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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP2) ACTIVITY MONITORING & EVALUATION PLAN (MEP)

APRIL 2015

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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

ADS	Automated Directives System
CPTED	Crime Prevention through Environmental Design
CDCS	Country Development Cooperation Strategy
CLA	Collaborating, Learning and Adapting
CSO	Civil Society Organization
CVPP	USAID Crime and Violence Prevention Program
DO	Development Objective
ePORT	Electronic Project Observation Reporting and Tracking System
GOM	Government of Mexico
ICAPI	<i>Inventario de la Capacidad Institucional</i>
INEGI	<i>Instituto Nacional de Estadística y Geografía</i>
IR	Intermediate Result
IKM	Information and Knowledge Management
KSA	Knowledge, Skills and Ability
LG	Local Government
LOP	Life of Project
M&E	Monitoring and Evaluation
MEP	Monitoring and Evaluation Plan
NGO	Nongovernmental Organization
PIRS	Performance Indicator Reference Sheet
PPP	Public-Private Partnership
SEGOB	<i>Secretaría de Gobernación</i>
SUB-IR	Sub-Intended Result
TA	Technical Assistance
USAID	United States Agency for International Development
USG	United States Government

I.0 INTRODUCTION

This Activity Monitoring and Evaluation Plan (MEP) for the United States Agency for International Development (USAID)/Mexico Crime and Violence Prevention Program (CVPP2) has been prepared in accordance with the requirements of Contract AID-523-TOC-1215-00001 between Tetra Tech and USAID/Mexico and in compliance with ADS 203.3. The CVPP2 MEP replaces the Performance Monitoring Plan (PMP) that was approved by USAID under the CVPP1 contract on June 11, 2012. The MEP builds upon the previously approved Mexico CVPP1 PMP and outlines the monitoring and evaluation (M&E) system, protocols, and methodologies that will be used to measure, evaluate, and communicate program results. The MEP details Tetra Tech's systematic and participatory approach to data collection and management used to ensure accountability, gauge performance, and adapt flexibly to unforeseen changes.

Tetra Tech views performance monitoring and management as an iterative and collaborative process. Assessment, learning, and planning require continual analysis and real-time monitoring of activities and results to assure flexibility and responsiveness of the program. A key lesson learned through CVPP1 implementation is that information management is crucial for prevention, not just for reporting purposes but for adaptive management and impact assessment. The MEP will support a more robust system for information management which is essential for dissemination of best practices and sustainability of current and future prevention initiatives at the local, state, and national levels. Through a series of ongoing M&E activities, program results and key learnings will be regularly shared with Mexico CVPP2 stakeholders and primary partners within the Government of Mexico (GOM)—specifically Undersecretary of Crime Prevention (*Subsecretaría de Prevención del Delito*) and the *Secretaría de Gobernación* (SEGOB), local government partners, among others.

The purpose of the Mexico CVPP2 MEP is to:

1. Collect and share precise, reliable and timely performance monitoring data to improve program management.
2. Ensure accountability for achievements of targeted program outcomes and deliverables.
3. Maximize dialogue, consultation, and learning among Mexican institutions and local partner organizations.
4. Enhance efficacy and ownership of data and reporting by promoting participatory M&E efforts across program partners (US government agencies, donors, implementers, GOM offices, and local NGOs).
5. Document program successes to better inform the replication of innovative and successful crime prevention models.

The MEP presents performance indicators and data collection methods that will measure the outcomes and contributions of the Program to crime and violence prevention in target areas and outlines how USAID/Mexico standard and cross-cutting will be reported. The MEP includes detailed Performance Indicator Reference Sheets (PIRS), a summary CVPP2 Indicator Table, and the CVPP2 Calendar of Performance Management Tasks.

(For ease in nomenclature, this MEP refers to the current CVPP contract which was completed in March 2015 as “CVPP1” and the current contract AID-523-TOC-1215-00001 as “CVPP2.”)

2.0 PROJECT DESCRIPTION

The United States Agency for International Development (USAID) Crime and Violence Prevention Program (CVPP2) Task Order Number AID-523-TOC-1215-00001 is 12 month follow-on project (February 6, 2015 – February 5, 2016). CVPP2 builds upon the work undertaken under CVPP1, a three year contract that ended in March 2015.

The Crime and Violence Prevention Program stems from the Merida Initiative, a collaborative program between the United States Government (USG) and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the United States-Mexico border and elsewhere in Mexico. CVPP2 addresses the overarching goal of the 2014-2019 USAID Mexico Country Development Cooperation Strategy (CDCS) under **Pillar IV: To build stronger and more resilient communities that can withstand the pressures of crime and violence**. The approach seeks to strengthen the GOM capacity to design, implement and monitor crime and violence prevention activities at both the federal and local levels; increase at-risk youth capacity of productive engagement in their communities; and facilitate the replication of innovative and successful crime and violence prevention models. CVPP2 this overarching goal through three Intermediate Results (IRs): **IR1- Increasing multi-sectoral collaboration in target communities; IR2- Strengthening Government of Mexico capacity to prevent crime and violence prevention; IR3- Increasing at-risk youth capacity to play productive roles in their communities.**

The Program provides technical support to plan and implement community development strategies aimed at reducing crime and violence, and providing youth with alternatives to criminal activity. Through partnerships with Mexican federal, state, and local governments and nongovernmental organizations (NGOs), CVPP2 builds on Mexican efforts to improve understanding of how to address the drivers of violence and crime at the local level. Based on this improved understanding, CVPP2 supports the GOM to refine prevention models and strategies and enable partners to scale up activities and programs that are proven to work. Activities are targeted at the national level, as well as at the sub-national level in Ciudad Juárez, Tijuana, and Monterrey.

3.0 ADAPTIVE MANAGEMENT

During CVPP2 implementation, Tetra Tech will use an adaptive management approach to program management by applying the USAID Collaborating, Learning, and Adapting (CLA) Framework to achieve desired results and impacts through systematic, iterative, and planned use of emergent knowledge and learning (see Figure 1). The CLA framework will be used to operationalize the CVPP2 MEP and ensure that:

1. The CVPP2 development hypothesis is validated and refined as needed based on new evidence and continual learning;
2. Program activities across intended results are coordinated and complementary;
3. Timely course corrections can be made as necessary; and
4. Program partners make best use of available knowledge and contribute to CVPP2’s intended results as well as the broader crime and violence prevention objectives in Mexico through providing local knowledge, technical expertise, best practices, and relevant data and results;

FIGURE 1: CLA FRAMEW ORK



4.0 CONCEPTUAL FRAMEWORK

Founded upon on the 2014-2019 USAID/Mexico CDCS and Pillar IV of the Merida Initiative, CVPP2 is designed to achieve results essential to attaining **Development Objective (DO) 1: Crime and violence prevention models replicated by local stakeholders**. The overarching goal of CVPP2 is to *Strengthen GOM capacity to design, implement and monitor crime and violence prevention activities at both federal and local levels, increase at-risk youth capacity for productive engagement in their communities and facilitate the replication of innovative and successful crime prevention models*.

As illustrated by the CVPP2 Conceptual Framework (Figure 2), the program focuses on achieving stronger and more resilient communities that can withstand the effects of crime and violence through three inter-related program Intermediate Results (IRs) and supporting Sub-Intended Results (Sub-IR):

IR 1: Increasing multi-sectoral collaboration in target communities

Sub-IR 1.1: Private and public sector engagement in target communities increased

Sub-IR 1.2: Cooperation between the community and local government strengthened

Sub-IR 1.3: Civil society ability to support vulnerable populations strengthened

IR 2: Strengthening Government of Mexico capacity to prevent crime and violence

Sub-IR 2.1: GOM policies and plans for crime and violence prevention improved

Sub-IR 2.2: GOM strategic communication and outreach on crime prevention improved

IR 3: Increasing at-risk youth capacity to play productive role in their communities

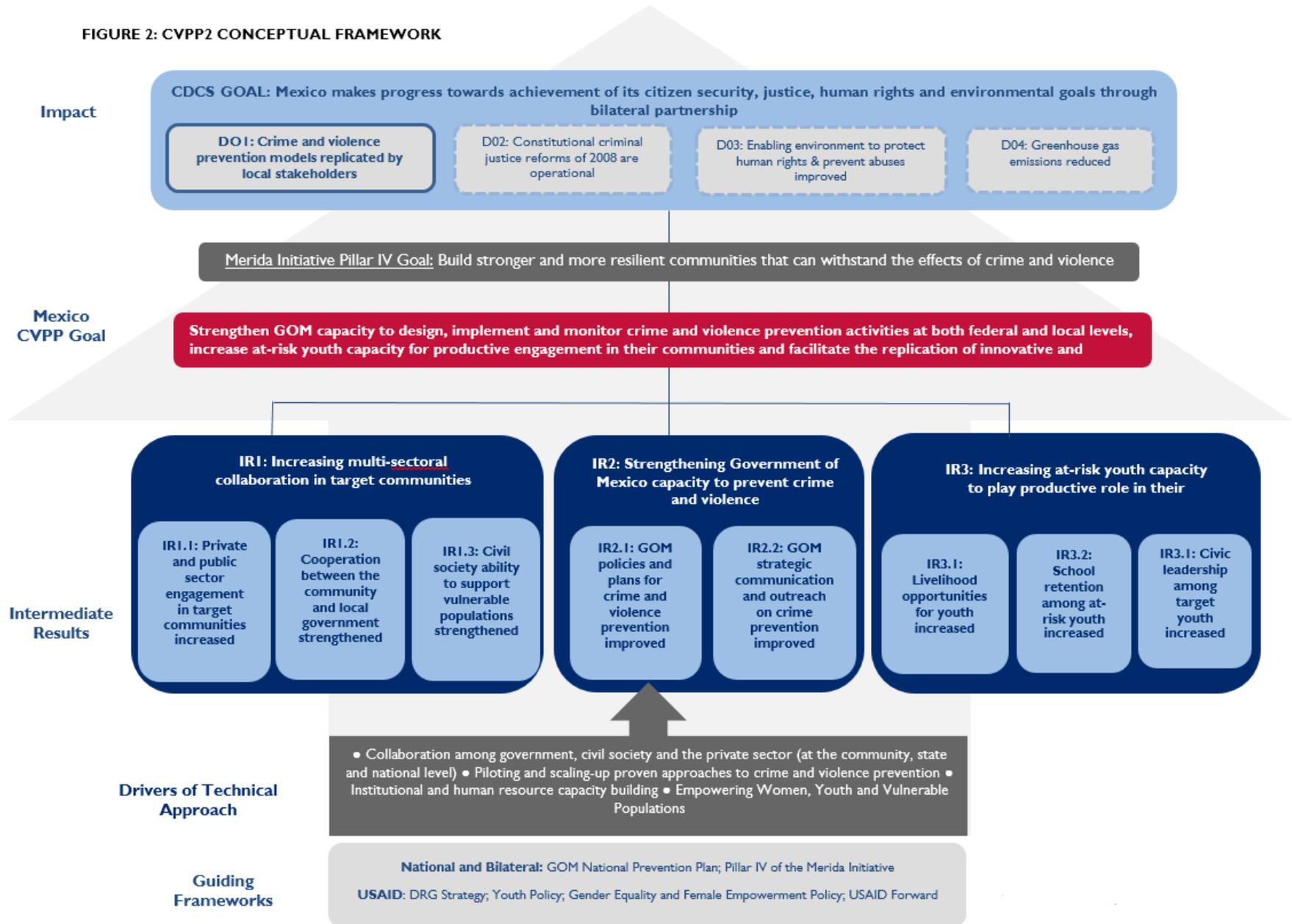
Sub-IR 3.1: Livelihood opportunities for youth increased

Sub-IR 3.2: School retention among at-risk youth increased

Sub-IR 3.3: Civic leadership among target youth increased

Development Hypothesis. By improving government capacity at all levels to prevent crime and violence, increasing multi-sectoral collaboration, and engaging at-risk youth in target communities, USAID will support sustainable institutional approaches to crime and violence by facilitating GOM and Mexican private sector efforts to scale up and replicate proven approaches, in turn resulting in the adoption and replication of successful crime and violence prevention models.

FIGURE 2: CVPP2 CONCEPTUAL FRAMEWORK



5.0 PERFORMANCE MONITORING

The M&E Coordinator in Mexico City will be responsible for ensuring quality control of all key performance metrics. S/he will be supervised by the Technical Coordinator and supported by an M&E Specialist in the central office and three Regional Project Managers responsible for collecting activity monitoring data from activities hosted by Tetra Tech and implementing partners. The City Coordinators or Community Development Specialists are based in Ciudad Juarez, Monterrey, and Tijuana and are also responsible for providing technical oversight for subcontractors and grants and mentoring and supporting staff and their institutional counterparts. The M&E team will regularly review all information collected to ensure data are verifiable (supporting documents are present), accurate (data reflect the result achieved), and timely (data are within a reasonable timeframe of result). To measure the success of our program, the MEP includes a total of 11 indicators (4 of which have been carried over or adapted from the CVPP1 PMP, and 7 of which are newly proposed indicators). Whenever possible, indicators have been disaggregated based on sex (female/male), age, location, and ethnicity. The CVPP2 Summary Indicator Table (Table 1) outlines each indicator, disaggregates, means of verification, as well as life of project (LOP) targets, and where applicable, baseline data. Performance Indicator Reference Sheets (PIRS) detailing indicator definitions and data collection methods are further outlined in Annex B. Baseline data (including results of the final CVPP1 end-line survey), key metrics, and life-of-project targets have been included in where applicable.

Indicators are designed to measure expected results and have been organized as metrics aligned with the CVPP2 Conceptual Framework. 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's intervention. Indicators that are not the sole responsibility of Tetra Tech are marked with a plus symbol (+). External factors contributing to the results under these indicators are explained in further detail for each individual indicator in Annex B, Performance Indicators Reference Sheets (PIRS).

In addition to measuring the performance and outcomes of CVPP2 activities, the program M&E team will also work with the *Secretaría de Gobernación* (SEGOB), other local government partners, and Civil Society Organization (CSO) counterparts to further develop their M&E capacities and enhance systems and metrics for M&E prevention initiatives. This capacity development will take place as a consequence of the technical support provided through key activities.

After approval of the work plan, the M&E Coordinator, with support from the home office M&E Specialist, will work closely with USAID/Mexico to further nuance, refine, and consolidate indicators to ensure an effective and efficient M&E system that is aligned with the USAID/Mexico PMP.

Both quantitative and qualitative outcome and output indicators have been designed to measure the performance and effectiveness of the program with regard to actors it directly supports, namely, GOM institutions and populations receiving assistance as a result of CVPP2 activities. After approval of the MEP, specific data collection tools will be developed or further refined for each indicator during Q3 2015 and results data will be collected on a regular basis (per activity and/or quarterly) by program staff. The primary purpose of gathering this information is to track the progress of achievement towards goals and targets across each program component. Additionally, regular output and outcome data monitoring will help CVPP2 staff and USAID to assess the effectiveness of the CVPP2's coordinated activities and identify additional research questions necessary to test assumptions about piloting and replicating crime and violence prevention

programs. Mexico CVPP2 intends to support a number of government agencies, civil society organizations, universities, private and public entities, and various populations in targeted program areas. Therefore, the activity will track and measure direct program results as well as changes in knowledge, skills, and ability (KSA). Through any additional external evaluations conducted by USAID, researchers will attempt to directly attribute these changes in KSA to the program's interventions and measure both expected and unexpected results attributed to CVPP1 and CVPP2 activities.

There are three types of CVPP performance indicators:

- ***CVPP Custom Indicators:*** These indicators were designed by CVPP to measure expected results of specific activities and interventions. Targets have been set for all CVPP2 custom indicators and will be further refined in collaboration with GOM counterparts and USAID.
- ***Standard Foreign Assistance Indicators (FACTS Indicators):*** These indicators will measure results that contribute to broader USG foreign assistance goals and the 2010 USG Global Development Policy. Targets have been set for all FACTS indicators and will be further refined in collaboration with GOM counterparts and USAID.
- ***Cross-Cutting Indicators:*** To support USAID/Mexico report efforts towards building capacity through USAID Forward, these indicators will measure capacity building, partnerships and gender. Targets have been set for cross-cutting indicators and may be further refined in collaboration with GOM counterparts and USAID.

Context Data: Data from a variety of secondary sources will be collected on a regular basis to provide additional context and comparison for primary program data collected. The M&E Coordinator and senior program staff will also utilize information gathered by program partners and national and regional government agencies to triangulate program findings and provide context on socio-economic trends affecting target regions. The program will work closely to obtain the most recent and relevant data from secondary sources including but not limited to USAID/Mexico, The World Bank, SEGOB, Municipalities, Instituto Nacional de Estadística y Geografía (INEGI), and others. Most notably, the M&E Coordinator will utilize this secondary data to help gauge trends crime and violence prevention.

All performance monitoring data will be entered into a customized CVPP2 database, **ePORT** – electronic Program Observation Reporting and Tracking (see more on ePORT in section 8: Data Management). All CVPP2 data is stored in ePORT's secure cloud-based database. Additionally, all program records will be backed-up on a local server and external drives to increase security and protection of program records. Security for both electronic and hard copy records will be ensured through use of password-protected computers and file folders with limited user access.

6.0 EVALUATION

In accordance with the 2011 USAID Evaluation Policy, CVPP2 will use evaluation methodologies with the dual purposes of accountability to government partners and other stakeholders; and learning about key results to improve effectiveness. The overall objective of CVPP2's approach to evaluation is not only to understand program effectiveness but also to generate new knowledge for the wider crime and violence prevention community. A priority of CVPP2 will be to go beyond standard performance monitoring by conducting strategic analytical reviews and evaluations. As part of activity 2.1.2, in the CVPP2 Work Plan, the CVPP M&E Coordinator will work with academic institutions and other key stakeholders to conduct a trend and data analysis on crime and violence prevention models. This research will include a review of analytical gaps in order to increase understanding about both intended and unintended results of CVPP approaches and activities. This research will help inform CVPP2's approach as well as contribute to the growing body of knowledge around prevention models and specifically how key populations such as women and youth are impacted by Program interventions.

Illustrative evaluation questions may include:

1. To what extent are youth playing more productive roles in their communities? Which prevention models to engage at-risk youth in their communities were most effective and why?
2. To what extent have strategies for preventing gender-based violence at the community and household levels contributed to the development of effective crime and violence prevention models?
3. To what extent have GOM and CSO stakeholders capacity to implement crime and violence prevention models improved? How has this increased capacity effected the scale and effectiveness in which models are implemented?

Establishing a rigorous impact evaluation mechanism tailored to crime and violence prevention programs is critical to understand the success of interventions and to provide evidence of the actual impact of programs. More knowledge, methodologies, and institutional capacity are needed in this field in Mexico which makes it an excellent opportunity to maximize learning in CVPP2. Through training and technical assistance CVPP2 will work with local academic institutions in order to build their capacity to conduct rigorous impact evaluations as defined in the USAID Evaluation Policy. Additionally, we will engage with GOM partners to promote policy changes necessary in order to promote best practices in funding, designing and implementing rigorous third part impact evaluations in order to build the body of evidence necessary to make sound decisions regarding crime and violence prevention models.

Additionally, as part of the CVPP2 performance evaluation strategy, if deemed necessary, final evaluations will be conducted on grantee's projects - either by the grantee, the CVPP2 team, or a third party. CVPP2 will work with the grantee to develop detailed scope of work for the evaluation. The grantees will be encouraged to conduct an assessment based on the set objectives and accomplishments of the grant projects. The Grants Manager or her/his designee will work with the grantees and the monitoring and evaluation technical team to complete any final external grant evaluations.

7.0 PERFORMANCE INDICATOR TABLE

TABLE 1: CVPP2 SUMMARY INDICATOR TABLE

Ind. #	Performance Indicator ⁺	Type	Disaggregation ¹	Data source and Means of Verification	Baseline	LOP Target
DOI: Crime and violence prevention models replicated by local stakeholders						
1	Number of individuals who received USG-assisted training as a result of CVPP activities [CVPPI.18]	Output	Sex, age, geographic location	Attendance records	0	500
2	Number of successful crime and violence prevention models replicated by local stakeholders, with USAID support [DO1a]	Outcome	Type of model (community healing, mobile mediation, gender-based violence and victim's assistance), geographic location, participating partners (CSO, Government agency); level of government (National, State, Municipal);	Program records verified by implementing partner documents (e.g. letter of intent, copies of supporting documents outlining activities, processes or approaches implemented by partners)	0	5
IR1: Increasing multi-sectoral collaboration in target communities						
IR 1.1: Private and public sector engagement in target communities increased						
3	Number of crime prevention Public Private Partnerships (PPP) established (Sub-IR 1.1.1a and PPP5) ² [CVPPI.15]	Outcome	Geographic location	PPP contracts or agreements	0	10
IR 1.2: Cooperation between the community and local government strengthened						
4	Number of Municipal Crime and Violence Prevention Plans approved through multi-sectoral collaboration [CUSTOM] ⁺	Output	Geographic location, community, government agency, objective of agreement	Program records, verified by government records and MoUs	0	1
IR 1.3: Civil society ability to support vulnerable populations strengthened						
5	Number of CSOs with improved capacity to deliver crime and violence prevention services to vulnerable communities [CUSTOM]	Outcome	Organization, geographic location	Program records, post-training evaluations, training documentation	0	20
IR2: Strengthening Government of Mexico capacity to prevent crime and violence						
6	Number of sub-national government entities receiving USG assistance to improve their performance (F 2.2.3-5)* [CVPPI.17]	Output	Geographic location, level of government	Program reports outlining technical assistance to sub-national entities	0	6
IR 2.1: GOM policies and plans for crime and violence prevention improved						

⁺ All indicators marked with a plus symbol (+) are indicators in which reporting is contingent upon receiving data/records from external sources such as GOM partners and other stakeholders.

¹ Indicators have been disaggregated by sex, age and ethnicity when appropriate

² Contributes to USG standard indicator PPP5: Number of new USG-supported public-private partnerships (PPPs) formed.

Ind. #	Performance Indicator ⁺	Type	Disaggregation ¹	Data source and Means of Verification	Baseline	LOP Target
7	Number of initiatives and best practices promoted by CVPP to support the National Crime and Violence Prevention Program [CUSTOM]+	Output	Geographic location; Type (initiative/best practice); adopting party (govt. agency);	Program reports verified by government records	0	10
8	Number of strengthened universities with improved capacity to transfer knowledge and methodologies [CUSTOM]+	Outcome	Geographic location, university, type of course	Program records, letter of understanding form university, (policies, manuals, training materials)	0	3
IR 2.2: GOM strategic communication and outreach on crime prevention improved						
9	Number of subnational entities that receive technical assistance to implement crime and violence prevention communication initiatives [CUSTOM]	Output	Geographic location, level of government; type of technical assistance	Program reports verified by government records	0	3
IR3: Increasing at-risk youth capacity to play productive role in their communities³						
IR 3.1: Livelihood opportunities for youth increased						
IR 3.2: School retention among at-risk youth increased						
10	Number of at-risk youth beneficiaries (ages 10-29) engaged in crime prevention activities implemented through CVPP (Sub-IR 1.3.2a) ^{4*} [CVPP1.14]	Output	Sex, age group, geographic location	Attendance records	0	1,000
IR 3.3: Civic leadership among target youth increased						
11	Number of crime prevention projects that are submitted through the platform for the VIRAL national forums. [CUSTOM]+	Output	Geographic location and access to specific site content/pages	Program records verified by VIRAL analytics report	0	20

³ Youth are defined by two parameters or age groups (ages 10-29 in alignment with USAID's Youth Policy and ages 6-16 in alignment with USAID/Mexico reporting requirements)

⁴ This indicator has been revised slightly to expand the scope of youth participation in CVPP activities beyond the community level. This indicator also contributes to USAID/Mexico indicator sub-IR 1.3.2a Number of at-risk youth engaged in USAID crime prevention activities (disaggregated by sex).

8.0 DATA MANAGEMENT

Information management is crucial for prevention, not just for reporting but for performance management and reviewing and revising interventions based on real-time data in order to improve implementation and maximize impact. Data and information management are also essential for dissemination of knowledge and sustainability of interventions, therefore systematizing knowledge, process, and materials is a high priority of CVPP2.

The methods of data collection vary according to the type of indicator and specific data needs (detailed in the CVPP2 Performance Indicator Table in Section 7); however, all program data collection and reporting will be executed in accordance with Agency guidelines and standards outlined in ADS 201 on Planning, ADS 203 on Data Quality.

Activities and results will be monitored and reported using Tetra Tech's Electronic Project Observation, Reporting, and Tracking System (ePORT). The ePORT package of cloud-based information management tools was created by Tetra Tech in 2012 and has proven an effective data collection, storage, reporting, and knowledge management system across multiple projects. The system uses commercial software-as-a-service platforms such as iFormBuilder, Google Apps for Business, Klipfolio, and others to collect, manage, and visualize program data. This dynamic cloud-based performance monitoring tool combines commercial technologies and straightforward systems that are secure yet flexible enough to be easily adapted to program needs and used by all program partners. The result is a cost-saving streamlined approach to data management that enables collaboration and the seamless sharing of program information, facilitates ease of mobile and web-based data collection using electronic forms, and allows real-time reporting through a range of media including maps, tables, and graphics, as depicted in Figure 3.

The data collected through ePORT will function as a tool for evidence-based learning and adaptive management. The system will enable quick and effective reporting to USAID/Mexico while facilitating internal learning and reporting by staff and partners with the ability to capture a qualitative and quantitative snapshot of the tasks/activities occurring under each intended result. ePORT offers multiple levels of protected access to data collection and management tools, ensuring data security and protecting data quality. In addition, data can be collected across multiple locations with and without network (Wi-Fi and cellular) connectivity.

By utilizing mobile and web-based data collection and reporting tools, the need for traditional paper forms is minimized, thus increasing speed and accuracy of reporting by reducing transcription error and saving time and resources that would otherwise be needed for data entry and simple analysis. Local implementing partners responsible for reporting program data will be trained on the ePORT and provided data collection devices (smart phones, tablets) when necessary. In addition to mobile data collection, ePORT uses Google Apps for Business to harness the power of shared program workspaces and web-based data collection forms. Transparency of results is promoted by enabling various levels of access to the system. The customized platform can be made available in both Spanish and English to ensure all key stakeholders (including USAID) are well-informed of program results.

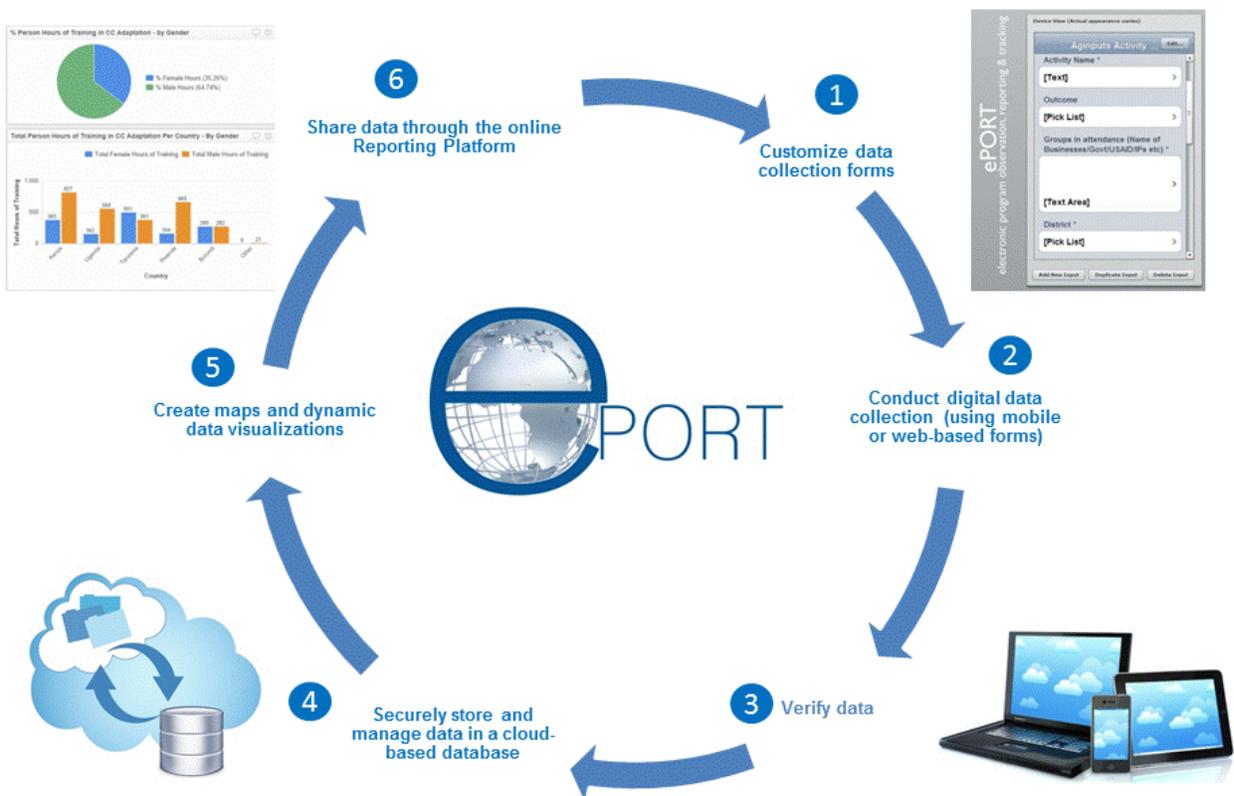
ePORT addresses three major functions necessary for effective program monitoring and evaluation: 1) Program observation, 2) Data management; and 3) Reporting, tracking progress:

- **Program Observation.** ePORT makes data collection, including participant registration and activity tracking more efficient and timely through the design and creation of electronic forms. Mobile devices (smartphones or tablets) and web-based forms replace paper records, thereby removing the time and resources needed for manual data entry as well as reducing human error that may occur when

transcribing information from paper forms into the CVPP2 M&E database. Through ePORT technologies, mobile and online survey instruments (household surveys; knowledge, attitudes, and best practices surveys; post-training evaluation forms) are easily programmed into electronic forms allowing CVPP2 to capture changes in perception and overall impact of activities over time. Depending on survey design, quantitative as well as qualitative data can be documented via a number of inputs such as photographs, audio recordings, and videos

- Data Management.** Once synchronized, all data is viewable in real-time by designated staff via any simple web-browser. The Project Manager in each regional office (Mexico City, Ciudad Juarez, Monterrey and Tijuana) will be responsible for regularly auditing incoming data and working with the M&E Coordinator, Technical Coordinator, and other technical staff and grantees to address gaps or concerns with information. All data is then exportable to a range of formats including Excel and STATA for further analysis.
- Reporting & Tracking.** Data is then pushed seamlessly to a data visualization platform (Klipfolio) where simple yet effective charts and graphs can be used for reporting purposes. Live information feeds can be automatically connected to web applications to dynamically report results through a reporting dashboard, project SharePoint site or public website. CVPP2 will provide a comprehensive Annual Monitoring and Evaluation Report (MEP Report) as an annex to the CVPP2 Annual Technical Report and will cover the period from the signature of the Contract through the end of the program. In addition to the Annual Performance Report, CVPP2's ePORT system will provide a real-time assessment of progress toward anticipated results that can be used for quarterly reports or ad hoc requests for data.

FIGURE 2: EPORT DATA MANAGEMENT CYCLE



To establish clear points of comparison, CVPP1 undertook a baseline assessment in September 2012. This established baseline data for a subset of the CVPP1 performance indicators and provided a basis of comparison and further facilitating analysis of program outcomes and impacts. When applicable, CVPP2 data will be built upon past results including data from the CVPP1 baseline study and annual surveys. CVPP2 will collect data on two key indicator levels: output monitoring, and outcome measurement.

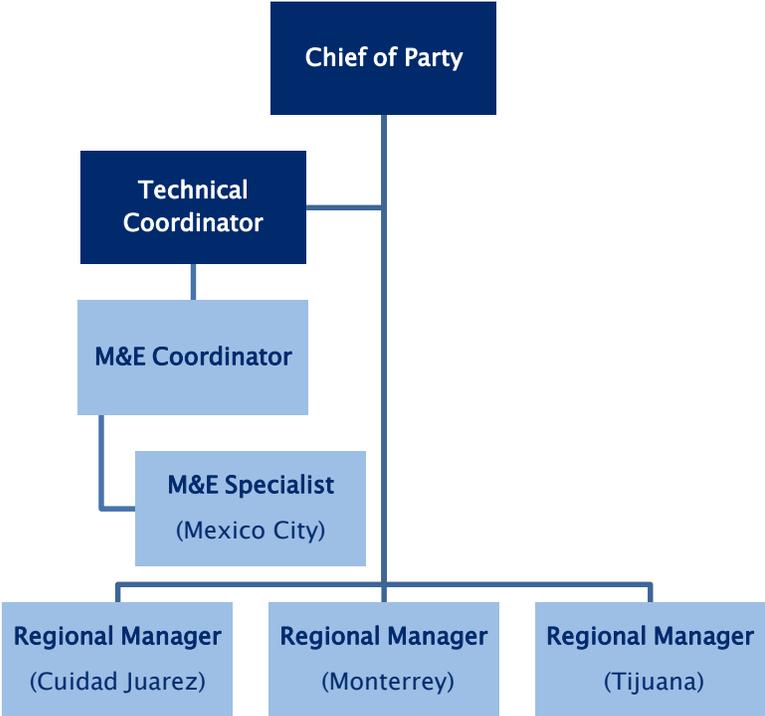
For activity and output monitoring, staff at the sub-national level track CVPP2's direct technical assistance and training, and monitor implementation of community-based activities to address the objectives of the Community Crime and Violence Prevention Master Plans (Master Plans) in such areas as community healing, CPTED, community policing and youth activities. At the national level, the Program tracks CVPP2'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 CVPP2 M&E staff has developed standard activity tracking templates and reporting mechanisms to document program processes effectively. These forms provide the key inputs quarterly reports as well as related M&E Reports.

In order to more broadly understand program outcomes (changes that have occurred as a result of CVPP2 implementation), the Program will undertake a mixed-methods performance evaluation in order to triangulate quantitative monitoring data and gather qualitative evidence necessary to gauge perceptions, attitudes, and understanding related to CVPP2 objectives. As part of the evaluation the M&E team will 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. Additionally, the Program will conduct network analyses to identify CVPP2 contributions to model development and policy influence relative to other actors at the national level. Results from these data collection exercises will be documented and reported to USAID through quarterly reports and in the final CVPP2 M&E Report (to be submitted as an Annex to the Final Report).

9.0 M&E MANAGEMENT: ROLES AND RESPONSIBILITIES

Although there are five staff members with explicit responsibility for collecting and reporting CVPP2 data, effective program monitoring and evaluation is the responsibility of all CVPP2 program staff. The Technical Coordinator and M&E Coordinator will ensure that all staff members understand their role in ensuring data quality and accurate reporting of all program activities. The M&E staffing structure below is an organizational chart depicting the primary M&E team as well as key supporting positions that will play a role in M&E activities.

FIGURE 3: M&E STAFFING STRUCTURE



9.1 M&E COORDINATOR

The M&E Coordinator also maintains and oversees coordination of data collection and reporting using ePORT and TraiNet; provides quality control including regular inspection of M&E operations, provision of technical support, and training; provides operational support and guidance for regional survey work and

compiles data across the various states. He/she also provides technical supervision, oversight, and mentoring support to the Regional M&E Specialists in each target city.

The M&E Coordinator also works with the Program's Grants team to ensure that CVPP2'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 Technical Coordinator, he/she ensures that all program activities contribute to the M&E indicators and targets, as well as the objectives of the Master Plans.

Other responsibilities include diagnosing needs for system improvements, designing surveys for indicators needing to be measured through surveys or sample surveys, conducting analysis of regional and cross-regional (compiled) surveys, and liaising with the USAID Program Office and external evaluators (as needed).

9.2 M&E SPECIALIST AND REGIONAL MANAGERS (ONE IN THE CENTRAL OFFICE AND EACH REGIONAL OFFICE)

The M&E Specialist in Mexico City will be supporting the M&E Coordinator with data synthesis from regional offices, data verification and reporting. In addition to regular performance monitoring duties the M&E Specialist in Mexico City will also be supporting the M&E Coordinator with the development of evaluation scopes of work.

The Regional Project Manager is a regional staff person reporting directly to the M&E Coordinator. The Regional Project Manager 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 Project Manager conducts 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 MEP.

The Regional Project Manager collects, verifies and processes the M&E data received from the CVPP2 implementing partners and grantees, establishes and monitors reporting schedules, and ensures that the results of the grants are integrated into the overall CVPP2 M&E and reporting system (ePORT). S/he 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.

M&E responsibilities include ensuring input of data and management of direct program participant registry, training registrations, and relevant MEP reports into ePORT and TraiNet; checking input for validity, transcription errors, and doing necessary data cleaning; ensuring that archives and files are being kept; preparing reports on the progress of projects; and assisting other regional field staff in the use of electronic data collection and to track activities, take photos, and then verify correct data syncing to ePORT. Other M&E responsibilities include organizing and implementing surveys for those indicators requiring surveys and with the Grants Specialist and technical specialists conducting interviews and inspections to confirm data and qualitatively assess Program results (both intended and unintended).

10.0 GRANTS AND M&E

CVPP2 seeks to provide seamless support to the GOM to strengthen their capacity to design, implement, and monitor crime and violence prevention activities at both the federal and local levels, increase at-risk youth capacity for productive engagement in their communities, and facilitate the replication of innovative and successful crime prevention models. Under CVPP2, Tetra Tech will administer a Grants Under Contract (GUC) program over the life of the contract that supports project objectives, leverages funding from other non-USG resources, and builds the capacity of local partners. To enhance flexibility in supporting and sustaining impact, CVPP2 will provide grants to NGOs that have the capability to support project objectives.

. Grants awarded under the Program contribute directly to IRs and Sub-IRs, therefore grantees will play a critical role in reporting necessary data for relevant performance indicators. 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.

10.1 PRE-AWARD PHASE

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

10.2 NEGOTIATION PHASE

- The M&E Specialist, in close collaboration with the Regional Project Managers and the grantee, make the necessary adjustments to the Implementation Plan and the M&E Plan. During this process, relevant CVPP2 performance indicators are integrated into the grant, and grant-specific indicators are identified, and realistic targets for each are defined.

10.3 IMPLEMENTATION PHASE

- M&E Specialist and/or Regional Project Managers provide training to the grantee on the M&E reporting protocols and formats.
- A member of the CVPP2 technical staff is appointed to supervise grant implementation and is responsible for the monitoring of grant activities and results.
- Regional Project Manager 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 Project Manager 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 M&E Specialist for review, verification and submission to the M&E Coordinator.

- The signature of the M&E Specialist is required for each grant payment, confirming full compliance with the M&E reporting requirements.
- 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.

10.4 CLOSEOUT PHASE

- Regional Project Manager 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 Project Manager 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 M&E Specialist signs a release form on the final payment.

10.5 PERFORMANCE INDICATORS

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 CVPP2 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.

If deemed necessary, a final project evaluation will be conducted either by the grantee, the CVPP2 team, or a third party. CVPP2 will work with the grantee to develop detailed scope of work for the evaluation. The grantees will be encouraged to conduct an impact assessment based on the set objectives and accomplishments of the grant projects. The Grants Manager or her/his designee will work with the grantees and the monitoring and evaluation technical team to complete the final external grant evaluations.

All Grant Agreements will be explicitly linked to CVPP2 results, and in most cases, will directly fulfill CVPP2 indicators. For each grant, the M&E Specialist will work with technical staff to identify appropriate indicators and ensure their inclusion in the Grant Agreement. The M&E Specialist will ensure that grantees have appropriate data collection templates for their indicators, and that they receive formal and informal training in data collection, documentation, and reporting requirements. Prior to the launch of the grants program, the M&E Specialist will work with the GM to develop a plan to ensure that grants data and documentation are filed with M&E.

Site visits will be conducted by Tetra Tech personnel or designated counterparts to monitor project performance and verify that indicator data submitted is consistent and of high-quality. Technical and M&E personnel will be responsible for ensuring the objectives of each grant are completed in a timely manner, and will report on site visits to document grantee monitoring. The Grants Manager will review grantee financial reports to ensure they are allowable, allocable, and reasonable, and verify that the expenses are within the budget scope.

Self-monitoring and assessment by the applicant will be required, and outcomes from this will be included in the Project Performance Reports. In addition, grantees will be responsible for verifying and reporting on benchmark achievements. Verification methods include, but are not limited to, documentation from workshops, training attendance records, photo journals documenting project implementation period, Tetra Tech staff attendance at ribbon cutting or other ceremonies, and submission of deliverables, among others. The CVPP-II M&E Specialist will be responsible for ensuring that results achieved under grants are captured, verified, documented and reported.

10.6 INSTITUTIONAL STRENGTHENING OF PARTNER NGOS

The CVPP2 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; and, to provide day-to-day guidance in program management and funds administration by the CVPP staff as part of the small grant implementation.

11.0 ENSURING DATA QUALITY

The improved CVPP2 M&E system and processes will take additional measures to ensure high-quality program data. Although the primary data collectors are the program partners and technical staff, the M&E Specialists and CVPP2's M&E Coordinator are responsible for conducting interviews, consulting with the mission's M&E Specialist at USAID, and regularly reviewing records to triangulate results. While many of the indicators are relatively simple to collect, systematic data verification by CVPP2's M&E staff—both in country and from the home office—will ensure data is accurate and help to identify data quality constraints. Routine support will be provided to staff and grantees to ensure the provision of consistently high-quality data. All activity records and MEP Indicators will be entered into ePORT, the primary M&E data management system, and compared with expected results. Outliers will be identified and addressed during quarterly strategy review sessions to address concerns and identify corrective actions needed for improved effectiveness and efficiency.

In addition, electronic data transcription (e.g., number of participants) will be checked against original hard copy reports, all of which will be archived for Data Quality Assessment (DQA) purposes. If a data problem is identified (either quantitative or qualitative), the M&E Coordinator will issue a report that requires the technical staff and regional Project Manager to reconcile discrepancies within 45 days.

This ongoing DQA process is complemented by an internal DQA that will be conducted by the M&E Coordinator for each performance indicator at an interval to be specified in each of the PIRS (see DQA Worksheet in Annex B). Each indicator will undergo this internal DQA process at least once during the life of the program using Tetra Tech DQA guidelines following the criteria provided by USAID (i.e., validity, reliability, accuracy, precision, and integrity). The internal DQA described here is an internal quality control mechanism and does not substitute for any formalized, USAID-initiated DQA of program data. Additionally, the CVPP M&E Coordinator will work closely with USAID to facilitate mission-initiated DQAs in accordance with ADS 203.3.3.1.

12.0 CALENDAR OF M&E TASKS (2015–2016)

Below are the activities CVPP2 will perform to support data collection and the revision of the MEP (see Table 2). All major M&E activities will be coordinated with USAID and other agency partners responsible for project monitoring and evaluation (i.e., external evaluators). In addition to the key activities listed below, the M&E Coordinator and Technical Coordinator will conduct regular field visits (at least one per quarter) to verify indicators and consistency and accuracy of results reporting.

Table 2. M&E Task Schedule

M&E Task	2015-2016											
	Feb	Mar	Apr	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
MEP Approved												
Quarterly Strategic Review												
Internal DQAs												
USAID-initiated DQA									TBD			
MEP Revisions (as needed)												
Performance Evaluation												
Final M&E Report												

ANNEX A: DQA WORKSHEET

A-I RECOMMENDATIONS FOR CONDUCTING DATA QUALITY ASSESSMENTS (DQA)⁵

1. Individual (s) conducting the DQA should describe in detail the methodology that will be used to conduct the DQA. This is **required for each indicator**. This information should be approved before the DQA is conducted.
2. The data quality assessor should make sure that they understand the precise definition of the indicator. Please address any issues of ambiguity before the DQA is conducted.
3. The assessor should have a copy of the methodology for data collection in hand before assessing the indicator. This information should be in the MEP file for each indicator. Each performance indicator should have a written description of how the data being assessed is collected.
4. Each implementing partner should have a copy of the method of data collection in their files and documented evidence that they are collecting the data according to the methodology.
5. Assessor should record the names and titles of all individuals involved in the assessment.
6. Does CVPP have documented evidence that they have verified the data that has been reported to USAID? CVPP must be able to provide USAID with documents (process/person conducting the verification/field visit dates/persons met/activities visited, etc.) which demonstrate that they have verified the data that was reported to USAID. Note: Verification of data by the program should be an ongoing process.
7. The assessor should be able to review the implementing partner files/records against the methodology for data collection laid out in the MEP. Any data quality concerns should be documented.
8. The assessor should verify partner data at the field level using the MEP methodology. Any data quality concerns should be documented.
9. Storage of data is critical to this process. The assessor should document any and all weakness in the files/record keeping associated with the performance indicator being reviewed.
10. The DQA should include a summary of all weaknesses found, and the significance of the weaknesses and recommendations for addressing the findings. A plan of action for addressing the weaknesses should be made as well as a follow-up date for reassessment.

⁵ Adapted from USAID's PMP Toolkit (http://pdf.usaid.gov/pdf_docs/PNACT871.pdf).

Note: The following two tables should be filled out for each indicator undergoing the DQA.

USAID/Crime and Violence Prevention Program (CVPP2) Data Quality Assessment Form	
Objective:	
Area:	
Element:	
Performance Indicator:	
Is this a Standard or Custom Indicator? If standard, make sure the title matches the title from the FAF	<input type="checkbox"/> Standard <input type="checkbox"/> Custom
Data Source(s):	<input type="checkbox"/> Baseline Survey/KAP <input type="checkbox"/> Implementing partner reports <input type="checkbox"/> Other (Be Specific)
CVPP Control over Data:	<input type="checkbox"/> High (CVPP is source and/or funds data collection) <input type="checkbox"/> Medium (Implementing partner is data source) <input type="checkbox"/> Low (Data are from a secondary source)
Partner or Contractor Who Provided the Data (if applicable)	
Year or Period for Which the Data Are Being Reported	
Data Assessment methodology	Describe in detail and attach to the checklist*
Date(s) of Assessment:	
Assessment Team Members:	
<i>For Office Use Only</i> COP/M&E Specialist approval X _____	

CATEGORY	YES	NO	COMMENTS
VALIDITY			
Is there a direct relationship between the program activity and what is being measured? If not, explain connection with the result.			
Can the result be plausibly attributed to USG assistance?			
Are the people collecting data qualified and properly supervised?			
Are steps taken to correct known data errors?			
Were known data collection problems appropriately assessed?			
Are steps being taken to limit transcription error?			
Are data quality problems clearly described in final reports?			
RELIABILITY			
Is a consistent data collection process used from year to year, location to location, data source to data source?			
Are there procedures in place for periodic review of data collection, maintenance, and documented in writing?			
Are data quality problems clearly described in final reports?			
TIMELINESS			
Is a regularized schedule of data collection in place to meet program management needs?			
Is data properly stored and readily available?			
PRECISION			
Is there a method for detecting duplicate data?			
Is there a method for detecting missing data?			
INTEGRITY			
Are there proper safeguards in place to prevent unauthorized changes to the data?			
Is there a need for an independent review of results reported?			
IF NO RELEVANT DATA WERE AVAILABLE		COMMENTS	
If no recent relevant data are available for this indicator, why not?			
What concrete actions are now being undertaken to collect and report these data as soon as possible?			
When will data be reported?			
SUMMARY		COMMENTS	
Based on the assessment relative to the five standards, what is the overall conclusion regarding the quality of the data?			
Significance of limitations (if any):			
Actions needed to address limitations			

ANNEX B: PERFORMANCE INDICATOR REFERENCE SHEETS (PIRS)

See separate PDF document.

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