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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP)

MONITORING AND EVALUATION REPORT

OCTOBER 2013

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DISCLAIMER

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
CBO	Community-based Organization
CSO	Civil Society Organization
CVPP	Mexico Crime and Violence Prevention Program/ <i>Programa para la Convivencia Ciudadana (PCC)</i>
GOM	Government of Mexico
ICAPI	Institutional Capacity Assessment Tool Index
ICMA	International City/Council Management Association
IR	Intermediate Result
NGO	Non-government Organization
M&E	Monitoring and Evaluation
MCMPV	Municipal Crime and Violence Prevention Committee
PMP	Performance Management Plan
PPP	Public-Private Partnership
USAID	United States Agency for International Development

INTRODUCTION

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech on February 6, 2012. The CVPP is a three-year program with a budget of \$15,202,629. The CVPP stems from a collaborative initiative between the U.S. and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the border and elsewhere in Mexico. The program provides technical support to plan and implement community development strategies aimed at reducing crime and violence while providing youth with alternatives to criminal activity. Activities are targeted at the national level and sub-national levels in Ciudad Juarez, Tijuana, and Monterrey. Local interventions focus specifically on three communities in each target city identified by the GOM as having high levels of crime, combined with proven citizen engagement in initiatives that address the challenges of crime and violence.

During the first 18 months of implementation, the Program followed the original Performance Management Plan (PMP) approved by USAID on June 11, 2012. However, responding to the changes in the implementation strategy and in an effort to measure more effectively the Program's outcomes and impact, in April 2013 CVPP engaged in a dialogue with USAID/Mexico to revise several PMP indicators, targets and definitions. CVPP's proposal was based on the premise that the performance management data collected and analyzed under the original PMP would be preserved or linked directly to the revised indicators. On September 26, 2013, the revised PMP was approved by USAID, and the current Monitoring and Evaluation (M&E) report responds to the new or revised indicators. It covers the time period from April 1 to September 31, 2013, with cumulative information presented for some indicators, as noted.

This M&E report is complemented by the CVPP 2013 Annual Report which provides the narrative description of the Project's achievements under each programmatic component. When appropriate, the M&E Report includes a reference to the relevant section of that Annual Report that explains the specific activities and actions that contributed to that indicator. Below please find a brief summary of the key achievements to-date:

- Nine Community Crime and Violence Prevention Master Plans developed in target poligonos, and 70 prevention initiatives implemented since inception addressing their strategic objectives ("initiative" refers to any activity, study, event, policy or product that contributes to the objectives of the Master Plan);
- 11 best practices in crime and violence prevention identified and documented, and ten best practices replicated by the Government of Mexico (GOM);
- The Municipal Crime and Violence Prevention Committee (MCVPC) established and fully operational in Tijuana, bringing together government officials, civil society, academia and the private sector to implement and monitor prevention initiatives at the municipal level;
- The first of its kind Community Policing Guide developed, published and disseminated, and 22 initiatives implemented to-date addressing its strategic objectives;
- Eight initiatives supported to strengthen the GOM's National Prevention Program;
- 4,340 individuals trained by the Program since its inception;
- 21,464 participants in CVPP activities to-date, including 3,551 new youth engaged for the first time in CVPP-supported activities.

Annex A, *Summary of Indicators* presents the overall summary of CVPP results against targets for each indicator by fiscal year, as well as cumulatively. The detailed explanation of the results is presented below.

PROGRESS ON INDICATORS

PILLAR IV GOAL: TO BUILD STRONG AND RESILIENT COMMUNITIES THAT CAN WITHSTAND THE PRESSURES OF CRIME AND VIOLENCE

INDICATOR 1: PERCENTAGE OF POPULATION IN THE NINE TARGET COMMUNITIES WHO CONSIDER THEIR COMMUNITY UNSAFE

Baseline Value	Target FY13	Actual FY13	Difference
77.18% (weighted average)	73.32%	To be reported in April 2014	N/A

This indicator tracks the security perceptions among the target populations, taking into consideration such factors as their feeling of safety while attending public events and while visiting friends and family, as well as their overall sense of security. The baseline study was carried out in November 2012 and presented in the April 2013 M&E Report. The next study is planned for November 2013 and will be reported in the April 2014 M&E Report.

CVPP is making direct and indirect contributions to this indicator through the implementation of the Master Plans, by working with the GOM on the implementation of the sub-national prevention programs, by implementing the communications and community policing strategies, and by carrying out various community-based activities. These activities are presented under Indicator 10 of this report, as well as in Sections 2.2.3 through 2.3.7 of the CVPP 2013 Annual Report.

INDICATOR 2: PERCENT OF CITIZENS WHO PERCEIVE THEIR COMMUNITIES TO BE “HEALTHY” BASED ON AN AGGREGATE SCALE OF KEY FACTORS FOR COMMUNITY HEALTH

Baseline Value	Target FY13	Actual FY13	Difference
14.87% (weighted average)	17.84%	To be reported in April 2014	N/A

This indicator measures the “health” of the community using such factors as the residents’ confidence in the community and public institutions (police, the Mayor, local NGOs, other residents, companies and the military). The indicator also measures the target population’s confidence in their neighbors, the level of community involvement and mutual support in solving common problems, and cooperation with the police. The baseline study was carried out in November 2012 and presented in the April 2013 M&E Report. The next study is planned for November 2013 and will be reported in the April 2014 M&E Report.

CVPP contributes to this indicator through various activities, such as the establishment and strengthening of the community committees to promote social cohesion, the implementation of the Master Plans and the various prevention models, as well as the communication strategy. These activities are presented under Indicator 10 of this report, as well as in Sections 2.2.3 through 2.3.7 of the CVPP 2013 Annual Report.

INTERMEDIATE RESULT I: STRENGTHENED FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME

Activity 1.1: Support GOM to improve monitoring and evaluation and knowledge sharing to better inform national violence prevention and reduction policies and planning.

INDICATOR 3: KNOWLEDGE MANAGEMENT (KM) PLATFORM FOR CRIME AND VIOLENCE PREVENTION ESTABLISHED AT THE FEDERAL LEVEL

Baseline Value	Target FY13	Actual FY13	Difference
NO	NO	NO	NONE

The KM Platform is an online system to share best practices and research on the topics of prevention, information about the factors that affect the prevalence of crime and violence, and the tools and instruments available to the end users in preventing crime at the community level. Following the political transition at the federal level, the Program is currently finalizing the technical scope, specifications and timeframe of the Platform with the GOM. These activities are presented in Section 2.2.1 of the CVPP 2013 Annual Report. No result is expected under this indicator until FY14.

INDICATOR 4: NUMBER OF TARGET AUDIENCE MEMBERS USING THE KNOWLEDGE MANAGEMENT PLATFORM

Baseline Value	Target FY13	Actual FY13	Difference
0 (new)	0 (new)	0	NONE

Target audience members are the website visitors of the KM Platform. As mentioned above, CVPP is currently in discussions with the GOM about the specifications and timeframe for the Platform. These activities are presented in Section 2.2.1 of the CVPP 2013 Annual Report. The results under this indicator are contingent upon the establishment of the Platform, and are not expected until 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.

INDICATOR 5: NUMBER OF BEST PRACTICES IDENTIFIED FOR REPLICATION BY ALL THREE LEVELS OF GOVERNMENT OF MEXICO (GOM) BASED ON SUCCESSFUL CRIME PREVENTION INITIATIVES

Baseline Value	Target FY13	Actual FY13	Difference
0	10	10	NONE

This indicator monitors the replication of best practices promoted by the CVPP by the various levels of the Government. Best practices refer to activities, practices, processes and prevention models that lead to the implementation of an intervention or other Program activity using the most appropriate strategies for a given population and setting. They are identified on an ongoing basis from among activities implemented with CVPP assistance, as well as from the international and domestic best

practices in crime and violence prevention. The table below presents the best practices identified for replication by the GOM* during this reporting period:

#	NAME OF THE INITIATIVE	DESCRIPTION
1	Municipal Crime and Violence Prevention Committee (Tijuana)	Following the CVPP MCVPC model, the Committee was established in Tijuana in April 2013 and has been successfully operating. See Section 2.3.2 of the Annual Report.
2	CPTED/SUBSEMUN Situational Prevention Project - Granjas Familiares (Tijuana)	CVPP/CPTED methodology was followed by the Municipality to request SUBSEMUN funding for urban development projects in Granjas Familiares. See Section 2.3.2 of the Annual Report.
3	CPTED/SUBSEMUN Situational Prevention Project - Felipe Angeles (Ciudad Juarez)	CVPP/CPTED methodology was followed by the Municipality to request SUBSEMUN funding for urban development projects in Felipe Angeles. See Section 2.3.2 of the Annual Report.
4	Youth Police – Camino Verde (Tijuana)	Youth Police Group was established in Camino Verde following the CVPP Community Policing Model. See Section 2.3.4 of the Annual Report.
5	Youth Police – Granjas Familiares (Tijuana)	Youth Police Group was established in Camino Verde following the CVPP Community Policing Model. See Section 2.3.4 of the Annual Report.
6	Master Plan Methodology Application - Municipality of Topo Chico (Monterrey)	The previous Municipal Administration adopted the CVPP Master Plan methodology in conducting the diagnostic assessment and prevention strategic plans.
7	Master Plan Methodology Application - Municipality of Garza Nieto (Monterrey)	The previous Municipal Administration adopted the CVPP Master Plan methodology in conducting the diagnostic assessment and prevention strategic plans.
8	Master Plan Methodology Application - Municipality of Centro (Monterrey)	The previous Municipal Administration adopted the CVPP Master Plan methodology in conducting the diagnostic assessment and prevention strategic plans.
9	Master Plan Methodology Application - Municipality of Moderna (Monterrey)	The previous Municipal Administration adopted the CVPP Master Plan methodology in conducting the diagnostic assessment and prevention strategic plans.
10	Expansion of the VICCALI Model in the Municipality of Monterrey	The <i>Centro de Formacion para el Fortalecimiento de las Relaciones Humanos</i> of the Municipality of Monterrey provided legal assistance to the victims of crime/violence identified through the implementation of the VICCALI Model.

*Please note that all the reported practices were identified for replication at the municipal level of government.

INDICATOR 6: NUMBER OF INITIATIVES SUPPORTED BY THE CVPP TO STRENGTHEN THE NATIONAL PREVENTION PROGRAM

Baseline Value	Target FY13	Actual FY13	Difference
0	8	8	NONE

This indicator tracks the CVPP's contribution to the National Prevention Program, which is the federal Government's strategy to address crime and violence prevention in Mexico. "Initiative" refers to any activity, study, event or product developed with CVPP funds that contributes to the development or implementation of the National Prevention Program. These activities are presented in Section 2.2.2 of the CVPP 2013 Annual Report.

The table below summarizes the specific CVPP initiatives that have had an impact on the National Prevention Program. An initiative is counted if it's co-funded, co-designed, co-implemented, co-branded, co-developed or co-presented in collaboration with the members of the GOM who are involved in the development and implementation of the National Prevention Program. This indicator was revised from its original version, "Number of diagnostics performed by the GOM" to more accurately reflect the nature of the Program's collaboration with the Government; thus, CVPP presents cumulative results to-date. CVPP is pleased to report that it has exceeded its target under this Indicator.

#	INITIATIVE	DESCRIPTION
1	Second International Forum on Crime Prevention and Social Innovation, Tijuana, September 2012	CVPP funded the participation of several speakers, provided technical assistance in the development of the agenda,, and facilitated two plenary sessions.
2	Government Discussion Roundtables on Social Prevention of Crime and Violence, Mexico City, May 2013	CVPP contributed an expert to participate in the Roundtable discussions who shared with the participants the CVPP methodologies and best practices.
3	Second Municipal Democratic Governance Forum, Mexico City, June 2013	CVPP team participated experts and shared CVPP methodologies and best practices.
4	2012 Forum for Youth: Networks for National Transformation, Acapulco, October 2012	CVPP funded several participants, participated in the organization committee, and provided an expert for several plenary sessions where CVPP methodologies and best practices were shared.
5	International Conference on Building Safe Cities (Iberoamericana University), Mexico City, August 2012	CVPP participated in the Organization and Technical committee, funded several speakers, organized CPTED workshops in target cities to develop CPTED models to be showcased at the conference, and arranged for a live broadcast of several sessions to schools and universities in target cities.
6	"Good and Promising Practices in Crime and Violence Prevention" publication	CVPP collected, analyzed, systematized, published and disseminated 11 good practices in crime and violence prevention.
7	Best Practices Guide	Based on the Good Practices systematization process, CVPP developed, published and disseminated the CD Guide on Best Practices in Crime and Violence Prevention.
8	Development of the technical content of the GOM National Prevention Program	CVPP contracted seven experts who developed the content of the GOM National Prevention Program in the areas of M&E, Community Policing, Public Policies, Infancy, Youth , Addictions and Penitentiary Population, and Socio-urban Interventions.

Activity 1.3: Support GOM's communication plan that includes social communication efforts and a violence prevention outreach strategy.

INDICATOR 7: PERCENTAGE OF CITIZENS IN THE NINE TARGET COMMUNITIES WHO ARE ADEQUATELY INFORMED OF GOVERNMENT PREVENTION ACTIVITIES

Baseline Value	Target FY13	Actual FY13	Difference
7.96% (weighted average)	9.55%	To be reported in April 2014	N/A

This indicator measures citizens' understanding of GOM policies and programs, as well as key social communication messages to be developed and disseminated through the CVPP Communication Strategy. The baseline study was carried out in November 2012 and presented in the April 2013 M&E Report. The next study is planned for November 2013 and will be reported in the April 2014 M&E Report.

CVPP contributes to this indicator through various activities, such as the implementation of the community-based communications strategy; conferences, presentations, workshops and other special events that position the topic of prevention and the Government's efforts in this area on the public agenda, as well as the production and dissemination of promotional materials. These activities are presented in Section 2.2.3 of the CVPP 2013 Annual Report.

INTERMEDIATE RESULT 2: STRENGTHENED CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/REDUCTION INITIATIVES

INDICATOR 8: PERCENT INCREASE IN ACCESS TO SOCIAL SERVICES THAT MEET NEEDS AND DEMANDS OF THE NINE TARGET COMMUNITIES

Baseline Value	Target FY13	Actual FY13	Difference/Explanation
15.15% (weighted average)	18.18%	To be reported in April 2014	N/A

This indicator reflects the perception of people of their access to social services provided by the municipality within the *poligonos*, such as public schools, parks, cultural and community centers; the condition of public streets and sidewalks; road lighting; job training programs and adult education; community health centers (clinics); work opportunities; psychological care for youth-at-risk; access to adequate housing; water service; garbage collection; and, public transportation. The baseline study was carried out in November 2012 and presented in the April 2013 M&E Report. The next study is planned for November 2013 and will be reported in the April 2014 M&E Report.

CVPP has been contributing to this indicator through a variety of activities, such as working with local governments to identify needs for public services in the *poligonos*, and providing technical assistance to municipal officials to help them be more responsive and effective. Master Plan implementation, described further under Indicator 10, also has impact on this indicator, in particularly our work on the CPTED component. These activities are presented in Sections 2.3.1 - 2.3.7 of the CVPP 2013 Annual Report.

Activity 2.1: Crime and Violence Prevention Master Plans developed in target communities

INDICATOR 9: NUMBER OF SELECTED COMMUNITIES IN TARGET AREAS THAT HAVE DEVELOPED CRIME PREVENTION PLANS BASED ON CRIME AND VULNERABILITY DIAGNOSTICS RECEIVING MERIDA INITIATIVE FUNDS

Baseline Value	Target FY13	Actual FY13	Difference
0	9	9	Target met in FY12

Community Crime and Violence Prevention Master Plans (Master Plans) are planning tools that help communities identify and prioritize needs and mobilize resources to implement concrete crime and violence prevention activities. CVPP met its targets under this Indicator as of FY12.

INDICATOR 10: NUMBER OF INITIATIVES IMPLEMENTED AS PART OF THE COMMUNITY CRIME AND VIOLENCE PREVENTION MASTER PLANS IN THE TARGET COMMUNITIES

Baseline Value	Target FY13	Actual FY13	Difference
0	25	61	+36

CVPP contributes to the results under this indicator directly through its small grants program, subcontracts and direct technical assistance, as well as indirectly through the local collaboration mechanisms that were built during the Master Plan development process. These activities are presented in Sections 2.3.4 - 2.3.7 of the CVPP 2013 Annual Report.

During this reporting period, 61 Master Plan initiatives have been implemented through CVPP in the nine target communities (70 have been implemented since the inception of the Program). The table below presents the break-down by city/poligono, with a detailed description of each initiative, implementation status, CVPP's role, and the Master Plan objective provided in Annex B. CVPP has exceeded this target by 36 for the reporting period.

CITY	COMMUNITY	NEW INICIATIVES PER COMMUNITY	INITIATIVES PER CITY
Ciudad Juárez	Felipe Ángeles	5	25
	Francisco I. Madero	8	
	Riberas del Bravo	12	
Monterrey	Independencia	9	21
	La Alianza	9	
	Nuevo Almaguer	3	
Tijuana	Camino Verde	5	15
	Granjas Familiares	7	
	Mariano Matamoros	3	
TOTAL			61

Activity 2.3: Strengthen the capacity of local governments (LGs) to conduct participatory budgeting to increase public and private investments in violence prevention.

INDICATOR 11: PERCENT INCREASE IN PLANNING, ANALYSIS AND RESPONSE CAPACITY OF TARGET LOCAL GOVERNMENTS

Baseline Values	Target FY13	Actual FY13	Difference
Tijuana 1.02 Cd. Juarez 1.94 Monterrey 1.34	5% increase per city	To be measured in December 2013 and reported in April 2104	N/A

Strengthened capacity refers to changes in key institutional competencies for effective policy/program planning and implementation. The International City/Council Management Association (ICMA) uses the *Inventario de la Capacidad Institucional (ICAPI)* tool to measure increased capacity within local governments. The baseline ICAPI study was carried out in April 2012 in Monterrey, in August 2012 in Tijuana and in November 2012 in Ciudad Juarez with the results presented in the April 2013 M&E Report. For subsequent analyses, the Crime Prevention Competency (CPC) component of the ICAPI instrument will be applied in December 2013 and December 2014 to measure progress. The results of the studies will be reported in the April 2014 and the Final M&E Report in January 2015.

CVPP contributes to this indicator through various activities, such as the provision of direct technical assistance to the target governmental agencies, design and implementation of the CPTED Model, creation and technical assistance for the creation of Municipal Crime and Violence Prevention

Committees, and through the community policing component. These activities are presented in Sections 2.3.2 and 2.3.3 of the CVPP 2013 Annual Report.

Activity 2.4: Promote community policing to improve the relationships between the municipal police and the communities.

INDICATOR 12: COMMUNITY POLICING GUIDE DEVELOPED

Baseline Value	Target FY13	Actual FY13	Difference
NO	YES	YES	Target met

The Community Policing Guide captures best practices in community policing in Mexico and worldwide, describes the overall concept, and provides guidance on developing and nurturing the relationship between the community and the police. This target was met during this reporting period with the publication of the Guide in September 2013. Please see more information about CVPP activities that contributed to this Indicator in Section 2.3.4 of the 2013 Annual Report.

INDICATOR 13: NUMBER OF COMMUNITY POLICING INITIATIVES IMPLEMENTED BY CVPP AS PART OF THE COMMUNITY POLICING GUIDE IN THE TARGET COMMUNITIES

Baseline Value	Target FY13	Actual FY13	Difference
0	20	21	+1

The Community Policing Guide captures best practices in community policing in Mexico and worldwide, describes the overall concept, and provides guidance on developing and nurturing the relationship between the community and the police. CVPP contributes to the results under this indicator directly, as well as indirectly through the local collaboration mechanisms that were built during the Guide development process. These activities are presented in Sections 2.3.4 of the CVPP 2013 Annual Report.

The table below presents the breakdown of community policing initiatives by city/poligono, with a more detailed description of each initiative by type, status and level of CVPP involvement (direct vs. indirect) presented in Annex C. CVPP is pleased to report a positive variance of 1 under this Indicator.

CITY	COMMUNITY	INICIATIVES PER COMMUNITY	PER CITY
Ciudad Juárez	Felipe Ángeles	1	7
	Francisco I. Madero	2	
	Riberas del Bravo	2	
	Other parts in the city	2	
Monterrey	Independencia	1	6
	La Alianza	2	
	Nuevo Almaguer	2	
	Other parts in the city	1	
Tijuana	Camino Verde	2	8
	Granjas Familiares	2	
	Mariano Matamoros	2	
	Other parts in the city	2	
TOTAL			21

Activity 2.6: Support mechanisms to disrupt the path for youth to criminality.

INDICATOR 14: NUMBER OF AT-RISK YOUTH BENEFICIARIES (AGES 6-29) ENGAGED IN COMMUNITY ACTIVITIES IMPLEMENTED THROUGH CVPP

Baseline Value	Target FY13	Actual FY13	Difference
0	1,600	3,472	+1,872

At-risk youth is defined as young people who face risk factors at the individual, family, environmental, and/or social levels that hinder their personal development and their successful integration into the economy and society as productive citizens will be counted, i.e. all youth population residing in the target communities. CVPP is contributing to this indicator by involving new youth in its activities. This indicator tracks new individuals, i.e. each individual is counted only once even if he/she participates in more than one project activity. The activities are presented in Sections 2.3.6 of the CVPP 2013 Annual Report.

During this reporting period, 3,472 new youth from the nine target communities participated for the first time in at least one activity supported by CVPP (3,551 since the beginning of the project). Annex D presents the summary results by city/poligono, segregated by gender.

CVPP is reporting excellent progress under this indicator with a positive variance of 1,872 for this fiscal year. This positive result can be attributed to the Program's efforts to accelerate the processing and implementation of at-risk youth grants in the target communities, and focusing on this important target audience in the implementation of its interventions.

Activity 2.7: Build sustainable local capacity through grants and public-private partnerships

INDICATOR 15: NUMBER OF SUSTAINABLE CRIME PREVENTION PPP ALLIANCES ESTABLISHED

Baseline Value	Target FY13	Actual FY13	Difference/Explanation
0	1	0	-1

A Public-private partnership (PPP) is defined as an alliance where a private sector company contributes matching funds or in-kind contributions towards an activity that aims at reducing crime and violence in the community. CVPP contributes to this indicator by mapping out companies interested in expanding their social responsibility mandate into prevention, facilitating the dialogue between identified companies and public partners, and identifying and promoting potential alliances. These activities are described in Sections 2.3.7 of the CVPP Annual Report.

CVPP reports a negative variance of -1 under this indicator. Despite the Program's extensive efforts in this area the Project has not been able to meet its expected result. CVPP has mapped out private companies with social responsibility mandates and has explored potential partnership opportunities, but has not been able to reach concrete agreements. As of the date of this report, CVPP has a team of consultants who are making excellent progress in analyzing best practices in this area, building networks with private companies and alliances, and developing concrete proposals for potential PPPs. We are confident that CVPP will be able to reach the expected end-of-project results on this indicator.

Cross-cutting indicators

INDICATOR 16: NUMBER OF PARTICIPANTS ENGAGED IN CVPP-SUPPORTED ACTIVITIES IN THE NINE TARGET POLIGONOS

Baseline Value	Target FY13	Actual FY13	Difference
0	24,400	20,528	-3,872

Participants refer to all members of the target communities, youth and adults, who reside in the target poligonos and participate in project activities. For this indicator, individuals will be counted each time they participate in a CVPP activity, i.e. the same individual can be counted more than once. Contributing activities are presented throughout the CVPP Annual Report.

During this reporting period, 20,528 people from the nine target communities participated in CVPP activities (21,464 since the inception of the Program). Annex E presents the summary results by city/poligono and segregated by gender and age.

CVPP reports a negative variance of 3,872 under this indicator due to the fact the grant programs focused on youth, rather than on the general population, were signed early in the year and have thus produced the most results (CVPP exceeded the targets under Indicator 14 for at-risk youth). Now that the grants program is fully operational we expect to see accelerated results under this indicator and are confident that end-of-year targets will be met.

INDICATOR 17: NUMBER OF SUB-NATIONAL GOVERNMENT ENTITIES RECEIVING USG ASSISTANCE TO IMPROVE THEIR PERFORMANCE

Baseline Value	Target FY13	Actual FY13	Difference
0 (new)	6	6	Target met

Sub-national entities are defined as municipal or state governments that operate in the CVPP target cities. CVPP contributes to this indicator by providing technical assistance to government employees to improve their performance. The six assisted governments include the Municipalities of Monterrey, Tijuana and Ciudad Juarez, and the State Governments of Nuevo Leon, Guadalupe and Chihuahua. Specific activities contributing to this indicator are presented throughout the 2013 Annual Report, but specifically in Sections 2.3.2, 2.3.3 and 2.3.4.

INDICATOR 18: NUMBER OF INDIVIDUALS WHO RECEIVED USG-ASSISTED TRAINING AS A RESULT OF CVPP ACTIVITIES

Baseline Value	Target FY13	Actual FY13	Difference
0 (new)	3,000	3,871	+871

Training is defined as a learning activity involving participants taking place in the U.S., a third country, or in-country, in a setting predominantly intended for teaching or imparting knowledge or skills, with formally designated instructors or lead persons, learning objectives, and outcomes, conducted fulltime or intermittently. Specifically for CVPP, training is defined as a session that exceeds five hours. CVPP contributes to this indicator by engaging local beneficiaries in its training activities, which are described throughout the CVPP 2013 Annual Report.

Annex F presents the break-down of the results by city/poligono, as well as gender. During this reporting period, 3,871 individuals have been trained through the CVPP program, which represents a positive variance of 871 persons. Since its inception, the Program has trained 4,340 individuals.

INDICATOR 19: NUMBER OF THE CVPP-SUPPORTED CIVIL SOCIETY ORGANIZATIONS WHO HAVE IMPROVED THEIR INSTITUTIONAL CAPACITY BY AT LEAST ONE LEVEL

Baseline Value	Target FY13	Actual FY13	Difference
0 (new)	0 (new)	0	NONE

Civil society organizations are non-governmental organizations (NGOs) that receive funding from CVPP. CVPP contributes to this indicator by providing direct technical assistance to its partner grantees through the implementation of the CVPP Small Grants Program, as well as through the implementation of a targeted NGO-strengthening grant. No results are expected for this indicator until FY14.

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