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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP) PERFORMANCE MONITORING PLAN (PMP)

APRIL 2012

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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

CPTED	Crime Prevention Through Environmental Design
CVPP	USAID Crime and Violence Prevention Program
GOM	Government of Mexico
ICAPI	<i>Inventario de la Capacidad Institucional</i>
ICMA	International City/County Management Association
IR	Intermediate Result
IT	Information Technology
IYF	International Youth Foundation
KM	Knowledge Management
LG	Local Government
M&E	Monitoring and Evaluation
NGO	Nongovernmental Organization
PMP	Performance Monitoring Plan
PPP	Public-Private Partnership
TA	Technical Assistance
USAID	United States Agency for International Development

I.0 INTRODUCTION

This Performance Monitoring Plan (PMP) for the United States Agency for International Development (USAID)/Mexico Crime and Violence Prevention Program (CVPP) has been prepared in accordance with the requirements of Contract AID-523-TO-12-00001 between Tetra Tech ARD and USAID/Mexico. The results set forth in the contract scope of work are the foundations of this plan to measure the project's performance and impact on the progress toward improved crime and violence prevention in Mexico.

The PMP presents the major indicators and data collection methods that will be used to draw valid inferences about the outcomes and contributions of the Program to overall impacts on crime and violence prevention. The PMP includes a description of how activity, outcome, and impact data will be collected and reported. This PMP describes how the program will identify best practices at the local level and make use of a knowledge management (KM) system to store and aggregate data, provide information, and build a base of knowledge to support model development and policy creation nationally.

2.0 DESCRIPTION OF PROJECT

CVPP was designed to pursue the overarching goal of The Merida Initiative’s *Pillar IV*: to build stronger and more resilient communities that can withstand the pressures of crime and violence. This goal will be achieved through an integrated strategy that works at both the national and subnational levels. The Program will work at the subnational level in Ciudad Juarez, Tijuana, and Monterrey to identify successful local initiatives and plan and implement strategies aimed at reducing and preventing crime and violence. In particular, the program will strengthen community and youth engagement, enhance Crime Prevention Through Environmental Design (CPTED), support community healing, and provide youth with alternatives to criminal activity. CVPP will ensure the sustainability of these efforts by strengthening local government planning and budgeting capacity and establishing sustainable public-private funding mechanisms to support ongoing efforts once CVPP ends.

At the national level, the program will use lessons learned and identified best practices from both existing and Program-supported subnational efforts to support the formulation of national program models for crime and violence prevention. The program will catalyze public support for these models through a comprehensive national communications strategy. Through its work with the Pillar IV Working Group, CVPP will advocate with the Government of Mexico (GOM) for the replication of these models throughout Mexico while supporting the development of a comprehensive crime prevention policy nationally.

TABLE 2.1: RESULTS FRAMEWORK

Pillar IV Goal: <i>To build strong and resilient communities that can withstand the pressures of crime and violence</i>	
Intermediate Result (IR) 1: <i>Strengthened federal civic planning capacity to prevent and reduce crime</i>	Intermediate Result (IR) 2: <i>Strengthened capacity of state and local governments to implement crime prevention/reduction initiatives</i>
<p>Activity 1.1: Support GOM to improve monitoring and evaluation and knowledge sharing to better inform national violence prevention and reduction policies and planning</p> <p>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</p> <p>Activity 1.3: Support GOM’s communication plan that includes social communication efforts and a violence prevention outreach strategy</p>	<p>Activity 2.1: Crime and Violence Prevention Master Plans developed in target communities</p> <p>Activity 2.2: Support urban and social planning strategies to strengthen crime and violence prevention</p> <p>Activity 2.3: Strengthen the capacity of local governments (LGs) to conduct participatory budgeting to increase public and private investments in violence prevention</p> <p>Activity 2.4: Promote community policing to improve the relationships between the municipal police and the communities</p> <p>Activity 2.5: Support local organizations to implement community healing/victim’s programs</p> <p>Activity 2.6: Support mechanisms to disrupt the path for youth to criminality</p> <p>Activity 2.7: Build sustainable local capacity through grants and public-private partnerships</p>

3.0 DESCRIPTION OF PMP

To measure achievements against the results framework, the CVPP team has selected key indicators to track Program implementation performance, key attributable outcomes, and contributions to impacts. In addition to facilitating measurement and reporting, the PMP is an *adaptive management* tool that will enable Tetra Tech ARD, USAID, and local partners to learn from project implementation, identify initiatives for replication, make timely corrective measures where necessary, and inform national-level model and policy development efforts.

At the subnational level (IR2) the PMP will facilitate tracking of the links between training/technical assistance (outputs) and improved systems, skills, and practices (outcomes).

At the national level (IR1), the indicators and methods identified in this PMP will facilitate (1) understanding of the degree of adoption and use of identified best practices from the subnational levels and (2) understanding of the project's influence or contribution to impact on GOM policy processes.

4.0 DESCRIPTION OF KEY CVPP INDICATORS

Indicators for the program have been selected according to the expected results highlighted in the program contract between Tetra Tech ARD and USAID. These are organized based on the program's results framework. Tetra Tech ARD proposes a total of 18 indicators—organized by impact, outcome and output—for which data will be collected and reported throughout the program. It is important to note that Tetra Tech ARD will not be solely responsible for achievement against all listed indicators. Given the number of actors and influences at both the national and local levels, in some cases it will be impossible to attribute changes to Tetra Tech ARD's intervention. Indicators that are not the sole responsibility of Tetra Tech ARD are marked with an asterisk (*).

4.1 IMPACT INDICATORS

1. Percentage of population in the nine target communities who considers their community unsafe.*
2. Percent of citizens who perceive their communities to be “healthy” based on an aggregate scale of key factors for community health.*
3. Number of crime prevention policies adopted by the Pillar IV Working Group and implemented by GOM agencies.*
4. GOM federal program to support crime prevention and community strengthening developed based on lessons learned and best practices from local initiatives.*
5. Number of successful crime and violence prevention initiatives from nine target communities replicated by GOM throughout Mexico.*

4.2 OUTCOME INDICATORS

1. Number of best practices identified and replicated by GOM.*
2. Prevention policy developed (Y/N).
3. Number of citizens in the nine target communities who are adequately informed of federal government prevention activities.*
4. Percent increase in planning, analysis, and response capacity of target local governments.
5. Percent increase in access to social services that meet needs and demands in the nine target communities.*
6. Annual percentage increase in the number of at-risk youth involved in planning and implementation of community crime prevention and development activities in prioritized communities impacted by crime / violence receiving Merida Initiative funds.
7. Number of sustainable crime prevention public-private partnership (PPP) alliances established.*

4.3 OUTPUT INDICATORS

1. Number of diagnostics performed by GOM.
2. Number of crime/violence prevention activities that include input/oversight by various GOM entities at the federal, state, and local levels.
3. Number of selected communities in target areas that have developed crime prevention plans based on crime and vulnerability diagnostics receiving Merida Initiative funds.
4. Number of selected communities in target areas that have implemented crime prevention plans based on crime and vulnerability diagnostics receiving Merida Initiative funds.
5. Number of “Master Plans” for crime prevention and community development completed in nine target communities.
6. Community Policing Guide developed and implemented.

5.0 PERFORMANCE DATA COLLECTION METHODOLOGIES AND REPORTING

To establish clear points of comparison, CVPP will undertake a baseline assessment at the beginning of the program. This will establish the current state of program indicators at the start of the program, provide a basis of comparison, and facilitate analysis of program outcomes and impacts.

Once the program begins, data will be collected on two key levels: output monitoring and outcome and impact measurement.

For output monitoring, Program staff at the subnational level will track Technical Assistance (TA) and training processes; describe key processes to establish and implement Master Plans; and describe implementation of key community healing, CPTED activities, and youth engagement. At the national level, Program staff will track key processes and actions undertaken to support GOM adoption of best practices, model development, and policy creation. To track program implementation, the Project's Monitoring and Evaluation (M&E) Manager will develop standard activity tracking templates to document Program processes effectively. These forms will provide the key inputs for quarterly reports.

For outcome and impact measurement, the Program will undertake annual subnational surveys using the same instrument used in the baseline to gauge perceptions, attitudes, and understanding; conduct field-based qualitative data collection such as focus groups; and compare initial TA and training diagnostics with subsequent assessments to measure change in capacity over time. At the same time, the Program will conduct yearly network analysis to identify CVPP contributions to model development and policy influence relative to other actors at the national level. Measurement surveys, training, TA diagnostics, and network analysis protocols will be developed for standard use during the life of the program once the PMP is approved by USAID. Results from these measurement activities will be measured and reported annually to USAID.

There will not be a control group for measurement of overall project impact because this is not technically feasible. Control groups are used as part of an experimental or quasi-experimental design in which one variable is manipulated in order to measure the effect on another variable. The complexity of the CVPP and the number of simultaneous activities and interventions (variables) would make it impossible to control for all potential factors influencing outcomes. It would not be possible to conduct an experimental or even quasi-experimental evaluation of overall impacts under these circumstances. The project is, however, interested in using quasi-experimental design to test variables that the program can influence. For quasi-experimental design to make sense in the project, CVPP would need to come up with a clear hypothesis and test against that hypothesis. For example, CVPP could hypothesize that youth training programs with an entrepreneurship component are more successful than the same training programs without an entrepreneurship component for preventing youth participation in gang activity. A quasi-experiment of this nature (limited in scope, based on a clear hypothesis and implementation plan) could potentially be feasible. It may make sense to conduct such a quasi-experiment as part of the process of identifying best practices and

implementing Master Plans, for example. However, since we do not yet have any sense of existing practices or community needs, we are not in a position to commit to conducting this kind of evaluation. We would like the flexibility to include a quasi-experimental design into program measurement at a later date if appropriate and feasible from a budget perspective.

Additional details regarding reporting modalities and data presentation can be found in the PMP matrix in Section 8.0.

6.0 M&E MANAGEMENT AND LINES OF RESPONSIBILITY

An M&E Manager, based in Mexico City, will manage the CVPP PMP and related M&E processes. The M&E Manager will be responsible for overall data and reporting quality and will be responsible for oversight of the design of data collection instruments and reporting templates. He/she will provide training and ongoing mentoring to CVPP staff to ensure standard understanding and use of all M&E processes, tools, and templates. The M&E Manager will work with the Program's Grants Manager to ensure that CVPP's local grantees utilize appropriate indicators, methods, and tools to capture adequately outcomes and impact resulting from activities supported by the Program. He/she will provide technical support to local contractors and other stakeholders to ensure that M&E processes linked to Master Plan implementation support and feed into the CVPP's PMP. He/she will also provide technical supervision, oversight, and mentoring support to a field-based Capacity and Monitoring Officer in each of the three Program regional offices.

With the support of the M&E Manager, the Capacity and Monitoring Officer in each regional office of the Program will work closely with local partners, grantees, and local government offices (where appropriate) to ensure effective data gathering and reporting in CVPP-supported activities, initiatives, and grants. The Capacity and Monitoring Officers will conduct project follow-up and support local reporting efforts to ensure that outputs, outcomes, and impacts from local efforts (including Master Plan implementation and CVPP grants) are reported in line with the PMP.

7.0 SYSTEM FOR CAPTURING AND DISSEMINATING INFORMATION (KNOWLEDGE MANAGEMENT)

Given that the Program will generate data at the national level as well as in three subnational contexts across nine communities, it will be essential to establish a clear and standard system for storing, analyzing, synthesizing, and interpreting data in ways that support ongoing and timely learning and program-related decision-making.

To ensure the establishment and use of information and knowledge within the CVPP, Tetra Tech ARD will conduct an analysis of the Program's information management needs, including assessment of potential electronic platforms for data entry, management, and storage. Once needs have been determined, CVPP will develop a KM platform that will be accessible to staff across all CVPP operating units as well as USAID/Mexico and will contain a central data management system broken into five key data "libraries":

1. Primary program data system. This Excel-based database will be used to enter, aggregate, analyze, and store data from the project's output monitoring and outcome and impact measurement. This database will include an Excel-based data management matrix with preprogramed formulas that update and aggregate data automatically in "real time" as it is uploaded from CVPP operating units to establish clear trends and support information generation. The data system will also include a simple visual/graphic data dashboard that updates tables and graphs in real time as data is generated and uploaded.
2. Training, orientation, and reference materials. To ensure systematic storage of key internal project-related processes, the KM platform will include a storage library for project-related training and orientation materials. This will include the Project's M&E system and data collection tools.
3. Repository for local, sub regional, and national studies and diagnostics. As the program supports the government's M&E and diagnostic efforts, related studies will be stored on this site. This library will also contain analysis regarding GOM use of the findings of diagnostic studies, per Activity 1.1.
4. Storage space for quarterly and annual reports. CVPP will store all routine Program quarterly and annual reports as well as the results of any discrete, targeted studies in the space.

5. Storage for Master Plans and related implementation documents. The KM platform will include a separate library to store data generated from implementation of activities from the Master Plans of each subnational unit.

All M&E processes in the Program will be tied to the KM platform. The M&E Manager will work with Tetra Tech ARD's information technology (IT) unit in Burlington, Vermont to establish key protocols, procedures, and training for staff on its use.

8.0 PMP MATRIX

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
Pillar IV Goal: To build strong and resilient communities that can withstand the pressures of crime and violence	(1) Percentage of population in the nine target communities who considers their community unsafe	This indicator measures perceptions of community safety. As per contract AID-523-TO-12-00001, achievement against this indicator is not attributable to Tetra Tech ARD activities alone; instead, Tetra Tech ARD is responsible for contributing to achievement against this indicator through Program strategies and activities.	Impact [Explicit result within Tetra Tech ARD/USAID contract, p14 GAO; Pillar IV S/CRS Indicator] Annual measurement Annual results reporting	The data required for this indicator will be generated through an annual survey in the nine target communities. Where possible, the survey will include questions regarding direct victimization (e.g., direct experiences with criminal acts) to ensure a broader, fuller understanding of the dynamics of crime and violence in target communities. Data will be reported on three levels: (1) Tetra Tech ARD will describe how Program activities, communications efforts, grant programs, PPP, lessons learned, and identified best practices contribute to achievement against this indicator. Tetra Tech ARD contributions to overall achievement will be included in a table that describes key Program activities, grants, and other key deliverables at the national and local levels that support improved crime prevention. (2) Quantitative data will be presented using tables and graphs where appropriate. (3) Tetra Tech ARD will provide additional qualitative analysis regarding context factors affecting crime and violence prevention efforts to enable Tetra Tech ARD, Pillar IV Working Group and USAID to make inferences regarding the influence of USAID/GOM investment. Reporting for this and other indicators that require survey research will track progress against " <u>Measurement of crime and violence</u> in target communities through statistical analysis and citizen perception of crime and violence in targeted communities through annual contractor-supported survey." [Tetra Tech ARD deliverable to which Tetra Tech ARD contributes, contract, p.22] In annual reports, Tetra Tech ARD will present the data as either an increase or decrease over previous levels and will be represented visually using tables and charts where appropriate. Data will be disaggregated by gender, age group, and geographic location and will be supported by complementary qualitative (narrative) analysis.	TBD	5% decrease from baseline		10% decrease from baseline		15% decrease from baseline	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
	(2) Percent of citizens who perceive their communities to be "healthy" based on an aggregate scale of key factors for community health	<p>"Healthy communities" will be measured through perceptions of various factors, such as confidence in local authorities and police, civic participation in local decision-making, etc. Final definitions and community-based indicators of healthy communities will be defined clearly in each community based on a guided participatory exercise with target communities once the program begins operation. This will ensure that measures of "community health" are based on highly contextualized and relevant violence and crime prevention measures.</p> <p>Per contract AID-523-TO-12-00001, achievement against this indicator is not attributable to Tetra Tech ARD activities alone; instead, Tetra Tech ARD is responsible for contributing to achievement against this indicator through Program strategies and activities.</p>	<p>Impact</p> <p>[Explicit result within Tetra Tech ARD/USAID contract, p21]</p> <p>Annual measurement</p> <p>Annual results reporting</p>	Tetra Tech ARD will measure achievement against this indicator through an annual contractor-supported survey. Results from the survey will be using frequency tables and graphics where appropriate/feasible. Tetra Tech ARD will disaggregate data by gender, age group, and geographic location. Tetra Tech ARD will provide qualitative and context (narrative) analysis.	TBD	25% increase over baseline		25% increase over baseline		25% increase over baseline	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
	(3) Number of crime prevention policies adopted by the Pillar IV Working Group and implemented by GOM agencies	<p>“Policies” refer to federal, state, or local laws, directives, or practices that establish clear legal or operational frameworks within which the GOM can define, understand, coordinate, and implement crime and violence prevention activities. In this case, policies are counted when they have been developed or strengthened as a result of Tetra Tech ARD/USG support. An example of a policy might be a legal framework or a clear mandate for coordination between line Ministries and the Centro Nacional de Prevención. Final Tetra Tech ARD policy support decisions will be established based on identified GOM needs and priorities.</p> <p>As per contract AID-523-TO-12-00001, achievement against this indicator is not attributable to Tetra Tech ARD activities alone; instead, Tetra Tech ARD is responsible for contributing to achievement against this indicator through Program strategies and activities.</p>	<p>Impact</p> <p>[Explicit result within Tetra Tech ARD/USAID contract, p15]</p> <p>Annual measurement</p> <p>Annual results reporting</p>	<p>To report achievement against this indicator, Tetra Tech ARD will report on two levels:</p> <p>(1) Tetra Tech ARD will describe CVPP inputs and technical assistance provided to the Pillar IV Working Group to support adoption and GOM implementation of at least one crime prevention policy based on the results of policy mapping and policy development under Activity 1.2.</p> <p>(2) Through basic network analysis, in which the contributions and influence of involved stakeholders are tracked and ranked, Tetra Tech ARD will describe the various policy priorities, data streams, and actors engaged in policy activities at the national level. This analysis will seek to provide context regarding the national arena for policy development and provide insights into advances or obstacles that will be used to inform future planning and program support. Data will be presented in narrative form with basic narrative tables and graphic “maps” of relevant actors and initiatives, where appropriate and feasible.</p>	0	N/A		I		I	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
	(4) GOM federal program to support crime prevention and community strengthening developed based on lessons learned and best practices from local initiatives [YES/NO]	<p>“Programs” refer to large-scale umbrella initiatives composed of multiple, complementary sector-based approaches/activities. Comprehensive crime prevention strategies incorporate simultaneous complementary elements—such as CPTED, healing, community policing, youth engagement, etc.—to promote macro-level, sustainable crime and violence prevention. Tetra Tech ARD support for a comprehensive crime prevention program will be determined together with the GOM, based on ongoing federal, state, and local priorities and identified needs. “Best practices” refer to activities, practices, or processes that lead to the implementation of an intervention or other Program activity using the most appropriate strategies for a given population and setting.</p> <p>As per contract AID-523-TO-12-00001, achievement against this indicator is not attributable to Tetra Tech ARD activities alone; instead, Tetra Tech ARD is responsible for contributing to achievement against this indicator through Program strategies and activities.</p>	<p>Impact</p> <p>[Explicit result within Tetra Tech ARD/USAID contract, p.14]</p> <p>Annual measurement</p> <p>Annual results reporting</p>	<p>To report against this indicator Tetra Tech ARD will describe results on three levels:</p> <p>(1) On the activity level, Tetra Tech ARD will describe the results of participatory processes with the GOM to identify Program priorities, existing capacities, and gaps.</p> <p>(2) At the same time, progress and annual reports will analyze the processes used to disseminate and advocate for incorporation of best practices and lessons learned into GOM programs.</p> <p>(3) Tetra Tech ARD will describe, if relevant, the progress toward implementation of the program(s), including challenges encountered and trouble-shooting efforts. This is an important context indicator that will require consolidation and use of data from across the Program’s key strategy and activity areas. The format for presentation of information will be narrative.</p>	0	0		0		1	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
	(5) Number of successful crime and violence prevention initiatives from nine target communities replicated by GOM throughout Mexico	<p>“Successful” crime and violence prevention activities are those that are:</p> <p>(1) Identified by the Program as “best practices” and</p> <p>(2) Found to work based on rigorous evaluation and measurement of outcomes. Best practices will be identified under Activity 1.2.</p> <p>“Replication” refers to the adoption and implementation of best practices.</p> <p>Per contract AID-523-TO-12-00001, achievement against this indicator is not attributable to Tetra Tech ARD activities alone; instead, Tetra Tech ARD is responsible for contributing to achievement against this indicator through Program strategies and activities.</p>	<p>Impact</p> <p>[Explicit result within Tetra Tech ARD/USAID contract, p.14]</p> <p>Annual measurement</p> <p>Annual results reporting</p>	<p>To measure achievement against this indicator, Tetra Tech ARD and partners will work closely with GOM officials locally and nationally to support identification, dissemination, and replication of best practices. Reporting will include several levels:</p> <p>(1) Tetra Tech ARD will report on the number of best practices activities identified and disseminated by established Program processes (in coordination with the Pillar IV Working Group and local government/communities).</p> <p>(2) Tetra Tech ARD will report on the number of best practices replicated.</p> <p>Data will include narrative analysis of processes undertaken to support GOM replication as well as quantitative data regarding the number of best practices.</p> <p>Data will be disaggregated by best practice, sector, and geographic location.</p>	0	N/A		N/A		10	
IR 1: Strengthened federal civic planning capacity to prevent and reduce crime	No stand-alone indicator required; achievement against IR 1 will be measured according to indicators under respective IR 1 activities			Reporting will include analysis of Activities 1.1–1.3 and how these contribute to achievement of IR 1	N/A	N/A		N/A		N/A	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
Activity 1.1: Support GOM to improve monitoring and evaluation and knowledge sharing to better inform national violence prevention and reduction policies and planning	(6) Number of diagnostics performed by GOM	"Diagnostics" refer to research, evaluations, assessments and other reviews of national, subnational and local contexts, programs, policies and practices by the GOM or other entities.	Output [Explicit result within Tetra Tech ARD/USAID contract, p.15] Annual measurement Annual results reporting	Tetra Tech ARD will measure this indicator through analysis of current gaps in GOM information regarding crime and violence prevention. Once gaps have been identified, Tetra Tech ARD will work with government to establish a plan of action to fill those gaps through additional studies, diagnostics or evaluations. Measurement of this indicator will focus on two levels: (1) The progress on filling information gaps based on the initial assessment (through a comparison of identified needs and new research completed). (2) How/whether the GOM uses new research findings to establish clear measures to track changes over time. Tetra Tech ARD will provide targeted support to the GOM to develop clear systems/processes/procedures for linking the results of diagnostics with clear monitoring of crime and violence prevention objectives based on GOM priorities and needs. <u>Baseline notes:</u> To establish a baseline for this indicator it will be necessary to obtain information regarding: (1) How current information is being used. (2) What the bottlenecks are for use of diagnostics? (3) Understanding of the purpose and objective of diagnostics.	TBD	N/A		20% aggregate increase over baseline		50% aggregate increase over baseline	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
	(7) Number of crime/violence prevention activities that include input/oversight by various GOM entities, at the federal, state, and local levels	This indicator will measure GOM inter-agency buy-in, oversight, and coordination for the development and implementation of crime and violence prevention policies, programs, and initiatives through the development and use of M&E plans.	Output [Explicit result within Tetra Tech ARD/USAID contract, p.15] Annual measurement Annual results reporting	Tetra Tech ARD will measure and report achievement against this indicator on two levels: (1) Tetra Tech ARD will support the development or strengthening of an <u>M&E plan [Tetra Tech ARD deliverable, contract p. 15]</u> as the means to measure increased coordination. Tetra Tech ARD support will be targeted based on identified GOM M&E support needs. The M&E plan will be reported and delivered to USAID as a clear Program deliverable and will include clear indicators related to coordination, such as: the establishment/functioning of GOM multi-agency working groups, defined operational/meeting schedules, the results of geographic stakeholder maps (of actions undertaken, etc.), or others. Tetra Tech ARD will report progress against these indicators in quarterly reporting. (2) Using basic stakeholder maps Tetra Tech ARD will measure the degree to which coordination has increased in the Program over baseline levels. In reports TTARD will describe the number and type of crime prevention activities that include GOM oversight as well as the number of entities involved and the type and quality of their involvement Information will be presented in narrative form using graphics where available and appropriate. Data regarding GOM participation will be disaggregated by geographic location and sector.	TBD	N/A		TBD		TBD	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
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	(8) Number of best practices identified for replication by GOM	<p>"Best practices" refer to activities, practices, or processes that lead to the implementation of an intervention or other Program activity using the most appropriate strategies for a given population and setting. Best practices will be identified from among GOM's, NGOs', and community-based organizations' initiatives at the local level under IR2 through a process that combines scientific inquiry with participatory methodologies. The specific methodology for identifying best practices will be determined jointly with GOM after program start-up.</p> <p>Per contract AID-523-TO-12-00001, achievement against this indicator is not attributable to Tetra Tech ARD activities alone; instead, Tetra Tech ARD is responsible for contributing to achievement against this indicator through Program strategies and activities.</p>	<p>Outcome</p> <p>[Explicit result within Tetra Tech ARD/USAID contract, p.15]</p> <p>Annual and quarterly (ongoing) measurement</p> <p>Annual results reporting</p> <p>Quarterly progress reporting</p>	<p>Tetra Tech ARD will work with the Pillar IV Working Group to review and strengthen parameters for the identification of best (promising) practices. Best practices will focus on: crime and violence prevention, youth engagement and development, and community development. Best practices will be identified at the field level on an ongoing basis from among ongoing activities and activities implemented with Tetra Tech ARD support and other GOM funded interventions. Lessons learned from best practices will be gathered and systematically disseminated to the GOM to support replication in additional priority geographic areas.</p> <p>Measurement and reporting of this indicator will focus on three levels:</p> <p>(1) Description and categorization of identified best practices and the process for their identification.</p> <p>(2) Description of the mechanism used to disseminate results to the GOM.</p> <p>(3) Identification of the number of activities selected by GOM for replication (along with the geographic area where they will be implemented). Activities identified for replication will only be counted if the GOM has made a planning and budgetary commitment to do so.</p> <p>Information will be presented in narrative form using frequency tables and visual representations where possible.</p>	0	9 [1 per community]		18 [2 per community]		27 [3 per community]	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
	(9) Prevention policy developed [YES/NO]	This indicator measures Tetra Tech ARD development of a prevention policy for and in collaboration with the National Center for Crime Prevention and Civic Participation; Presidencia and the Health and Social Development Ministries.	Outcome [Explicit result within Tetra Tech ARD/USAID contract, p.15] Annual and quarterly (ongoing) measurement Annual results reporting Quarterly progress reporting	Achievement on this indicator will be measured on two levels: (1) On the output level, Tetra Tech ARD will describe the process of development and use of a <u>Policy Mapping Tool</u> [Tetra Tech ARD deliverable, contract p.15] to inform policy priority setting. The Policy Mapping Tool will be provided to USAID as a concrete deliverable and its use in policy development will be described in the narrative. (2) On the outcome level, overall achievement of this indicator is measured by a YES/NO categorization and supplemented by analysis of Tetra Tech ARD technical and input contributions. Analysis will link the degree of influence of the CVPP on overall policy development and adoption through simple network analysis that defines who the key actors are as well as their various contributions to the development of the federal prevention program.	NO	NO		YES (by month 18 of project, June 2013)		YES	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
Activity 1.3: Support GOM's communication plan that includes social communication efforts and a violence prevention outreach strategy	(10) Number of citizens in the nine target communities who are adequately informed of federal government prevention activities	<p>This indicator will measure citizens' understanding of GOM policies/programs AND key social communication messages to be developed and disseminated through the program's communication strategy under IR2.</p> <p>Per contract AID-523-TO-12-00001, achievement against this indicator is not attributable to Tetra Tech ARD activities alone; instead, Tetra Tech ARD is responsible for contributing to achievement against this indicator through Program strategies and activities.</p> <p>Tetra Tech ARD is fully responsible for developing a communications strategy focused on crime reduction, community engagement and youth development by month 12. This will be reported and delivered to USAID per the contractual agreement.</p>	<p>Outcome</p> <p>[Explicit result within Tetra Tech ARD/USAID contract, p. 15]</p> <p>Quarterly monitoring of communications planning and use</p> <p>Quarterly progress reports</p> <p>Annual measurement</p> <p>Annual results reporting</p>	<p>Achievement against this indicator will be measured on three levels:</p> <p>(1) At the activity and output levels, Tetra Tech ARD will report on the process and milestones in the development of the communications plan.</p> <p>(2) At the output level Tetra Tech ARD will provide the final Communications Strategy [Tetra Tech ARD deliverable, contract, p.16] by month 12 of the Program. At the same time, Tetra Tech ARD will report regarding the type and scope of communications activities undertaken in each reporting period.</p> <p>(3) At the outcome level, results regarding citizen understanding and perceptions will be measured through a Program survey at baseline, mid-term, and final evaluation. Results will be reported as a whole number and (in each subsequent year) as a percent change.</p> <p>While the indicator focuses on GOM crime prevention activities, measurement will be broadened to include key messages from the social communications strategy that will be developed. Outcome information in reports will be presented to visually demonstrate changes in perceptions, understanding and attitudes using tables and graphs and will be disaggregated by age group, gender, and location.</p> <p>Baseline notes: For baseline completion, Tetra Tech ARD will need to understand/inventory federal government prevention activities and complete the communications strategy.</p>	TBD <i>[upon completion of communication strategy]</i>	25% increase over baseline in each community		25% increase over baseline in each community		25% increase over baseline in each community	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
IR2: Strengthened capacity of state and local governments to implement crime prevention/reduction initiatives	(11) Percent increase in planning, analysis and response capacity of target local governments	Strengthened capacity refers to changes in key institutional competencies for effective policy/program planning and implementation. Capacity will be limited to the measurable domains of: (1) Operational policy; (2) Finance; (3) Legal requirements; and (4) Public service delivery capacity, including urban planning, social development, and administrative capacity of public safety offices and functions.	Outcome [Explicit result within Tetra Tech ARD/USAID contract, p. 22] Annual measurement Quarterly progress reporting	The International City/Council Management Association (ICMA) will use the <i>Inventario de la Capacidad Institucional</i> (ICAPI) tool to measure increased capacity within local governments. The tool is applied in government units through a facilitated process and includes clear indicators for success. Each government unit receives an overall score on the assessment based on aggregate scores across each category of the assessment (operational policy, etc.). These results are compiled in an index which serves as the basis for planning tailored capacity building plans with each institution and serves as the baseline score for subsequent measurement periods. The indicator will be presented in graphic form using comparative tables from one measurement period to the next as well as narrative analysis. Results will be disaggregated by the tools defined categories as well as by institution. <u>Baseline notes:</u> The ICAPI tool will be administered as part of the program's baseline assessment.	TBD	5% increase over the baseline		10% increase over the baseline		15% increase over the baseline	
	(12) Percent increase in access to social services that meet needs and demands of in the nine target communities	"Access" refers more generally to the availability/existence of relevant crime and violence prevention-related services in target communities over the baseline. Within the context of the CVPP "social services" refer to activities focused on delivering concrete capacities, skills, behaviors, or other goods and services related to crime and violence prevention. Per contract AID-523-TO-12-00001, achievement against this indicator is not attributable to Tetra Tech ARD activities alone ; instead, Tetra Tech ARD is responsible for contributing to achievement against this indicator through Program strategies and activities.	Outcome [Explicit result within Tetra Tech ARD/USAID contract, p. 21] Annual measurement Annual results reporting Quarterly progress reporting	Achievement of this indicator will be measured through annual contractor-supported survey, which will include a comparison between identified services required (per Master Plans under Activity 2.1) and those that are implemented in subsequent years of the program. Other activities undertaken by Tetra Tech ARD in crime and violence prevention focused on creating or strengthening social services that are not included in the Master Plan will also be taken into account during reporting. * Measured as a ratio of desired versus available services based on a presumed baseline of zero. Tetra Tech ARD will report the difference between identified needs and Program implemented according to the Master Plans. Where possible/feasible, Tetra Tech ARD will provide graphic or GIS representations of service availability in reports.	0	10% increase over baseline in each community		20% increase over baseline in each community		30% increase over baseline in each community	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
Activity 2.1: Crime and Violence Prevention Master Plans developed in target communities	(13) Number of selected communities in target areas that have developed crime prevention plans based on crime and vulnerability diagnostics receiving Merida Initiative funds	Master Plans for crime prevention and community development are planning tools that will help communities identify and prioritize needs and mobilize resources to implement concrete crime and violence prevention activities. The Plans will be living documents that will be revisited and modified on an ongoing basis based on lessons learned, arising needs, and overall implementation progress. They will incorporate activities to address gender and youth dynamics directly. They will include activities focused on CPTED, healing programs, youth engagement, and others to be defined.	Output [Explicit result within Tetra Tech ARD/USAID contract, p. 22] Reported once	Tetra Tech ARD will measure and report progress against this indicator on two levels: (1) On the activity and output level, Tetra Tech ARD will describe the processes used to facilitate Master Plan development. (2) On the output level, Tetra Tech ARD will describe the key components of each Plan. Master Plans, to be completed by month five of the program [Tetra Tech ARD deliverable, contract p. 22], will be provided to USAID as part of the reporting process. Copies of the plans will be provided as Annexes to the reports. Data will be disaggregated by community.	0	9 [1 per commu- ity]		9 [1 per commu- ity]		9 [1 per commu- ity]	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
	(14) Number of selected communities in target areas that have implemented crime prevention plans based on crime and vulnerability diagnostics receiving Merida Initiative funds	Master Plans for crime prevention and community development are planning tools that will help communities identify and prioritize needs and mobilize resources to implement concrete crime and violence prevention activities. The Plans will be living documents that will be revisited and modified on an ongoing basis based on lessons learned, arising needs, and overall implementation progress. They will incorporate activities to address gender and youth dynamics directly. They will include activities focused on CPTED, healing programs, youth engagement, and others to be defined.	Output [Explicit result within Tetra Tech ARD/USAID contract, p. 22] Ongoing measurement Annual results reporting Quarterly progress reporting	Tetra Tech ARD will measure and report progress against this indicator using <u>M&E plans for each Master Plan</u> [Tetra Tech ARD deliverable, contract p. 22]. Implementation progress will be measured using an implementation scorecard that ranks implementation based on goals, objectives, activities, and timelines from the plans. Scorecard results will be compiled and presented in narrative form and accompanied by visual/graphic representation where appropriate. Data will be disaggregated by geographic location/community and sector.	0	9 [1 per community]		9 [1 per community]		9 [1 per community]	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
	(15) Number of "Master Plans" for crime prevention and community development completed in nine target communities	Master Plans for crime prevention and community development are planning tools that will help communities identify and prioritize needs and mobilize resources to implement concrete crime and violence prevention activities. The Plans will be living documents that will be revisited and modified on an ongoing basis based on lessons learned, arising needs, and overall implementation progress. They will incorporate activities to address gender and youth dynamics directly. They will include activities focused on CPTED, healing programs, youth engagement, and others to be defined.	Output [Explicit result within Tetra Tech ARD/USAID contract, p. 22] Ongoing measurement Annual results reporting Quarterly progress reporting	Tetra Tech ARD will measure and report progress against this indicator using <u>M&E plans for each Master Plan</u> [Tetra Tech ARD deliverable, contract p. 22]. Implementation progress will be measured using an implementation scorecard that ranks implementation based on goals, objectives, activities, and timelines from the plans. Scorecard results will be compiled and presented in narrative form and accompanied by visual/graphic representation where appropriate. Data will be disaggregated by geographic location/community and sector.	0	9 [1 per community]		9 [1 per community]		9 [1 per community]	
Activity 2.2: Support urban and social planning strategies to strengthen crime and violence prevention	<i>No stand-alone indicator required; achievement against Activity 2.2 will be measured and reported within the indicator that refers to Master Plan Implementation</i>			<i>CPTED-related activities will be disaggregated and described under the indicators for Activity 2.1, indicator 13</i>	N/A	N/A		N/A		N/A	
Activity 2.3: Strengthen the capacity of LGs to conduct participatory budgeting to increase public and private investments in violence prevention	<i>No stand-alone indicator required; achievement against Activity 2.3 will be measured and reported within the indicator that refers to strengthening local governments</i>			<i>Participatory budgeting capacity will be measured and presented within the indicators of the ICAP1 under IR2, indicator 11</i>	N/A	N/A					

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
Activity 2.4: Promote community policing to improve the relationships between the municipal police and the communities	(16) Community Policing Guide developed and implemented [YES/NO]	The Community Policing Guide captures best practice globally and in the region and will describe the overall concept and provide clear step-by-step guidance regarding how to develop and nurture community-police relations. The guide measures improved relationships between municipal police and communities by exploring the quality of coordination mechanisms between communities and police and the degree to which those mechanisms are used to address crime and violence prevention more effectively.	Outcome [Explicit result within Tetra Tech ARD/USAID contract, p. 22] Ongoing measurement Annual results reporting Quarterly progress reporting	Reporting of this indicator will include data on multiple levels, including: (1) On the activity level, CVPP will measure (a) the process undertaken to complete the guide and (b) the number of community leaders, local government, and police trained using the guide. (2) On the output level CVPP will report the number of concrete mechanisms to increase community-police coordination and joint problem solving established, including improved data reporting and analysis. (3) On the outcome level, Tetra Tech ARD will conduct annual focus group research regarding the relationship between communities and police. Training data will be disaggregated by gender and age groups; focus group findings will be disaggregated by geographic location. <u>Baseline notes:</u> It will be necessary to include questions regarding current levels of trust and relationships between communities and police. This will inform Guide development and support ongoing measurement.	NO	YES		YES		YES	
Activity 2.5: Support local organizations to implement community healing/victim's programs	No stand-alone indicator required; achievement against Activity 2.5 will be measured and reported within the indicator that refers to Master Plan Implementation		Activities related to Program identified needs and supported community healing/victim's programs will be disaggregated and described under the indicators for Activity 2.1, indicator 13		N/A	N/A		N/A		N/A	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
Activity 2.6: Support mechanisms to disrupt the path for youth to criminality	(17) Annual percentage increase in the number of at-risk youth involved in planning and implementation of community crime prevention and development activities in prioritized communities impacted by crime / violence receiving Merida Initiative funds.	In the context of CVPP, and in-line with USAID's definition within its current work with International Youth Foundation (IYF), "youth" are girls/boys and young men/women between the ages of 6–28. "At risk" youth are those who are in danger of falling into criminal or violent behaviors as a result of family or community-related deficits. Families are the most critical setting for the development of children and family risk factors (poverty, single parenthood, and low parental education levels, etc.) regularly have been found to undermine children's development. Low-income communities with high crime rates, low high school graduation rates, and high unemployment also put children, adolescents, and young adults in jeopardy of falling into destructive patterns of behavior. Community crime prevention and development activities refer to activities focused on increasing constructive engagement of youth as a countermeasure to delinquent, criminal, or violent behavior. This may include the inclusion of youth in community planning and leadership activities and may also include their participation in afterschool or extracurricular activities, sports, music, or others to be determined based on identified best practices and CVPP lessons learned.	Outcome [Explicit result within Tetra Tech ARD/USAID contract, p. 22] Annual measurement Quarterly progress reporting	Tetra Tech ARD will use program statistics derived from specific field-based activities, such as participatory planning for Master Plans (under Activity 2.1) as well as projects supported through grants to report against this indicator. The data will be reported as a number in the first year and in each subsequent year as a percent change over the baseline. Graphs and tables will be used where appropriate. Data will be disaggregated by gender, geographic location, and type of activity. <u>Baseline notes:</u> It will be necessary to determine existing numbers/proportions of at-risk youth. Some measures to determine the degree of at-risk youth at the family level might include: poverty, levels of parental education, number of children, home ownership, single parenthood, dependence on remittances, family dysfunction, abuse, parental mental illness, parental substance use, and family discord or illness.	0	5% increase over baseline per target community		5% increase per target community		5% increase per target community	

Results/ Activities	Indicators	Definition/Comments	Type of Indicator, Data Collection/ Reporting Frequency	Measurement Methods and Data/Reporting Presentation	Baseline	Target FY12	Achieve. FY12	Target FY13	Achieve. FY13	Target FY14	Achieve. FY14
Activity 2.7: Build sustainable local capacity through grants and public-private partnerships	(18) Number of sustainable crime prevention PPP alliances established	<p>“Sustainability” refers to the development of clear mechanisms to ensure that the PPP/alliances continue and flourish once CVPP support stops.</p> <p>Per contract AID-523-TO-12-00001 achievement against this indicator is not attributable to Tetra Tech ARD activities alone; instead, Tetra Tech ARD is responsible for contributing to achievement against this indicator through Program strategies and activities.</p>	<p>Outcome</p> <p>[Explicit result within Tetra Tech ARD/USAID contract, p. 21]</p> <p>Annual measurement</p> <p>Quarterly progress reporting</p>	<p>Program statistics and monitoring will be the primary source of data for this indicator.</p> <p>The contractor will provide technical assistance and other support for the development of local alliances, ensure the 1:1 funding match, and will track progress of alliance establishment, including any obstacles encountered and lessons learned for replication of this approach in other communities.</p>	0	N/A		N/A		1 per city [3 total]	

ANNEX A: MEXICO CVPP LOGICAL FRAMEWORK

Summary of Objectives and Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions/Risks
<p>Goal: To build strong and resilient communities that can withstand the pressures of crime and violence</p>	<p>(1) Percentage of population in the nine target communities who considers their community unsafe</p> <p>(2) Percent of citizens who perceive their communities to be “healthy” based on an aggregate scale of key factors for community health</p> <p>(3) Number of crime prevention policies adopted by the Pillar IV Working Group and implemented by GOM agencies</p> <p>(4) GOM federal program to support crime prevention and community strengthening developed based on lessons learned and best practices from local initiatives</p> <p>(5) Number of successful crime and violence prevention initiatives from nine target communities replicated by GOM throughout Mexico</p>	<p>Annual survey in nine target communities</p> <p>Annual survey in nine target communities</p> <p>Project records and results of network analysis</p> <p>Project records</p> <p>Project records, results of best practices analysis</p>	<p>Assumes that Pillar IV Working Group can agree on policies and that GOM agencies are willing to implement</p> <p>Assumes that “best practices” can be objectively identified</p> <p>Assumes interest in adopting/replicating identified best practices and that political agendas do not get in the way of achieving this</p>
<p>IR I: Strengthened federal civic planning capacity to prevent and reduce crime</p>	<p><i>No stand-alone indicator required; achievement against IR I will be measured according to indicators under respective IR I activities</i></p>	<p>N/A</p>	
<p>Activity 1.1: Support GOM to improve monitoring and evaluation and knowledge sharing to better inform national violence prevention and reduction policies and planning</p>	<p>(6) Number of diagnostics performed by GOM</p> <p>(7) Number of crime/violence prevention activities that include input/oversight by various GOM entities, at the federal, state, and local levels</p>	<p>Gap analysis and subsequent annual comparison</p> <p>Tetra Tech ARD GOM M&E Plan; stakeholder analysis</p>	

Summary of Objectives and Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions/Risks
<p>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</p>	<p>(8) Number of best practices identified for replication by GOM</p> <p>(9) Prevention policy developed [YES/NO]</p>	<p>Project records and documentation of identified best practices</p> <p>Project records resulting from application of Policy Mapping tool</p>	<p>There is political will for the development of a prevention policy. Also assumes that Tetra Tech ARD can influence this process</p>
<p>Activity 1.3: Support GOM's communication plan that includes social communication efforts and a violence prevention outreach strategy</p>	<p>(10) Number of citizens in the nine target communities who are adequately informed of federal government prevention activities</p>	<p>Annual survey in nine target communities (based on communications plan)</p>	
<p>IR2: Strengthened capacity of state and local governments to implement crime prevention/reduction initiatives</p>	<p>(11) Percent increase in planning, analysis, and response capacity of target local governments</p> <p>(12) Percent increase in access to social services that meet needs and demands of in the nine target communities</p>	<p>Results of application of ICMA's ICAPI tool</p> <p>Comparison between identified services required (per Master Plans under Activity 2.1) and those that are implemented in subsequent years of the program</p>	

Summary of Objectives and Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions/Risks
Activity 2.1: Crime and Violence Prevention Master Plans developed in target communities	<p>(13) Number of selected communities in target areas that have developed crime prevention plans based on crime and vulnerability diagnostics receiving Merida Initiative funds</p> <p>(14) Number of selected communities in target areas that have implemented crime prevention plans based on crime and vulnerability diagnostics receiving Merida Initiative funds</p> <p>(15) Number of “Master Plans” for crime prevention and community development completed in nine target communities</p>	<p>Project records, Master Plans</p> <p>M&E Plans linked to Master Plan implementation</p> <p>M&E Plans linked to Master Plan implementation</p>	
Activity 2.2: Support urban and social planning strategies to strengthen crime and violence prevention	<i>No stand-alone indicator required; achievement against Activity 2.2 will be measured and reported within the indicator that refers to Master Plan Implementation</i>	M&E Plans linked to Master Plan implementation	
Activity 2.3: Strengthen the capacity of LGs to conduct participatory budgeting to increase public and private investments in violence prevention	<i>No stand-alone indicator required; achievement against Activity 2.3 will be measured and reported within the indicator that refers to strengthening local governments under IR2, indicator 11</i>	Results of application of ICMA’s ICAPI tool	
Activity 2.4: Promote community policing to improve the relationships between the municipal police and the communities	(16) Community Policing Guide developed and implemented [YES/NO]	Project records; Community Policing Guide	
Activity 2.5: Support local organizations to implement community healing/victims’ programs	<i>No stand-alone indicator required; achievement against Activity 2.5 will be measured and reported under indicator 13</i>	M&E Plans linked to Master Plan implementation	

Summary of Objectives and Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions/Risks
Activity 2.6: Support mechanisms to disrupt the path for youth to criminality	(17) Annual percentage increase in the number of at-risk youth involved in planning and implementation of community crime prevention and development activities in targeted communities	Project records/statistics derived from field-based activities, such as participatory planning for Master Plans (under Activity 2.1) as well as projects supported through grants	
Activity 2.7: Build sustainable local capacity through grants and public-private partnerships	(18) Number of sustainable crime prevention PPP alliances established	Project records	Assumes that there is local interest in developing and maintaining PPP

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