

## REPORT TO UPDATE THE UNITED STATES STRATEGY FOR ENGAGEMENT IN CENTRAL AMERICA PLAN FOR MONITORING AND EVALUATION

Pursuant to Explanatory Statement for section 7045(a) of the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2017 (Div. J, P.L. 115-31), the U.S. Department of State and the U.S. Agency for International Development (USAID) hereby submits a report to update the plan for monitoring and evaluation for the United States Strategy for Engagement in Central America (Strategy).

### **MISSION STATEMENT**

The Strategy's mission is to secure U.S. borders and protect American citizens by addressing the security, governance, and economic drivers of illegal immigration and illicit trafficking and to promote private sector investment in Central America.

### **BACKGROUND AND OVERVIEW OF THE PLAN TO MEASURE THE PERFORMANCE OF THE STRATEGY**

Consistent with the Explanatory Statement accompanying the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2017 (Div. J, P.L. 115-31), and following the request in the House report under this section regarding the monitoring and evaluation plan, the Department of State and USAID have updated the plan for monitoring and evaluation for programs implemented under the Strategy. This updated plan links the Strategy's objectives and sub-objectives to specific programs and intended outcomes, includes performance indicators for each objective and sub-objective, and describes benchmarks and annual goals for indicators, where appropriate. In addition, the report provides a description of the use of performance and impact evaluations. This report complements the reports submitted to Congress to update the Strategy on August 8, 2017, and the FY 2017 multi-year spend plan for the Strategy on September 7, 2017.

Foreign assistance supporting this Strategy is and will be planned, managed, monitored, and evaluated over multiple years by the U.S. Department of State and USAID, which are implementing \$750 million in FY 2016 and \$683 million in FY 2017 funding. The FY 2016 foreign assistance funding level for the Strategy included \$50 million in Economic Support Funds that were successfully transferred directly to the Department of State, USAID, and other U.S. government agency partners as part of a Department of State Bureau of Western Hemisphere Affairs' interagency solicitation process.

Because funds are directly implemented by the Department and USAID or implemented through interagency agreements, cooperative agreements, grants, and contracts using the expertise from the interagency and other implementing partners, there is a lag between the availability of funds, implementation, and results reporting. For example, due to Congressional holds placed on the funding, approximately 80 percent of FY 2016 funds were obligated in March through September 2017 and will be implemented thereafter. As such, initial results from FY 2016 funds and prior will be reported when they become available in future fiscal years. Likewise, results reported in FY 2016 and FY 2017 largely stem from Department of State and USAID programs

implemented with prior fiscal year funds. Results data for these years have been incorporated into the monitoring and evaluation processes described below.

In June 2016, the Department of State and USAID developed a plan for assessing the performance of programs that support the Strategy and provided consultations to congressional stakeholders. The plan centers on a Results Architecture that presents the core goals of the Strategy along with the three primary objectives (Prosperity, Governance, and Security) and corresponding sub-objectives. The Results Architecture provides the structure for identifying programs that support the Strategy and tracks results and outcomes. Many of the U.S. Strategy goals correspond to the Northern Triangle governments' Alliance for Prosperity (A4P) goals, but the Results Architecture tracks the progress of U.S. assistance only. Together, the U.S. government, the Central American governments, and the international community are working toward these common goals. The Department of State and USAID will continue to modify the Results Architecture, adapting it to regional changes and U.S. foreign policy priorities and programmatic needs, but it will remain the central tool for organizing U.S.-funded results data used to assess progress. This initial Results Architecture was shared with Congressional committees in 2016, to which this report is the update.

### **PERFORMANCE INDICATORS FOR U.S. GOVERNMENT PROGRAMS LINKED TO THE RESULTS ARCHITECTURE**

The FY 2017 multi-year spend plan submitted to Congress aligns programs to the objectives of the Results Architecture. The current set of U.S. government region-wide performance indicators (Attachment 3) links programs at the sub-objective level of the Results Architecture using program headings consistent with the FY 2017 spend plan and the FY 2016 Congressional Notifications for the Department of State and USAID. Projects included in the interagency solicitation process have been linked to the applicable program headings from the FY 2016 Congressional Notifications submitted by USAID, which match the Office of U.S. Foreign Assistance Resources (F) standard program areas. Where applicable, indicator descriptions are modified summaries from F's standard indicator reference sheets or alternatively developed during the Strategy indicator selection process.

The performance indicators are a comprehensive measurement of key areas of progress towards achievement of the Strategy's objectives and sub-objectives through U.S. programs implemented in Central America. The indicators can be measured across multiple programs, countries, and agencies managing foreign assistance related to the Strategy. These indicators are drawn from (and sourced to) project-specific indicators that the Department of State, USAID, and the interagency select and use for monitoring project-level performance. For the purpose of aggregating region-wide results, the Department of State, USAID, and the interagency use common indicators and indicator definitions for programs linked to specific sub-objectives. The Department of State and USAID aggregate data for these indicators for analysis and reporting purposes. Likewise, each agency sets country- and project-specific baselines and targets that are appropriate for each agency's and country's operating environment and resource allocations. These baselines and targets will inform the overall goals and benchmarks for each sub-objective of the Strategy.

While programs managed by the Department of State, USAID, and the interagency vary with regard to specific monitoring and evaluation procedures, each agency requires project monitoring and evaluation plans that detail the specific indicators, definitions, baseline data collection procedures, project-level targets, and expected outcomes of the project. As each project selects indicators and sets specific targets, data will be compiled and reported across all programs through annual Department of State coordinated data calls. The results of the consolidated indicator reporting will provide an important source of information to assess progress toward achievement of Strategy objectives and sub-objectives.

In addition to the attached list of region-wide performance indicators (Attachment 3), each agency and program will continue to select and use additional project-specific indicators to monitor performance at the project level. Data for these indicators will be reported and maintained at the agency- or country levels to track and report results. Similar to the region-wide performance indicators, agencies collect and maintain project-specific indicator baseline data and set performance targets based on planned levels of resources and other factors prior to and throughout project implementation.

## **CONTEXT INDICATORS AND MEASURING RESULTS**

In collaboration with the Department of State, USAID identified 13 context indicators that are linked to the three objectives of the Strategy, including migration trends in the region. Context indicators do not directly measure the results of U.S. government projects or activities; rather, they measure factors outside the control of the U.S. government that have the potential to affect the achievement of expected results. Over the longer term, U.S. government programs can contribute to changes in factors measured by these context indicators. These context indicators provide a high-level view of the operating environment in Central America and track long-term impact of the Strategy across multiple sectors. National government sources and reputable third-party organizations provide data for these indicators. Data collected will be compared to international and regional benchmarks, as appropriate, and to previous-year country data.

## **EVALUATIONS**

The Department of State and USAID track completed, ongoing, and planned evaluations across all operating units for programs in Central America are tracked internally. The Department of State and USAID also track ongoing and completed assessments, mapping, and other analyses commissioned by missions and Washington operating units to inform program management and enhance accountability. In fiscal years 2015-2016, USAID completed six independent external evaluations of programs in Central America. In fiscal years 2015-2016, INL completed an evaluation to review existing CARSI programs and evaluate its monitoring processes. The evaluation found that INL-supported CARSI programs contributed to strengthened institutions, improved tactical operations, enhanced legal case management, and violence and drug prevention. Large-scale INL programs also include their own evaluations, such as the Place Based Strategy in Honduras (which INL is conducting in collaboration with USAID), Model Police Precincts in Guatemala, and a Gang Resistance Education and Training impact evaluation planned for multiple countries in FY 2018. The Department of State and USAID expect to maintain the number of evaluations commensurate with funding levels.

The following are illustrative examples of evaluation and assessment efforts, the results of which will inform ongoing program adjustments and design:

- In FY 2016, USAID/El Salvador's Government Integrity project carried out an assessment that highlighted opportunities to promote the use of social networks and mobile phones to share data and report corruption, as well as to increase awareness of access to public information rights. Under the governance objective of the Strategy, USAID/El Salvador supports the use of technology to reduce costs of providing anti-corruption training to government officials and civil society stakeholders, by working to improve the Institute of Access to Public Information's web-based training module.
- USAID/Guatemala is using data from an ongoing impact evaluation to adjust its integrated, multi-sector programs in the Western Highlands region. These programs include efforts to reduce key drivers of migration from Guatemala, such as chronic poverty and malnutrition. USAID is using this information to refine programs and end-line data collection. The evaluation found poor water quality in 96 percent of surveyed households; as such, USAID/Guatemala re-focused its efforts on increasing access to clean water.
- Under the governance objective of the Strategy, USAID's ongoing support for Honduras's Open Government Partnership helps combat corruption by increasing demand for transparency, engaging citizens, and strengthening public accountability and oversight. In FY 2016, USAID assisted a local organization to conduct the first-ever civil society shadow assessment of the government's implementation of the Law on Transparency and Access to Public Information, with a specific focus on the verification methodology for transparency portals. The assessment highlighted weaknesses in access to information and the importance of reducing secrecy laws that inhibit access to information, and was presented to 284 officials (152 male, 132 female) from over 119 public institutions who are responsible for submitting information under the Transparency Law.
- Reflecting USAID's investments in workforce development (WFD) programs for at-risk youth under the Strategy prosperity and security objectives, USAID's Bureau for Latin America and the Caribbean (LAC) Regional Program supports indicators for region-wide reporting, as well as an impact evaluation of USAID/El Salvador's WFD program. The evaluation examines which program components targeting at-risk youth are most cost-effective. USAID/Honduras and USAID/Guatemala also plan to carry out impact evaluations of their WFD programs. These efforts will contribute to the evidence base on approaches for improving workforce readiness for at-risk youth in Central America and other regions.
- In FY2016, INL/El Salvador commissioned a study to provide scientifically validated data and analysis of the gang phenomena in El Salvador, as well as identification of affiliation rules, organizational structures, the possibility of leaving gangs and reinserting into society, the role of gangs in prison, and what factors influence the decision to become a gang member. INL is utilizing data and conclusions from this study to inform and tailor its anti-gang and citizen security efforts under the security objective of the Strategy.

- INL plans to award a grant for a program evaluation and impact study of the Gang Resistance Education and Training (GREAT) program in FY 2018. This multi-country evaluation will be accomplished through a longitudinal study of students one year after program delivery and again after four years of participating/completing course curriculum.
- INL/Honduras is utilizing data from an ongoing contract to monitor and evaluate Place Based Strategy (PBS) sites in San Pedro Sula and Tegucigalpa to determine the impact of PBS initiatives. This effort included baseline assessments, ongoing qualitative and quantitative data, citizen perception surveys, and rolling analyses of key findings that will help determine the impact of INL's PBS initiatives and shape current and future programming.

Attachments:

*1: U.S. Engagement in Central America Results Architecture*

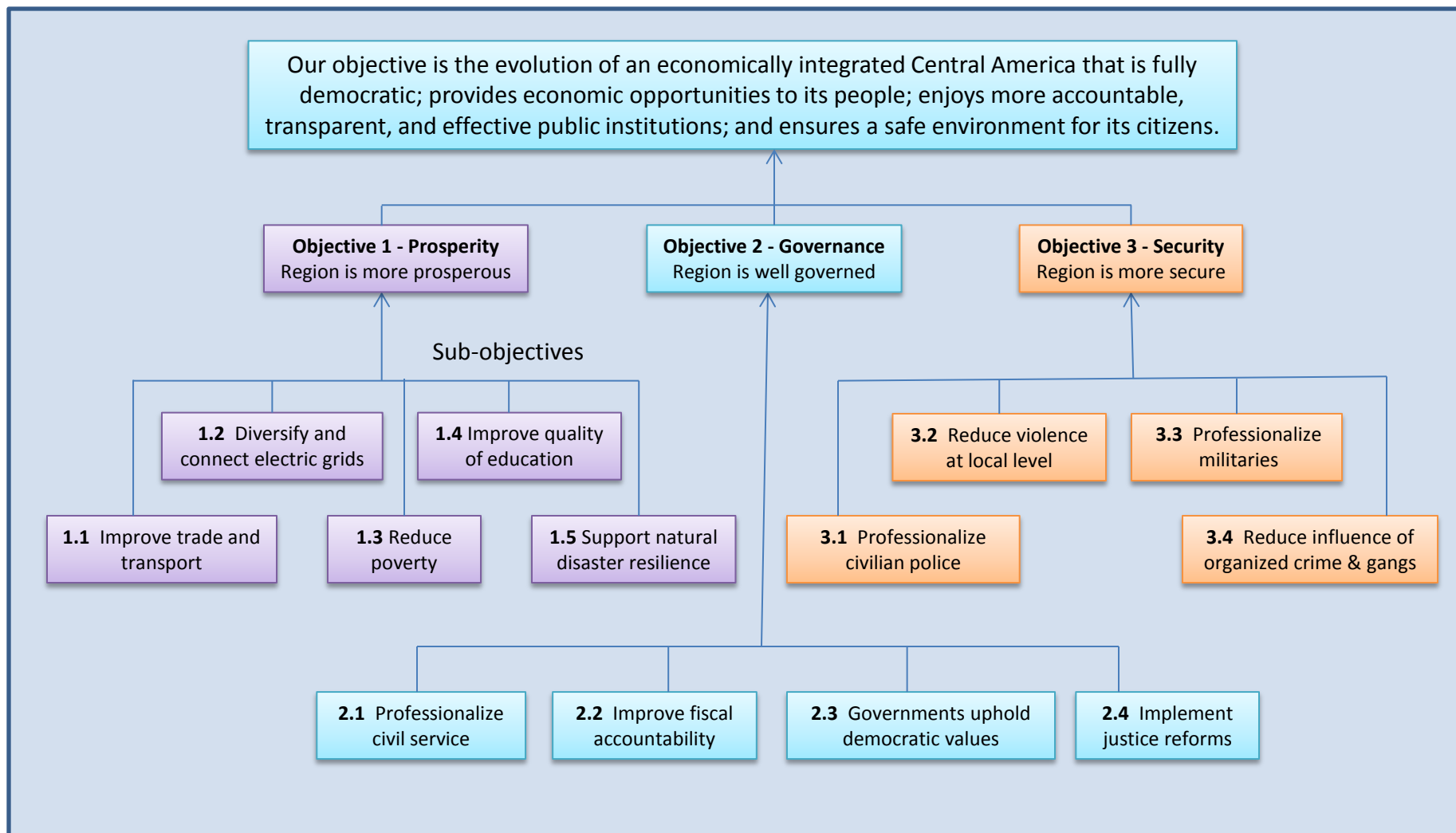
*2: Results Architecture Indicator Schematic*

*3: Performance Indicators and Programs by Objective and Sub-objective of the Results Architecture*

*4: Context Indicators*

# U.S. Strategy for Engagement in Central America

## Results Architecture – Overall Summary



# Sub-objectives (SO)

## Objective 1 - Prosperity

Region is more prosperous

### SO 1.1 - Improved trade and transport

- a. Existing Free Trade Agreements facilitate and regulate the increased movement of goods, services and investment among Central American nations and regionally, and promote economic integration, while protecting basic human rights and minimizing damages to the environment.
- b. Ground, air, and maritime cross-border transportation through Central America is expedited for legal trade.

### SO 1.2 – Diversify and connect electric grids

Electrical grids are diversified and connected throughout Central America to decrease energy prices and attract investment.

### SO 1.3 – Reduce poverty

Central Americans living below the poverty line are able to meet their basic needs.

### SO 1.4 – Improve quality of education

Central American youth receive higher quality secondary education.

### SO 1.5 - Resilience

Central America economies and citizens have the ability and resources to recover losses and return to normalcy following a natural disaster (resilience).

## Objective 2 - Governance

Region is well governed

### SO 2.1 – Professionalize civil service

Host nation governments create a competent civil service that provides non-partisan continuity and service.

### SO 2.2 – Improve fiscal accountability

Host nation governments increase revenues and are accountable for investing public resources responsibly.

### SO 2.3 – Governments uphold democratic values

Central American civil society demand government accountability without reprisal of their rights and are able to influence policy outcomes. Host nation governments uphold the values and practices of liberal democracy; citizens hold their governments accountable for these responsibilities.

### SO 2.4 – Implement justice reforms

Central American host governments and the justice sector within each implement meaningful institutional reforms to decrease impunity. (CARSI)

## Objective 3 - Security

Region is more secure

### SO 3.1 – Professionalize civilian police

Host nations professionalize the civilian police in areas of responsiveness, transparency, and community-based operations. (CARSI)

### SO 3.2 – Reduce violence at local level

Trusted security forces, civil society, and municipal governments reduce violence at the local level through place-based approaches. (CARSI)

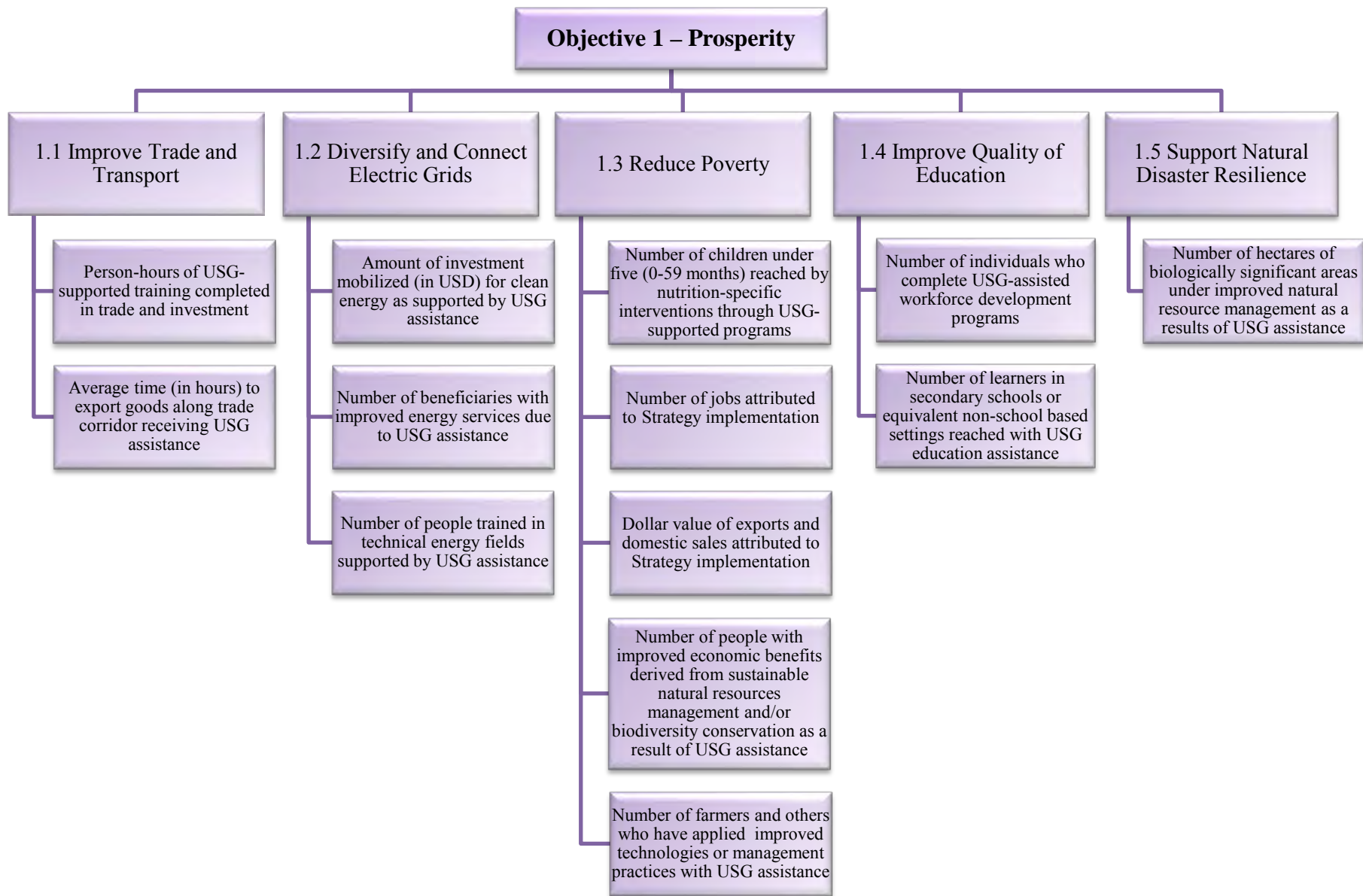
### SO 3.3 – Professionalize militaries

Central American militaries transition from supporting internal law enforcement, to other missions that reflect civilian control of the military, improving regional defense cooperation while maintaining respect for human rights.

### SO 3.4 - Reduce influence of organized crime & gangs

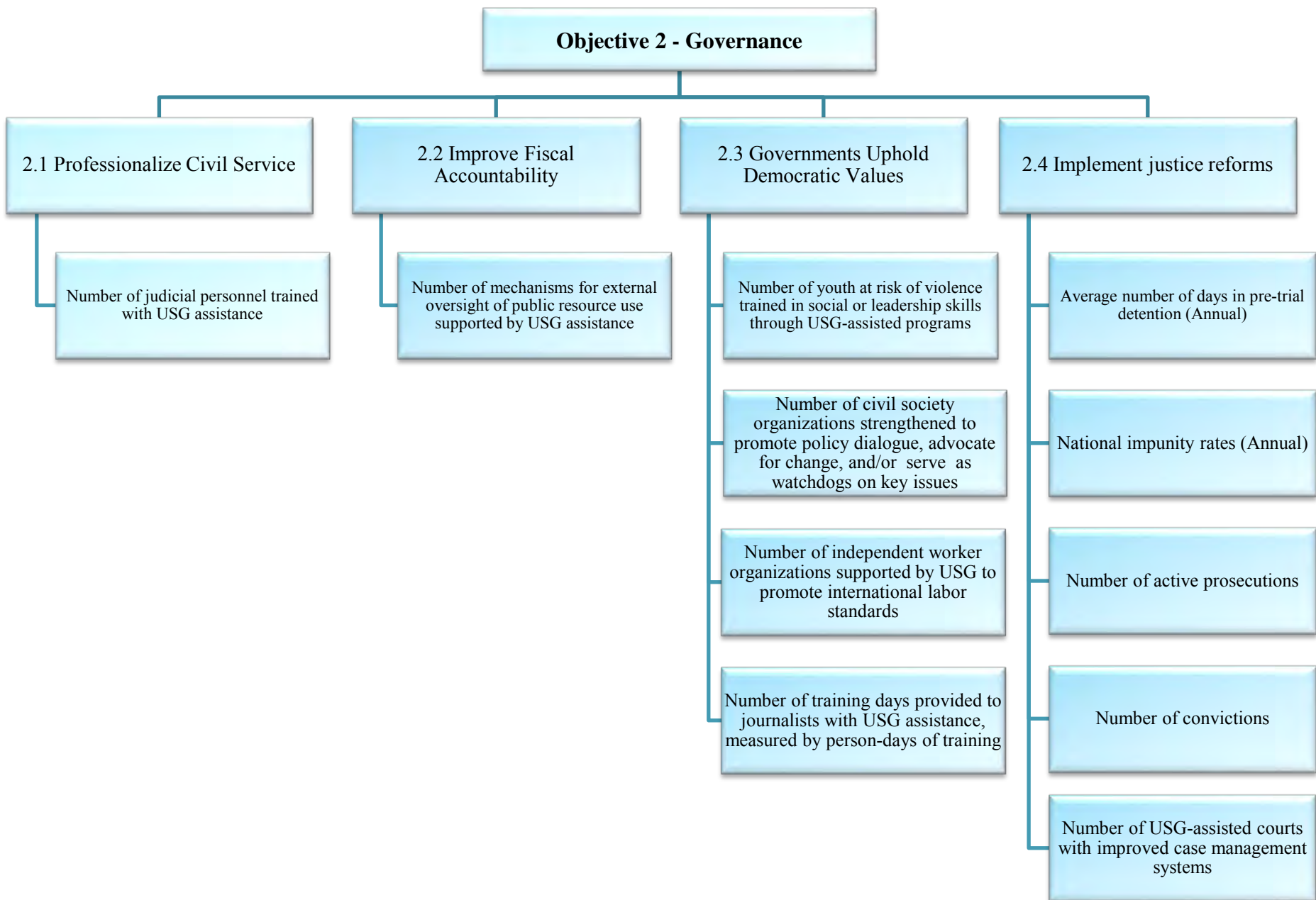
Host nation governments, law enforcement, and multilateral organizations collaborate to decrease the level of influence of organized criminal groups and gangs on elected bodies, territory, financial institutions, and citizens in Central America. (CARSI)

# U.S. Strategy for Engagement in Central America Results Architecture Indicator Schematic

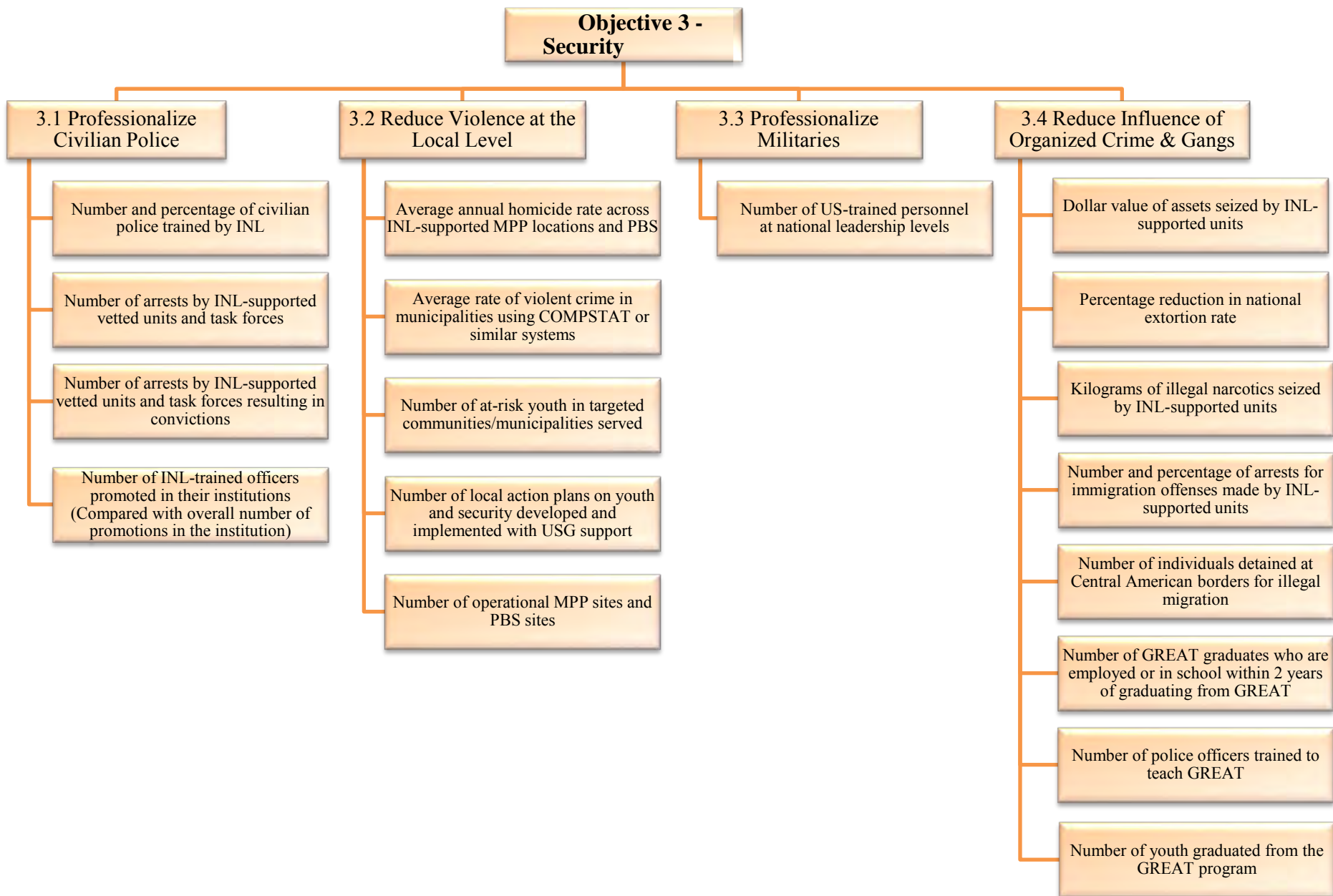




# U.S. Strategy for Engagement in Central America Results Architecture Indicator Schematic



# U.S. Strategy for Engagement in Central America Results Architecture Indicator Schematic



# Region-Wide Performance Indicators

<i>Indicator</i>	<i>Indicator Description</i>	<i>Programs</i>	<i>Agency/Bureau</i>
<b>PROSPERITY</b>			
<b>1.1 Improve Trade and Transport</b>			
<b>Average time (in hours) to export goods along trade corridor receiving USG assistance</b>	Measures the outcomes of USG programs that aim to reduce costs to exporters, facilitating growth in both the value and participation in international trade, and ultimately broad-based economic growth.	Agriculture, Trade and Investment	USAID, Commerce <sup>1</sup>
<b>Person-hours of USG-supported training completed in trade and investment</b>	Measures efforts to improve the participants' capacity to facilitate increased trade and investment, and ultimately, broad-based economic growth in the target country/countries.		Commerce, Federal Aviation Agency
<b>1.2 Diversify and Connect Electric Grids</b>			
<b>Amount of investment mobilized (in USD) for alternative energy sources as supported by USG assistance</b>	Measures the mobilization of additional financial resources to enable countries to accelerate their transition to sustainable development through investments in alternative energy sources.	Energy Development and Integration	USAID
<b>Number of beneficiaries with improved energy services due to USG assistance</b>	Measures progress towards increased availability of energy for more rapid and sustained economic growth and social development.		State/ENR
<b>Number of people trained in technical energy fields supported by USG assistance</b>	Measures efforts to improve long-term sustainability of projects and progress towards economic development goals.		State/ENR, Commerce
<b>1.3 Reduce Poverty</b>			
<b>Number of children under five (0-59 months) reached by nutrition-specific interventions through USG-supported programs</b>	Measures reach of evidence-based nutrition-specific interventions among children under 5 years of age. Such interventions are essential for preventing and treating malnutrition and for improving child survival.	Agriculture, Environment, Family Planning and Reproductive Health, Human Rights, Maternal and Child Health Care, Nutrition, Private Sector Productivity	USAID
<b>Dollar value of exports and domestic sales attributed to Strategy implementation</b>	Measures outcomes of USAID's agricultural and non-agricultural assistance programs. Increased productivity and production of small-holders or firms helps promote broad-based economic growth and helps reduce poverty.		USAID

<sup>1</sup> The Department and USAID manage implementation of programs covered under the Strategy. Other agencies listed are implementing programs as a result of the \$50 million FY 2016 ESF interagency solicitation process.

## Region-Wide Performance Indicators

<i>Indicator</i>	<i>Indicator Description</i>	<i>Programs</i>	<i>Agency/Bureau</i>
<b>Number of jobs attributed to Strategy implementation</b>	Measures USG contribution to agricultural and non-agricultural job creation and stability in Central America. Jobs provide income and help reduce poverty, and are an indirect measure of business growth.		USAID
<b>Number of people with improved economic benefits derived from sustainable natural resources management and/or biodiversity conservation as a result of USG assistance<sup>2</sup></b>	Measures economic growth and social development results of sustainable natural resources management programs.		USAID, State/OES
<b>Number of farmers and others who have applied improved technologies or management practices with USG assistance</b>	Measures technological change and its adoption by different agricultural sector actors, which is critical to increasing agricultural productivity.		USAID
<b>1.4 Improve Quality of Education</b>			
<b>Number of individuals who complete USG-assisted workforce development programs<sup>3</sup></b>	Measures efforts to improve the quality and strength of labor markets and institutions. Completion of workforce development programs is linked to program participants' employment and livelihoods.	Basic Education, Good Governance, Higher Education, Private Sector Productivity, Workforce Development	USAID, Labor
<b>Number of learners in secondary schools or equivalent non-school based settings reached with USG education assistance<sup>4</sup></b>	Measures scale of USAID programs benefitting students in Central America. Learners are enrolled in formal secondary school or non-formal equivalent of secondary school for the purpose of acquiring basic education skills or knowledge.	Basic Education, Good Governance, Higher Education, Private Sector Productivity, Workforce Development	USAID
<b>1.5 Support Natural Disaster Resilience</b>			
<b>Number of hectares of biologically significant areas under improved natural resource management as a result of USG assistance</b>	Measures progress towards sustainable natural resources practices by governments and institutions, and can inform adaptive management of programs.	Civil Society, Good Governance, Environment, Agriculture	USAID

<sup>2</sup> By improving economic benefits of program participants, USAID's natural resource management and biodiversity conservation programs help ensure the sustainability of these programs while also contributing to greater resilience to natural disasters (sub-objective 1.5).

<sup>3</sup> By design, USAID's workforce development programs are specifically directed toward at-risk youth in Central America. As such, these programs also contribute to the security objective, in part by reducing the influence of organized crime and gangs in focus communities (sub-objective 3.4).

<sup>4</sup> Because USAID's secondary education programs are concentrated in high-risk communities, they indirectly contribute to the security objective by helping reduce the influence of crime and gangs in high-risk communities (sub-objective 3.4).

## Region-Wide Performance Indicators

<i>Indicator</i>	<i>Indicator Description</i>	<i>Programs</i>	<i>Agency/Bureau</i>
<b>GOVERNANCE</b>			
<b>2.1 Professionalize Civil Service</b>			
<b>Number of justice sector personnel trained with USG assistance<sup>5</sup></b>	Measures the scale of USG rule of law programming to improve the ability of judicial personnel to more effectively carry out their duties, which improves the capacity of the judiciary to investigate, prosecute, and convict criminals and act as a check on government power.	Civil Society, Good Governance	State/INL, State/DRL
<b>2.2 Improve Fiscal Accountability</b>			
<b>Number of mechanisms for external oversight of public resource use supported by USG assistance</b>	Measures the improved use of public resources and funding to ensure resources are utilized effectively and are not subject to waste, fraud, and abuse.	Good Governance, Macroeconomic Foundation for Growth	Treasury
<b>2.3 Governments Uphold Democratic Values</b>			
<b>Number of youth at risk of violence trained in social or leadership skills through USG assisted programs</b>	Measures the progress of youth that fully participate in democratic and development processes, play active roles in peacebuilding and civil society, and are less likely to be involved in youth gangs, criminal networks, and insurgent organizations.	Civil Society, Good Governance, Human Rights, Rule of Law	State/DRL, Labor
<b>Number of civil society organizations strengthened to promote policy dialogue, advocate for change, and/or serve as watchdogs on key issues</b>	Measures USG support for advocacy interventions, which are essential aspects of democratic policy making, citizen participation, government oversight, and democratic change.		USAID, State/DRL
<b>Number of independent worker organizations supported by USG to promote international labor standards</b>	Measures the ability of unions to promote international labor standards and advocate for change and influence government and other stakeholders.		State/DRL
<b>Number of training days provided to journalists with USG assistance, measured by person-days of training</b>	Measures USG programs that train journalists with the applied skills and knowledge needed to produce professional news and information contents for media outlets. More professional media contents contribute to better informed citizens, transparency, and stronger checks on government officials.		State/DRL

<sup>5</sup> INL's efforts focus on training and building capacity of the justice sector to further and also contribute to sub-objective 2.4 Implement Justice Reforms.

## Region-Wide Performance Indicators

<i>Indicator</i>	<i>Indicator Description</i>	<i>Programs</i>	<i>Agency/Bureau</i>
<b>2.4 Implement Justice Reforms</b>			
<b>Average number of days in pre-trial detention (Annual)</b>	Measures changes in pre-trial detention time (i.e. the amount of time a person is in custody from arrest to trial). A reduction in pre-trial detention demonstrates USG justice sector programming improved the capacity and effectiveness of justice institutions and their ability to build and prosecute cases.	Good Governance, Human Rights, Justice Sector Reform, Prison Management, Rule of Law, Commission Against Impunity in Guatemala (CICIG), The Mission to Support the Fight Against Corruption and Impunity in Honduras (MACCIH)	State/INL
<b>National impunity rates (Annual)</b>	Measures changes in impunity rates on the national level, demonstrating the impact of USG justice sector programming on sentencing and culpability for crimes.		State/INL
<b>Number of active prosecutions</b>	Measures the improved ability and effectiveness of investigative agencies and prosecutors to prosecute cases.		State/INL
<b>Number of convictions</b>	Measures the improved effectiveness and ability of investigators and prosecutors to convict cases.		State/INL
<b>Number of USG-assisted courts with improved case management systems</b>	Measures USG support for judicial systems. Improved court management information enables courts to control and monitor their operations (and explain their operations to citizens), thereby improving court efficiency and effectiveness.		State/INL, USAID



## Region-Wide Performance Indicators

<i>Indicator</i>	<i>Indicator Description</i>	<i>Programs</i>	<i>Agency/Bureau</i>
<b>SECURITY</b>			
<b>3.1 Professionalize Civilian Police</b>			
<b>Number and percentage of civilian police trained by INL</b>	Demonstrates the scale of USG law enforcement capacity enhancement efforts by quantifying the number of police trained by INL. The measure also demonstrates increase in overall capacity of the police department.	Capacity Enhancement, Community Policing, Good Governance, Improved Police Academies and Training, Rule of Law, Vetted Units	State/INL
<b>Number of arrests by INL-supported vetted units and task forces</b>	Measures USG capacity building of vetted units and task forces and the ability of units/task forces to investigate crimes and remove criminals from the streets through arrests.		State/INL
<b>Number of arrests by INL-supported vetted units and task forces resulting in convictions</b>	Measures USG capacity building of vetted units and task forces and the ability of units/task forces to make arrests and build cases that result in just convictions.		INL
<b>Number of INL-trained officers promoted in their institutions (Compared with overall number of promotions in the institution)</b>	Measures the improved skills and abilities of officers gained through USG police professionalization and training, as well as the institutionalization of USG supported training curriculum and values, and overall institutional strengthening by USG-trained officers.		State/INL
<b>3.2 Reduce Violence at the Local Level</b>			
<b>Average annual homicide rate across INL-supported MPP locations and PBS (Annual-to be compared with national rate; disaggregated by country)</b>	Measures the impact of USG support on homicide rates by comparing homicide rates in USG-supported geographic locations with overall country homicide rates. A reduced homicide rate in USG-supported locations leads to improved citizen security and safer streets.	Basic Education, Capacity Enhancement, Community Policing, Demand Reduction, Good Governance, Human Rights, Improved Police Academies and Training, Rule of Law	State/INL
<b>Average rate of violent crime in municipalities using COMPSTAT or similar systems</b>	Measures the overall effect of USG-supported intelligence-led policing system on violent crime in communities.		State/INL
<b>Number of at-risk youth in targeted communities/municipalities served</b>	Measures reach of USAID programs (including CARSI-funded programs) focused on at-risk youth, including youth receiving services through USAID-supported outreach centers		USAID
<b>Number of local action plans on youth and security developed and implemented with USG support</b>	Measures reach of USAID's community-based crime and violence prevention programs. Prevention programs implemented in partnership with actors capable of influencing crime and violence prevention at a local level help ensure program ownership and sustainability of results.		USAID
<b>Number of operational MPP sites and PBS sites</b>	Measures the scope and institutionalization of USG community security efforts by quantifying MPP and PBS sites that maintain operational status.		State/INL
<b>3.3 Professionalize Militaries</b>			

## Region-Wide Performance Indicators

<i>Indicator</i>	<i>Indicator Description</i>	<i>Programs</i>	<i>Agency/Bureau</i>
<b>Number of U.S.- trained personnel at national leadership levels</b>	Measures the outcomes of increasing the number of individuals with experience and knowledge of U.S. military doctrine and technical skills, promoting civilian rule of military institutions.	Military Capacity Building, Professional Military Education	State/PM
<b>3.4 Reduce Influence of Organized Crime and Gangs</b>			
<b>Dollar value of assets seized by INL-supported units</b>	Measures the effectiveness of USG capacity building of law enforcement and justice sector unit's ability to seize and process illegally obtained assets.	Asset Forfeiture, Borders and Ports, Capacity Enhancement, Improved Police Academies and Training, Regional Aviation, Regional Equipment and Training, Regional Maritime and Land Interdiction	INL
<b>Percentage reduction in national extortion rate (Annual-based on host country data)</b>	Measures changes in extortion rates on an annual basis. Reduced extortion rates indicate reduced influence of organized crime and gangs, and the success of USG efforts combat extortion.		INL
<b>Kilograms of illegal narcotics seized by INL-supported units</b>	Measures INL-trained unit's capacity to interdict narcotics and to counter organized crime and narco-trafficking efforts.		INL
<b>Number of individuals detained at Central American borders for illegal migration</b>	Measures the ability of border security institutions to effectively identify, interdict, and detain irregular migrants and secure national borders.		INL
<b>Number and percentage of arrests for immigration offenses made by INL-supported units; ("immigration offenses" to include TIP, smuggling, etc.)</b>	Measures the reach of USG border security initiatives and the ability of USG-supported border security units and institutions to effectively secure borders and enforce immigration laws.		INL
<b>Number of GREAT graduates who are employed or in school within 2 years of graduating from GREAT (Annual)</b>	Measures the medium-term impact of the USG GREAT program to prevent youth program graduates from joining gangs or engaging in criminal activity by tracking school enrollment and employment.		INL
<b>Number of police officers trained to teach GREAT</b>	Measures the scale and reach of the USG GREAT program by tracking Regional Police Officers certified to deliver GREAT anti-gang training to youth and students.		INL
<b>Number of youth graduated from the GREAT program</b>	Measures the reach of the GREAT anti-gang/crime prevention program and its ability to recruit and graduate participants. The program is intended to discourage youth from engaging in criminal activity or joining a gang.		INL



# CEN STRATEGY KEY INDICATOR SOURCES

## **MIGRATION**

Migrant apprehensions (U.S.)

Source: Customs and Border Patrol (CBP)

Migrant apprehensions (Mexico)

Source: SEGOB, Government of Mexico

Migrant repatriations

Source: International Organization for Migration

## **PROSPERITY**

National poverty rate

Sources: National Governments

Youth unemployment rate

Source: International Labor Organization

Lower-secondary school completion rate

Sources: National Governments

World Bank Doing Business composite score

Source: World Bank

## **SECURITY**

Intentional homicides per 100,000 people

Sources: National Police (or other as available)

Percentage of population who feel safe walking in their neighborhood at night

Source: reliable local polling

Percentage of population who express trust in the police

Source: reliable local polling

## **GOVERNANCE**

Tax revenue as a percentage of GDP

Sources: Ministries of Finance, IMF

Corruption Perception Index (CPI)

Source: Transparency International

Percentage of population who express trust in the courts

Source: reliable local polling