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

OCTOBER 2013

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

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

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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
CVPP	USAID Crime and Violence Prevention Program
EOP	End of Project
GOM	Government of Mexico
ICAPI	<i>Inventario de la Capacidad Institucional</i>
IR	Intermediate Result
IT	Information Technology
KM	Knowledge Management
LG	Local Government
M&E	Monitoring and Evaluation
NGO	Nongovernmental Organization
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PPP	Public-Private Partnership
TA	Technical Assistance
USAID	United States Agency for International Development

# I. INTRODUCTION

This Performance Management 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. It replaces the PMP that was approved by USAID on June 11, 2012.

The PMP presents the major indicators and data collection methods that will measure the outcomes and contributions of the Program to crime and violence prevention in target areas. The PMP includes a description of how activity, outcome, and impact data will be collected and reported. It describes how the Program will apply the Monitoring and Evaluation (M&E) systems to the implementation of the grant component, and how it plans to address USAID's common Pillar IV indicators. The PMP includes detailed Performance Indicator Reference Sheets (PIRS), the CVPP Performance Indicator Date Table, and the CVPP Calendar of Performance Management Tasks.

# 2. PROJECT DESCRIPTION

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech on February 6, 2012. The CVPP is a three-year program with a budget of \$15,202,629. The CVPP stems from the Merida Initiative, which is a collaborative program between the U.S. and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the border and elsewhere in Mexico. Mexican and U.S. officials revised their agreement in "Beyond Merida," outlining four pillars, including Pillar IV, which strives to build strong and resilient communities and encompasses prevention efforts that complement elements of the other pillars that target citizen security.

The CVPP pursues the overarching goal of Pillar IV to build stronger and more resilient communities that can withstand the pressures of crime and violence. The program provides technical support to plan and implement community development strategies aimed at reducing crime and violence while providing youth with alternatives to criminal activity. Activities are targeted at the national level and sub-national levels in Ciudad Juarez, Tijuana, and Monterrey. Local interventions focus specifically on three communities in each target city identified by the GOM as having high levels of crime, combined with proven citizen engagement in initiatives that address the challenges of crime and violence.

The program supports local institutions that are striving to promote social cohesion, and strengthens the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies. The program supports results-oriented interventions, builds capacity to expand them, and creates communication bridges between communities and their local government.

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

**TABLE 1: CVPP RESULTS FRAMEWORK**

<b>Pillar IV Goal:</b> <i>To build strong and resilient communities that can withstand the pressures of crime and violence</i>	
<b>Intermediate Result (IR) 1:</b> <i>Strengthened federal civic planning capacity to prevent and reduce crime</i>	<b>Intermediate Result (IR) 2:</b> <i>Strengthened capacity of state and local governments to implement crime prevention/reduction initiatives</i>
<p><b>Activity 1.1:</b> Support GOM to improve monitoring and evaluation and knowledge sharing to better inform national violence prevention and reduction policies and planning.</p> <p><b>Activity 1.2:</b> 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><b>Activity 1.3:</b> Support GOM’s communication plan that includes social communication efforts and a violence prevention outreach strategy.</p>	<p><b>Activity 2.1:</b> Crime and Violence Prevention Master Plans developed in target communities.</p> <p><b>Activity 2.2:</b> Support urban and social planning strategies to strengthen crime and violence prevention.</p> <p><b>Activity 2.3:</b> Strengthen the capacity of local governments (LGs) to conduct participatory budgeting to increase public and private investments in violence prevention.</p> <p><b>Activity 2.4:</b> Promote community policing to improve the relationships between the municipal police and the communities.</p> <p><b>Activity 2.5:</b> Support local organizations to implement community healing/victim’s programs.</p> <p><b>Activity 2.6:</b> Support mechanisms to disrupt the path for youth to criminality.</p> <p><b>Activity 2.7:</b> Build sustainable local capacity through grants and public-private partnerships.</p>

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

**IMPACT INDICATORS**

- Ind. 1.** Percent of population in the nine target communities who consider their community unsafe.
- Ind. 2.** Percent of citizens who perceive their communities to be “healthy” based on an aggregate scale of key factors for community health.

**INTERMEDIATE RESULT (IR) 1: 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.*

- Ind. 3.** Knowledge Management (KM) Platform for crime and violence prevention established at the federal level.
- Ind. 4.** Number of target audience members using the Knowledge Management Platform.

*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.*

- Ind. 5.** Number of best practices identified for replication by all three levels of the GOM based on successful crime prevention initiatives.
- Ind. 6.** Number of initiatives supported by the CVPP to strengthen the National Prevention Program.

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

**Ind. 7.** Percentage of citizens in the nine target communities who are adequately informed of federal government prevention activities.

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

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**Ind. 8.** Percent increase in access to social services that meet needs and demands of the nine target communities.

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

**Ind. 9.** Number of selected communities in target areas that have developed crime prevention plans based on crime and vulnerability diagnostics receiving Merida Initiative funds.

**Ind. 10.** Number of initiatives implemented as part of the Community Crime and Violence Prevention Master Plans in the target communities.

*Activity 2.2: Support urban and social planning strategies to strengthen crime and violence prevention.*

No stand-alone indicator required; achievement against Activity 2.2 will be measured and reported within the indicators that refer to the capacity of local governments (Indicator 11) and Master Plan Implementation (Indicator 10).

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

**Ind. 11.** Percent increase in planning, analysis and response capacity of target local governments.

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

**Ind. 12.** Community Policing Guide developed.

**Ind. 13.** Number of community policing initiatives implemented by the CVPP as part of the Community Policing Guide in the target communities.

*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 the Master Plan implementation (Indicator 10).

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

**Ind. 14.** Number of at-risk youth beneficiaries (ages 6-29) engaged in community activities implemented through CVPP.

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

**Ind. 15.** Number of sustainable crime prevention PPP alliances established.

**Ind. 19.** Number of the CVPP-supported civil society organizations who have improved their institutional capacity by at least one level.

#### CROSS-CUTTING INDICATORS

**Ind. 16.** Number of participants engaged in CVPP-supported activities in the nine target poligonos.

**Ind. 17.** Number of sub-national government entities receiving USG assistance to improve their performance.

**Ind. 18.** Number of individuals who received USG-assisted training as a result of CVPP activities.

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## 3. DESCRIPTION OF THE 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 a management tool that will enable Tetra Tech ARD, USAID, and local partners to learn from project implementation and make timely corrective measures where necessary.

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.

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

## 4. CVPP PERFORMANCE INDICATORS

Indicators for the program have been selected according to the expected results of the Program, organized around the CVPP Results Framework. Below we present our proposed 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 only to Tetra Tech ARD's intervention. Indicators that are not the sole responsibility of Tetra Tech ARD are marked with an asterisk (\*). External factors contributing to the results under these indicators are explained in further detail in Annex A, Performance Indicators Reference Sheets (PIRS) for each individual indicator.

### 4.1 IMPACT INDICATORS

I. Percent of population in the nine target communities who consider 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.\*

#### 4.2 OUTCOME INDICATORS

1. Number of target audience members using the Knowledge Management Platform.
2. Number of best practices identified for replication by all three levels of the GOM based on successful crime prevention initiatives.
3. Percent of citizens in the nine target communities who are adequately informed of 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 of the nine target communities.\*
6. Number of sustainable crime prevention public-private partnership (PPP) alliances established.
7. Number of CVPP-supported civil society organizations who have improved their institutional capacity by at least one level.

#### 4.3 OUTPUT INDICATORS

1. Knowledge Management (KM) Platform for crime and violence prevention established at the federal level.
2. Number of initiatives supported by the CVPP to strengthen the National Prevention Program.
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 initiatives implemented as part of the Community Crime and Violence Prevention Master Plans in the target communities.
5. Community Policing Guide developed.
6. Number of community policing initiatives implemented as part of the Community Policing Guide.
7. Number of at-risk youth (ages 6-29) engaged in community activities implemented through CVPP.
8. Number of participants engaged in CVPP-supported activities in the nine target communities.
9. Number of sub-national government entities receiving USG assistance to improve their performance.
10. Number of individuals who received USG assisted training as a result of CVPP activities.

## 5. PERFORMANCE DATA COLLECTION METHODOLOGIES AND REPORTING

To establish clear points of comparison, CVPP undertook a baseline assessment in September 2012. This established the current state of program indicators towards the start of the program, provided a basis of comparison, and facilitated analysis of program outcomes and impacts.

Data is currently collected on two key levels: output monitoring, and outcome and impact measurement.

For output monitoring, Program staff at the sub-national level track CVPP's direct technical assistance and training, and monitor implementation of community-based activities to address the objectives of the Community Crime and Violence Prevention Master Plans (Master Plans) in such areas as community healing, CPTED, community policing and youth activities. At the national level, the Program tracks CVPP's support to the GOM's initiatives in strengthening the National Prevention Plan and the GOM's adoption of best practices, prevention models, and policies. To track program implementation, the CVPP M&E staff has developed standard activity tracking templates and reporting mechanisms to document program processes effectively. These forms provide the key inputs for bi-annual M&E reports.

For outcome and impact measurement, the Program undertakes an annual sub-national survey 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 technical assistance and training diagnostics with subsequent assessments to measure change in capacity over time. At the same time, the Program conducts network analyses to identify CVPP contributions to model development and policy influence relative to other actors at the national level. Results from these measurement activities are measured and reported to USAID.

## 6. M&E MANAGEMENT AND LINES OF RESPONSIBILITY

The CVPP M&E Coordinator, based in Mexico City, manages the implementation of the CVPP PMP and related M&E processes. With supervision and guidance from the Deputy Chief of Party (DCOP), the M&E Coordinator is responsible for overall data and reporting quality, and for the oversight of the data collection instruments and

reporting templates. He/she provides training and ongoing mentoring to other CVPP staff to ensure standard understanding and use of all M&E processes, tools, and templates. The M&E Coordinator works with the Program's Grants team 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. In close collaboration with the DCOP, he/she ensures that all program activities contribute to the M&E indicators and targets, as well as the objectives of the Master Plans. He/she also provides technical supervision, oversight, and mentoring support to the Regional M&E Specialists in each target city.

The Regional M&E Specialist in each regional office works closely with the local implementing partners and stakeholders to ensure effective data gathering and reporting at the subnational level. The Regional M&E Specialists 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.

The Grants M&E Specialist collects, verifies and processes the M&E data received from the CVPP grantees, establishes and monitors reporting schedules, and ensures that the results of the grants are integrated into the overall CVPP M&E and reporting instruments. He/she conducts periodic site visits to the regional offices and grant sites, and provides training and guidance to the grantees on M&E systems and protocols.

## 7. CVPP GRANT MAKING AND M&E

The CVPP Grants Program is one of the major implementation mechanisms for CVPP, and M&E plays an integral role within the grant making process. Each of the grants awarded under the Program contributes to at least one CVPP performance indicator. In addition, each grant has a set of indicators that are specific to that particular grant, based on the nature of the activity, the implementation timeframe, and the M&E capacity of the grantee. The M&E information is collected from the grantees on a regular basis, verified, and integrated in the CVPP M&E systems. The Section below explains the M&E process for grants by each phase of grant implementation.

### 7.1 PRE-AWARD PHASE

- Grants M&E Specialist prepares a draft M&E Plan and provides input into the Grant Implementation Plan to be included in the Project Description.
- Grants M&E Specialist participates in grant evaluation and selection as part of the Grants Review and Evaluation Committee.

### 7.2 NEGOTIATION PHASE

- The Grants M&E Specialist, in close collaboration with the Regional M&E Specialist and the grantee, make the necessary adjustments to the Implementation Plan and the M&E Plan. During this process, relevant CVPP performance indicators are integrated into the grant, and grant-specific indicators are identified, and realistic targets for each are defined.

### 7.3 IMPLEMENTATION PHASE

- Grants M&E Specialist and/or Regional M&E Specialist provide training to the grantee on the M&E reporting protocols and formats.
- A member of the CVPP technical staff is appointed to supervise grant implementation and is responsible for the monitoring of grant activities and results.

- Regional M&E Specialist maintains a file for each grantee which contains the Implementation Plan, the M&E Plan, Training Tables and Implementation Tables (where applicable).
- At least once a month the Regional M&E Specialist conducts a site visit to the grantee to review the documentary evidence in support of the grant activities; a field visit report is filed.
- All M&E information and reports is submitted to the Grants M&E Specialist for review, verification and submission to the M&E Coordinator.
- The signature of the Grants M&E Specialist is required for each grant payment, confirming full compliance with the M&E reporting requirements.
- Grants M&E Specialist will conduct periodic field visits to the CVPP offices, as well as the grantees' offices, to ensure compliance with all M&E requirements and protocols.

#### 7.4 CLOSE-OUT PHASE

- Regional M&E Specialist ensures that all grant-related M&E documentation has been provided by the grantee and is stored on the CVPP server.
- Grants M&E Specialist cross-checks with the Regional M&E Specialist that the grantee's information is complete, and instructs the Grants Office to close the grant.
- Once all the information is collected, completed and submitted to the M&E Coordinator, the Grants M&E Specialist signs a release form on the final payment.

#### 7.5 COMMON PILLAR IV INDICATORS

USAID Mexico has asked CVPP to report on several common indicators that will be covered under the project's grant portfolio. These are:

**Youth Education:** Number of at-risk youth beneficiaries (aged 6-16) participating in USAID funded programs that have continued their academic education in school.

**Youth Engagement:** Number of at-risk youth beneficiaries (ages 10-29) engaged in USAID community project activities.

**Youth Employability:** Number of at-risk youth (aged 15-28) participating in USAID programs have obtained salaried or self-employment or enrolled in formal education six months after completing USG-funded programs.

**Gender:** Number of people reached by USG funding interventions providing Gender Based Violence services (e.g. health, legal, psycho-social counseling, shelters, hotlines, other)

Each CVPP grant will include the relevant indicators from this list, and data for these indicators will be available for USAID on an as-needed basis as in any ad-hoc request. Although CVPP will make all efforts to ensure data quality and will verify the data through its normal M&E processes, these indicators are not official project indicators and thus the project will not be fully responsible for results for these indicators.

#### 7.6 INSTITUTIONAL STRENGTHENING OF PARTNER NGOs

The CVPP strategy towards improving the institutional capacity of the grantees is two-fold: to provide targeted technical assistance based on the needs and requirements of each partner NGO through a comprehensive capacity strengthening program (financed through a small grant); and, to provide day-to-day guidance in program management and funds administration by the CVPP staff as part of the small grant implementation. Indicator 19 will track CVPP's results in this area, and capacity strengthening indicators are added to the grantees' individual M&E Plans.

# 8. PERFORMANCE INDICATOR DATA TABLE

## CVPP Performance Indicator Data Table

Results Statement	Ind. #	Indicator Name	Type	Unit of Measure	Data Disaggregation	Baseline Date	Baseline Value	2012 Target	2013 Target	2014 Target	End of Project Target
<i>Pillar IV Goal: To build strong and resilient communities that can withstand the pressures of crime and violence</i>	1	Percent of population in the nine target communities who consider their community unsafe	Impact	Percentage	Sex, age group, geographic location	November 2012	77.18%	N/A	5% decrease from baseline (73.32%)	15% decrease from baseline (65.60%)	15% decrease from baseline (65.60%)
	2	Percent of citizens who perceive their communities to be "healthy" based on an aggregate scale of key factors for community health	Impact	Percentage	Sex, age group, geographic location	November 2012	14.87%	N/A	20% increase over baseline (17.84%)	67% over baseline (24.83%)	67% increase over baseline (24.83%)
<i>Intermediate Result (IR) 1: Strengthened federal civic planning capacity to prevent and reduce crime</i>	3	Knowledge Management (KM) Platform for crime and violence prevention established at the federal level	Output	Yes/No	N/A	-	NO	NO	NO	YES	YES
	4	Number of target audience members using Knowledge Management Platform	Outcome	Number	N/A	-	0	N/A (new)	N/A	100 (hits per day, average)	100 (hits per day, average)
	5	Number of best practices identified for replication by all three levels of the GOM based on successful crime prevention initiatives	Outcome	Number	Geographic location, level of government	-	0	11 (level 1: identified)	10	18	28
	6	Number of initiatives supported by the CVPP to strengthen the National Prevention Program	Output	Number	N/A	-	0	N/A (new)	8	12	20

	7	Percentage of citizens in the nine target communities who are adequately informed of government prevention activities	Outcome	Percentage	Sex, age group, geographic location	November 2012	13,452 (7.96%)	N/A	20% increase over baseline (9.55%)	125% increase over baseline (17.96%)	125% increase over baseline (17.96%)
<i>Intermediate Result (IR) 2: Strengthened capacity of state and local governments to implement crime prevention/reduction initiatives</i>	8	Percent increase in access to social services that meet needs and demands of the nine target communities	Outcome	Percentage	Sex, age group, geographic location	November 2012	15.15%	N/A	20% increase over baseline (18.18%)	32.8% increase over baseline (20.11%)	32.8% increase over baseline (20.11%)
	9	Number of selected communities in target areas that have developed crime prevention plans based on crime and vulnerability diagnostics receiving Merida Initiative funds	Output	Number	Community	-	0	9	N/A	N/A	9
	10	Number of initiatives implemented as part of the Community Crime and Violence Prevention Master Plans in the target communities	Output	Number	Geographic location, objective, agency, direct/indirect, status	-	0	N/A (new)	25	50	75
	11	Percent increase in planning, analysis and response capacity of target local governments	Outcome	Percentage	Tools, defined categories, and institution.	Aug-12 in Tijuana Apr-12 in Monterrey Nov-12 in Ciudad Juarez	Tijuana: 1.11(IS); 1.02 (CPC) Monterrey: 1.17 (IS); 1.34 (CPC) Cd. Juarez: 1.97 (IS); 1.94 (CPC)	N/A	5% increase over the CPC index baseline per city by December 2013	10% increase over the CPC index baseline per city by December 2014	10% increase over the CPC index baseline per city by December 2014
	12	Community Policing Guide developed	Output	Yes/No	N/A	-	NO	NO	YES	N/A	YES

13	Number of community policing initiatives implemented by CVPP as part of the Community Policing Guide in the target communities	Output	Number	Geographic location	-	0	N/A (new)	20	30	50
14	Number of at-risk youth beneficiaries (ages 6-29) engaged in community activities implemented through CVPP	Output	Number	Sex, age group, geographic location	-	0	N/A (new)	1,600	2,900	4,500
15	Number of sustainable crime prevention PPP alliances established	Outcome	Number	Geographic location	-	0	1	1	1	3
16	Number of participants engaged in CVPP-supported activities in the nine target poligonos	Output	Number	Sex, age group, geographic location	-	0	N/A (new)	24,400	45,600	70,000
17	Number of sub-national government entities receiving USG assistance to improve their performance	Output	Number	Geographic location, level of government	-	0	N/A (new)	6	6	6
18	Number of individuals who received USG-assisted training as a result of CVPP activities	Output	Number	Sex, age, geographic location	-	0	N/A (new)	3,000	3,500	6,500
19	Number of the CVPP-supported civil society organizations who have improved their institutional capacity by at least one level	Outcome	Number	Geographic location	-	0	N/A (new)	N/A	10	10

# 9. M&E CALENDAR OF PERFORMANCE MANAGEMENT TASKS (2013 – 2015)

PERFORMANCE MANAGEMENT TASKS	Q2 – 2013			Q3 – 2013			Q4 – 2013			Q1 – 2014			Q2 – 2014			Q3 – 2014			Q4 – 2014			Q1 – 2015			Q2 – 2015			NOTES
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<b>S= Conduct Survey, C= Collect/Collate, A=Analyze, R=Report, E=Evaluation/Data Quality Assessment</b>																												
<b>CVPP Impact Indicators</b>																												
(1) Percent of population in the nine target communities who consider their community unsafe.	A			R							S	A				R							S	A			R	The survey is conducted once a year
(2) Percent of citizens who perceive their communities to be “healthy” based on an aggregate scale of key factors for community health.	A			R							S	A				R							S	A			R	The survey is conducted once a year
(3) Knowledge Management (KM) Platform for crime and violence prevention established at the federal level.			C, A	R					C, A	R				C, A	R							C, A	R				C, A, R	
(4) Number of target audience members using Knowledge Management Platform.			C, A	R		C, A			C, A	R		C, A		C, A	R		C, A					C, A	R		C, A		C, A, R	
(5) Number of best practices identified for replication by all three levels of GOM based on the successful crime prevention initiatives.			C, A	R		C, A			C, A	R		C, A		C, A	R		C, A					C, A	R		C, A		C, A, R	

PERFORMANCE MANAGEMENT TASKS	Q2 – 2013			Q3 – 2013			Q4 – 2013			Q1 – 2014			Q2 – 2014			Q3 – 2014			Q4 – 2014			Q1 – 2015			Q2 – 2015			NOTES	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
(6) Number of initiatives supported by the CVPP to strengthen the National Prevention Program.			C, A	R					C, A	R					C, A	R					C, A	R						C, A, R	
(7) Percentage of citizens in the nine target communities who are adequately informed of federal government prevention activities.	A			R							S	A				R												R	The survey is conducted once a year
<b>CVPP IR 2:</b>																													
(8) Percent increase in access to social services that meet the needs and demands of the nine target communities.	A			R							S	A				R												R	The survey is conducted once a year
(9) Number of selected communities in target areas that have developed crime prevention plans based on crime and vulnerability diagnostics receiving Merida Initiative funds.			C, A	R																									Target already achieved

PERFORMANCE MANAGEMENT TASKS	Q2 – 2013			Q3 – 2013			Q4 – 2013			Q1 – 2014			Q2 – 2014			Q3 – 2014			Q4 – 2014			Q1 – 2015			Q2 – 2015			NOTES
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
(10) Number of initiatives implemented as part of the Community Crime and Violence Prevention Master Plans in the target communities.			C, A	R		C, A			C, A	R		C, A			C, A	R					C, A	R						C, A, R
(11) Percent increase in planning, analysis and response capacity of target LGs.	C, A			R								C, A				R												R
(12) Community Policing Guide developed.			C, A	R					C, A	R																		
(13) Number of community policing initiatives implemented as part of the Community Policing Guide.			C, A	R		C, A			C, A	R		C, A			C, A	R					C, A	R						C, A, R
(14) Number of at-risk youth beneficiaries (ages 6-29) engaged in community activities through CVPP.			C, A	R		C, A			C, A	R		C, A			C, A	R					C, A	R						C, A, R
(15) Number of sustainable crime prevention PPP alliances established.			C, A	R					C, A	R					C, A	R					C, A	R						C, A, R
(16) Number of participants engaged in the CVPP-supported			C, A	R		C, A			C, A	R		C, A			C, A	R					C, A	R						C, A, R

PERFORMANCE MANAGEMENT TASKS	Q2 – 2013			Q3 – 2013			Q4 – 2013			Q1 – 2014			Q2 – 2014			Q3 – 2014			Q4 – 2014			Q1 – 2015			Q2 – 2015			NOTES
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
activities in the nine target poligonos.																												
(17) Number of sub-national government entities receiving USG assistance to improve their performance.			C, A	R		C, A		C, A	R		C, A		C, A	R		C, A		C, A	R		C, A	R		C, A		C, A, R		
(18) Number of individuals who received USG-assisted training as a result of CVPP activities.			C, A	R		C, A		C, A	R		C, A		C, A	R		C, A		C, A	R		C, A	R		C, A		C, A, R		
(19) Number of the CVPP-supported civil society organizations who have improved their institutional capacity by at least one level.											C, A		C, A	R		C, A		C, A	R		C, A	R		C, A		C, A, R		
<b>ASSESS DATA QUALITY</b>																												
Assess the quality of performance data for all indicators			E			E					E																E	Data quality assessments are ongoing



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