a result, final action has been taken for this recommendation.

SCOPE AND METHODOLOGY

Scope

RIG/San Salvador conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions in accordance with our audit objective. We believe that the evidence obtained provides that reasonable basis.

The objective of this follow-up audit is to determine whether actions taken by USAID/Mexico in response to the recommendations of “Audit of USAID/Mexico’s Rule of Law and Human Rights Program” (Audit Report No. 1-523-11-001-P) were effective.

In planning and performing the audit, we assessed the mission’s controls related to the program. The management controls included reviews of USAID/Mexico’s December 2011 performance plan report, the FY 2011 annual self-assessment of management controls (which the mission is required to perform to comply with the Federal Managers’ Financial Integrity Act), data quality assessments, site visit reports, files from the contracting officer’s representative, and portfolio reviews.

The audit covered program activities that occurred from the date the previous audit report came out (January 12, 2011) through May 9, 2012. It reviewed MSI activities worth about \$20.5 million,⁸ about 64 percent of total billings through April 30, 2012.

The audit team conducted fieldwork in Mexico from April 23 through May 9, 2012, in Mexico City and the states of Oaxaca, Nuevo Leon, Baja California, and Puebla. The audit scope was limited to determining the actions taken and the effectiveness of those actions for seven of the eight recommendations made in the previous audit report.

Methodology

To answer the audit objective, we reviewed pertinent documents from the mission and MSI supporting the actions taken in response to the previous audit’s recommendations. In addition, we verified actions taken and the effectiveness of those actions in response to the previous recommendations through 38 interviews with officials from USAID/Mexico, the U.S. Departments of State and Justice, MSI, a civil society organization, and the Mexican Government at the federal and state level. We judgmentally selected a sample of 4 of USAID/Mexico’s 11 focus states for conducting our follow-up interviews because these represented a broad range of the kinds of assistance the program is providing and represented various stages of implementation of criminal justice reforms. We also selected a judgmental sample of MSI training records to test and verify that the information reported was accurate and reliable.

⁸ This amount is an estimate from MSI, based on the list of activities that the auditors reviewed.

MANAGEMENT COMMENTS



August 22, 2012

ACTION MEMORANDUM

TO: Jon Chasson, Regional Inspector General/San Salvador /s/

FROM: Thomas R. Delaney, Mission Director /s/

SUBJECT: Follow-up Audit of USAID/Mexico's Rule of Law and Human Rights Program (Report No. 1-523-12-00X-P)

Thank you for the opportunity to respond to the Follow-up Audit of the USAID/Mexico's Rule of Law and Human Rights Program (Report No. 1-523-12-00X-P). This memorandum transmits USAID/Mexico's comments and management decisions, as described below.

USAID/Mexico concurs with the recommendations in this report and has already identified steps to implement them. I am confident that implementation of the recommended actions will result in further effectiveness of the Mission's work in the area of Rule of Law and Human Rights.

Recommendation 1: We recommend that USAID/Mexico Mexico's Justice and Citizen Security Office direct Management Systems International to implement a process to capture data and only report individuals as completing the training course who met the attendance criteria.

Management Decision: USAID/Mexico issued a technical directive to Management Systems International on August 13, instructing the Contractor to establish a process to capture training data and only report individuals as completing the training course who met the attendance criteria. (See attached letter)

As USAID/Mexico has already implemented the recommended action, the recommendation should be closed upon issuance of the report.

Recommendation 2: We recommend that USAID/Mexico's Justice and Citizen Security Office implement a verification process to confirm that the information entered and reported by Management Systems International in the USAID's Training Results and Information Network is accurate.

Management Decision: For the purpose of implementing this recommendation, the Mission Justice and Citizen Security Office (JACS) shall create and implement a protocol outlining steps to periodically verify that the information entered in TRAINET and reported in Quarterly and/or annual reports by Management Systems International, is accurate.

This protocol shall be incorporated into the work objectives of program managers for the current and follow-on justice sector reform portfolio and to those of the JACS Monitoring and Evaluation Specialist. The protocol will outline specific measures to conduct cross-checks every three months in order to verify that the implementing partner's entries in TRAINET are consistent with their quarterly reports and with the existing training documentation. The protocol will also require that the managers observe at least one complete training course per year, or one partial training course per quarter, as an additional quality control. This protocol will also contain corrective measures to be taken when inconsistencies are found.

Target Closure Date: November 30th, 2012.

Recommendation 3: We recommend that USAID/Mexico's Justice and Citizen Security Office work with Management Systems International to determine how the training database will be retained at the end of the program and what training information could be provided to state officials for their records.

Management Decision: The steps for database retention identified by the Mission include: 1) the identification of a directory in the Mission's server where the database will be installed; 2) the training of the JACS Monitoring and Evaluation specialist to use and maintain the database and; 3) incorporation of the Mission's IT system manager to assist with database maintenance. Management Sciences International will assist with the induction of the JACS Monitoring and Evaluation Specialist to the management of the database.

USAID approved a plan submitted by Management Sciences International to provide training information to state officials for their records. The plan includes preparing an Excel file with multiple tabs, containing trainee data grouped by state and title, and details of courses taken and training hours completed. This information will be sent to the official Training Units of Mexican State Attorney General and Public Defender's Offices, as well as the state Judiciaries, Secretariats of Public Safety, Alternative Justice Centers and Victim's Assistance units as appropriate, on a semi-annual basis. This process, as well as the state officials' receipt of the information, will be documented in the respective Quarterly report

By taking the measures mentioned above, the Mission has complied with the intent of the recommendation above by determining how the training data will be retained and what information will be provided to state officials. Therefore, we suggest that this recommendation be closed upon the issuance of the report.

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