



USAID | PANAMA

FROM THE AMERICAN PEOPLE

ACTION MEMORANDUM FOR THE MISSION DIRECTOR

FROM: CarolJo Elron, General Development Officer *CJE*

DATE: September 17, 2012

SUBJECT: Interim Close-out Report for Development Objective 525-002, Objective "Governing Justly and Democratically" AND Objective "Economic Growth"

ISSUE: Per Agency guidance, Automated Directives System (ADS) Chapter 203, Section 3, "Assessing and Learning," Development Objective (DO) teams must produce a brief close-out report for each DO that is either completed or terminated. USAID/Panama will close at the end of FY 2012. USAID/El Salvador will manage the Opportunities for Youth Activity under this DO, until its completion date in FY 2013. This interim close-out report covers the life of the DO through July 5, 2012.

The intended audience for the report includes USAID development professionals and partner organizations that seek to learn from Agency experience and apply it in planning or assessing other development efforts. This close-out report summarizes USAID/Panama's overall experience in achieving expected results under DO 525-002.

Per Agency guidance, this report will be shared with the Latin America and Caribbean Bureau Program Office and the Development Experience Clearinghouse.

RECOMMENDATION: That you approve the attached close-out report, as of July 2012. USAID El Salvador will complete closeout of DO 525-002 in 2013 upon completion of the Opportunities for Youth Activity.

Approved: *[Signature]*
Daniel M. Smolka, Acting Mission Director

Date: 9/17/12

Disapproved: _____
Daniel M. Smolka, Acting Mission Director

Date: _____

Attachment (1)

- DISTRIBUTION:**
- LAC/SPO: NESlick
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CLEARANCE PAGE: Close-out Report for Development Objective 525-002, "Governing Justly and Democratically" AND "Economic Growth"

Drafted by: CDavis, DLI Date: 5/17/2012; NVarela, PROG, revised 7/3/2012

Clearances:

Darien Initiative/Judicial Transition Initiative, CBlandon Date: 7/10/2012

Opportunities for Youth, CMaduro: Date: 7/18/2012

FMO, SPatino: Date: 9/10/1012

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USAID/PANAMA

Interim Close-Out Report for Development Objective 525-002

The Objective Governing Justly and
Democratically and The Objective Economic
Growth

As of July 5, 2012

This close-out report summarizes USAID/Panama's overall experience in achieving intended results under Development Objective (DO) 525-002 and provides references to related materials and sources of information.

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I. Development Objective Basic Identifying Information

DO Number: 525-002

DO Name: The Objective GOVERNING JUSTLY AND DEMOCRATICALLY and The Objective ECONOMIC GROWTH

Approval Date: June 9, 2009 (Opportunities for Youth); September 29, 2009 (Judicial Transition Initiative); and June 17, 2010 (Darien Initiative).

Geographic Area: Panama, Colon, Darien

Total Cost: \$12,620,942 (*Obligated in AA 525-002:* \$6,997,544 ESF-CARSI; \$2,522,600 Section 1207 funds; and \$1,550,000 DA/DG. *Obligated in SOAG 525-022:* \$1,550,798 DA/EG)

Counterpart Contribution: \$3,844,130 (including in-kind)

I. Principal Implementing Partners

Implementing Partners	Type of Instrument	Activity	Timeframe
Creative Associates International	Contract	Opportunities for Youth	(36 Months) JUNE 2010-JUNE 2013
International Organization for Migration (IOM)	Cooperative Agreement	Darien Initiative	(24 Months) JUNE 2010-JUNE 2012
American Bar Association (ABA)	Cooperative Agreement	Judicial Transition Initiative	(14 Months) JUNE 2011-SEPT 2012

II. Background, Summary of Program Impact, and Lessons Learned

Background: Citizen security and stability in Panama are key concerns for the hemisphere, particularly given the country's unique geographic position. Panama has a large youth demographic with 25 percent of the population between the ages of 15 and 29. Youth have a greater propensity to engage in truancy, unhealthy sexuality, substance abuse, delinquency, gang and organized crime activity, violence, and disproportionately experience chronic unemployment, victimization, incarceration, and social exclusion. Youth are also overwhelmingly the victims of crime. The critical issues surrounding the rule of law, governance, and youth development provided the original justification for USAID involvement through the Assistance Agreement (AA) 525-002, signed in July 2009.

Despite strong economic growth and a relatively high GDP per capita, inequality remains a persistent problem in Panama. Improving conditions for the poorest Panamanians requires a better investment climate that stimulates new economic opportunities for income generation and policies that ensure more equitable income distribution. Unless substantial progress is made to prevent discretionary application of the rule of law and fight corruption, prospects for new domestic and foreign direct investment will be adversely impacted, which will in turn dampen prospects for creating new employment opportunities that help reduce poverty.

Activities targeted youth development, local institutional capacity, and judicial reforms to create a positive environment for economic growth and poverty reduction at the community, municipal and national policy levels. The link between governance and economic growth in the target geographic areas justified the combination of Activities linking the goals to be mutually supportive.

Summary Impact at the Assistance Objective (AO) and Intermediate Result (IR) Level for each of the Activities

Opportunities for Youth (OFY), DO: Governing Justly and Democratically AND Economic Growth

Assistance Objective: Citizen Security in Target Geographic Areas Improved
IR-1 Opportunities for youth in target geographic areas expanded

- **Coverage of Youth by Grants under Contract Expanded.** Over 22,000 youth benefited, which represents 81 percent of the performance target of 27,570 beneficiaries. An estimated additional 37,326 youth are likely to benefit from activities planned with the additional grants. Leveraging under the 41 grants awarded through the Community Action Fund totaled \$4.9 million to \$735K in USAID investment.
- **Successful Completion of Six Grants under Direct Implementation.** These activities jump started the youth opportunities effort through USAID direct implementation. The eight grants benefited 1,540 youth in target communities in activities ranging from leadership and values training to music, dance, sports, art therapy and environment programs.
- **Local Governments and Communities Joined Efforts.** The Municipal Violence Prevention Committees (MVPCs) of Colon and San Miguelito designated and established subcommittees, according to the strategic areas delineated in their action plans.
- **Sports-for-Development Activities Expanded.** Working group advanced sports for development with various private firms and government partners. The launch of “*Mundialito de Barrio*” (Neighborhood World Cup) reached 6,000 youth. 200 coaches and volunteers trained on a new sports-for-development curriculum. Youth Sports and Development initiative with a cross-cutting group consisting of the GOP’s Integral Security Program (PROSI), Pandeportes, a local NGO—*Movimiento Nueva Generación*, the Morgan & Morgan law firm, and an inter-agency group working on sports for development. Additional activities provided sports opportunities to some 8,000 youth. USAID also partnered with the *Escuela de Baloncesto Duncan* to hold a series of four basketball clinics benefitting over 200 youth.
- **New Outreach Centers (OCs) in High-Risk Neighborhood Functioning.** There are 3,780 youth currently attending USAID and partner-supported OCs. Forty-two percent of the beneficiaries are girls and 58 percent are boys. Twenty-one percent of the OC participants are less than 12 years old, 30 percent are between 12 and 15 years, 17 percent are between 16 and 18 years and 5 percent are between 19 and 24 years old. This result represented a leveraging of \$1,485,260.50 to \$437,299 in USAID investment in the Outreach Centers.
- **Youth Reached through Innovative and Effective Partnering.** The GOP’s Ministry of Social Development and USAID jointly held a youth congress to launch a network of youth social promoters against violence through sociocultural facilitation methodology training. A national forum and youth camps catalyzed the Youth against Violence Movement. A USAID-funded youth leadership program trained 50 youth who will engage 2,500 additional youth in ongoing service projects. USAID carried out the National Volunteer Forum for 200 youth, in partnership with the International Association for Volunteer Effort (IAVE), United Way Panama and the Technological University of Panama.

IR-2 Sectoral capacity for coordinated and comprehensive responses for youth at-risk improved

- **Networks of Communities of Practice Developed.** Entrepreneurship Workshop and Guide to Access Microcredit was shared with 17 partner CBOs as part of the Promising Practices Initiative. Training efforts strengthen the NGO sector and improve the ability of the CBOs to be self-sustaining and acquire specific skills to respond more effectively to sector demands.
- **Private Sector Partnership Opportunities Initiatives Catalyzed.** USAID helped mobilize the private sector around violence prevention and youth development, as well as create an enabling environment to link youth in vulnerable target communities to job opportunities.
- **Community Policing Capacity Strengthened.** Job descriptions are in place for the officers of the Community Police, Domestic Violence and Child and Adolescent Unit of the National Police. A pocket field guide was developed for the Child and Adolescent Police Unit (CAPU) to facilitate integration and communication between the police officers and youth in their communities. Fifty-seven National Police Officers in Colon, San Miguelito, and Panama, and 37 officers from CAPU received training on how to become school resource officers, implementing community policing, and creating citizen academies. Community policing training fostered partnerships between police and citizens, including youth, to involve the whole community in strategies to promote greater public safety.
- **NGO Strengthening Advanced.** In partnership with United Way Panama, Sumarse and Banco General, USAID helped launch a coordinated plan for the NGO Strengthening initiative. USAID and key partners developed the web platform and the required operational documents to launch and maintain it. The new site, www.PonteEnAlgo.org, includes an integrated database of volunteer opportunities, job opportunities and services, which will provide an easy way for NGOs to integrate new volunteers into activities.

IR-3 Opportunities for vulnerable youth in Darien region expanded

- 1,000 youth benefitted through Sports-for-Development activities
- 66 youth continued participation in the USAID-supported development of radio programming and broadcasting, as well as job training, values, team building and life skills workshops
- 1,200 youth reached with positive youth development radio programming
- Coordinated Local Youth Strategy provided youth with new opportunities in Yaviza, Jaque, Meteti, La Palma and Sambu

Darien Initiative, DO: Governing Justly and Democratically AND Economic Growth

AO: Citizen Security in Target Rural Communities Improved

IR-1 Local government bodies and community based organizations

- **Key GOP Entity for a Coordinated Approach Empowered.** USAID continued to strengthen the GOP Darien Development Program's (PRODAR) capacity to implement activities in the Darien. PRODAR, which leads the overall GOP efforts in the Darien, augmented coordinative efforts in the field and produced a strategically comprehensive budget and plan for 2013 and 2014.
- **Local Self-Help and Sustainability Capabilities Strengthened.** Leadership workshops explained the importance and inner workings of the legal framework under which the Comarca exists and functions. 483 leaders from the TEWA and local community leaders

trained to improve their leadership skills and equipment helped carry out development in the communities.

- **Local Authorities Enabled to Manage Community Projects.** With strong community participation, 16 small infrastructure projects were completed in support of local congresses in 14 communities in the Comarca Embera and two communities in the province. Local indigenous congresses participated in the construction of these infrastructures. As a result, the local authorities are empowered to manage community projects while bringing socioeconomic benefits to their communities.

IR-2 Opportunities for Darien youth at risk expanded

- **Public-Private Partnership Improve the Quality of Education in the Darien.** With USAID assistance, the Ministry of Education and the Panama-Colombia Connection Foundation continued the second and third phase of the “New School – Active School” methodology that included a total of 53 public school principals and teachers from 13 multi-grade and single-grade schools in the Embera-Wounaan Comarca and the Darien Province.
- **Trained Youth Found Opportunities within the Darien Economy.** USAID continued to partner with the National Institute of Vocational and Technical Human Resource Development (INADEH) to implement technical-vocational training courses for young adults in the 14 target communities in the Embera-Wounaan Comarca and Yaviza in the Darien province. Approximately 800 vulnerable youth benefitted through this activity. Almost 50 percent of these youth entered the formal labor market or started their own enterprise initiatives, which increased their family income. Sciences Laboratory built at the Cirilo Guaynora School in Unión Choco.
- **Income Generated through New Value Chain Products.** The strengthened plantain and artisanal product “clusters” generated income for their communities the associations Plantain producers received approximately \$20,000 in new sales. Artisans were also able to generate more income for their families.
- **Indigenous Business Initiatives and Youth Entrepreneurship Initiatives Improve Livelihoods.** Training and seed capital benefitted over 1700 persons, of which around 400 were vulnerable youth who are now engaged in self-help initiatives.

Judicial Transition Initiative, DO: Governing Justly and Democratically AND Economic Growth

AO: Access to Expedient and Transparent Justice Improved

- **Implementation of the Accusatory System Entered into Force** USAID contributed to the achievement of this major milestone by providing since 2004 technical assistance and training that facilitated the development and enactment of the Criminal Code and the Criminal Procedures Code. Building on the impact of past USAID assistance, continued USAID support in the implementation phase of the accusatory system facilitated prosecution of corrupt actions by offering whistleblower and witness protection, guarding against conflict of interest, and incorporating plea bargaining among other measures.

IR-1 CSO capacities for effective advocacy and support for justice and transparency reforms improved

- **The Alliance’s Role as the Main CSO Promoter of Justice Reforms Reinforced.** Alliance's advocacy and support for judicial reforms was bolstered through an awareness

campaign, social audits, monitoring of the implementation of the accusatory system, and promotion of alternative dispute resolution mechanisms. A strengthened Alliance is a necessary condition for the sustainability of judicial reform activities in subsequent phases through 2014.

- **Scrutiny of Government Actions Expanded.** The Alliance contributed to the consolidation of legal reforms with USAID assistance. In this effort, the Alliance mobilized support for the adoption of the Civil Service Act for the judicial branch, mobilized civil society organizations to oppose legislation that falsely claimed to “increase transparency” in the judiciary branch, produced an analytical report for the United Nations regarding Panama’s judicial independence, and proactively participated in a working group organized by the National Legislative Assembly to discuss a bill introducing a Justice of the Peace System. These activities served to provide independent oversight of government actions, which is necessary in order for improved practices in governance and rule of law to take hold.
- **Educational Materials on the New Accusatorial System Widely Disseminated.** The Alliance developed and distributed over 15,000 copies of educational materials (brochures, booklets and flyers) on how the new accusatorial system works. The distribution of these materials took place during the launching of the accusatory system in Cocle, one of the two provinces where the system came into effect in September 2011. This exposure and contribution highlighted and empowered the Alliance as a key promoter of judicial reforms while supporting the implementation of the accusatory system.

IR-2 Justice institutions for successful implementation of reforms strengthened

- **Capacities and Skills of Justice Operators Strengthened.** USAID facilitated a hands-on approach that included presentations, workshops and case simulations to further train justice operators during the 20th Annual Congress of the Public Defender’s Office. The entire event, case simulations included, was video streamed live online, expanding the outreach and span of its coverage, beyond the approximately 140 judges, district attorneys and public defenders attending the Congress. Three international experts facilitated the workshops, coordinated the simulation exercises, and made presentations on the theory of the case, the role of the public defender in the investigation stage; defense strategies, examinations and cross-examinations and objections. As a result of this assistance, justice operators enhanced their ability to contribute to the successful implementation of the accusatory system.
- **Direct International Consultations with Peers Provided On-the-Job Training.** With USAID assistance, judges, prosecutors and public defenders in Cocle and Veraguas participated in coaching and tutoring activities through consultations with peers from Costa Rica, Colombia, and Chile on the execution of their new roles under an adversarial system. These consultations followed a pragmatic approach, directly related to the nature of the workload, but without transcending the legality and confidentiality of the cases. In addition, international specialists from the American Bar Association’s Rule of Law Initiative (ABA ROLI) accompanied judicial staff to court proceedings and provided feedback on how to conduct and/or improve their respective functions.
- **Oversight of Implementation of the Accusatorial System Strengthened.** With USAID assistance, the Attorney General’s Office set up a Regional Inter-Institutional Monitoring and Evaluation Committee—a working group composed of seven government agencies and justice operators (the Judicial Branch, Public Defender’s Office, Prosecutor General’s Office, Ministry of Security, National Police, Legal Forensics Institute, and the Judicial

Investigations Unit) to oversee the implementation of the accusatorial system and promote a smooth transition to adversarial proceedings.

- **Public Defender's Office Institutional Strengthening Bill Advanced.** USAID-sponsored strategic guidelines to strengthen the Public Defender's Office catalyzed support to develop an institutional strengthening bill. The proposed bill aims to adopt several of the recommendations in the guidelines such as institutional autonomy, delegation of authority at the regional level, strategic planning and institutional policies, leadership, civil service, management model of the accusatorial system, training, customer services, inter-institutional coordination, and technical defense skills. These modifications are fundamental for the Public Defender's Office to become an autonomous and effective justice operator in the implementation of the accusatory system.

Lessons learned for application to other USAID projects, including follow-on projects in the same country or sector and similar projects in other countries or sectors

Opportunities for Youth

- Outreach Centers work best through collaboration with faith-based partners that have an extant volunteer base as well as a potential donor base
- It is best to use existing building for new Outreach Centers, rather than delay program activities due to necessary construction approval and costs
- It takes an estimated 5 separate meetings, workshops and technical support with a group to produce a quality grant proposal worthy of submission from CSOs
- Matching funds at 2:1 for grants has been difficult, leading to smaller grants and sub-contracts
- The private sector has a growing interest in investing in social enterprises as opposed to working as a donor to NGOs.
- Shared results of perception surveys can lead to increased community awareness and better understanding and prioritization of activities in municipal planning.
- For community action groups (MVPCs) with long-term goals, small gains work to ensure continued enthusiasm and participation from members. This may be in the form of: a) written plans; b) funded projects; c) media campaigns; d) recognition by other community leaders
- Existing youth organizations are often overlooked as resources for community action and volunteerism by stakeholders such as municipal leadership, NGOs, and government partners. If these groups are utilized they can be an energetic force for change.
- Building upon existing successful programs in target areas with aligned missions (Gran Concierto por la Paz or the National Youth Volunteer Forum) can be more effective than beginning entirely new initiatives
- Turnover of staff within government institutions (police, municipal leadership), leads to an issue of continuity. In many cases this is alleviated by having a single collaborator within the institution that is familiar with changes and able to work within this environment. It is additionally helpful to have a single staff member assigned to work directly with larger institutions (an entire municipality).
- Creating a space for communication between communities and the police goes a long way to improving police-citizen trust. Police visits from other countries provided a strong example of a path forward.

Darien Initiative

- A thorough assessment of local capacity is necessary to determine accurate indicator goals and potential objectives for the life of activity.
- Due to the difficulty in accessing remote project sites and the broad-based goals of the program, a longer project timeframe is deemed more effective in achieving sustainability and lasting impact
- Interagency collaboration is a major component of sustainability and program reach. It allows for post USAID sustainability to continue
- Government collaboration allowed GOP counterparts to see the impact on livelihoods of constituents and the need for government intervention in the Darien. Increases in salaries and involvement of PRODAR for the following year demonstrate the recognition by GO of the benefits of involvement and increased capacity of civil employees
- Mutually supportive project components (education, institutions strengthening, and income generation) lead to increased sustainability and a positive 'feedback loop'

Judicial Transition Initiative

- Sustainability of program activities should be clearly incorporated into project design from the outset, especially for projects with an especially short timeframe
- Including fundraising activities as part of CSO strengthening is very important. In the case of *Alianza Ciudadana*, including a full-time staff member in this role would have left more time for other important work
- "Branding" and public relations for CSOs is very important – *Alianza Ciudadana* has a strong reputation as a reform advocate and watchdog, but its' role as a think tank and coalition of diverse stakeholders is less prevalent in the media. This affects how it is perceived by potential funders and political liability
- It is important to work on building CSO capacity less based on one charismatic leader. Leadership should be shared by multiple people/organizations to ensure that activities are not overly dependent on one or two key actors
- Tradition training for judicial reform and the transition to the accusatorial system through classes and presentations is best supplemented by on-site coaching, which provides a practical hands-on approach. This allows issues to be address that may not come up in traditional training.
- Drawing on expert knowledge from Chile, Colombia, Costa Rica, the Democratic Republic, Peru, Spain, and the US was very helpful in sharing experience on reforming criminal procedures codes and transitioning to an accusatorial system.
- Working at the national level may not be feasible with a smaller budget and timeframe, and focusing on a specific geographic area may prove more effective and actually help to achieve goals at the national level
- Impact indicators for Judicial Reform may require more planning as the more qualitative nature of many of the outcomes are difficult to capture through traditional metrics

III. Long-Term Sustainability

Opportunities for Youth (OFY): USAID partnered with the government, private sector and local NGOs to ensure that projects would continue to achieve results well after USAID funding concludes. This project will also continue through June 2013, managed from USAID/EI Salvador, which will allow time for further strengthening the ability of local partners to maintain activities beyond the completion of USAID funding. The timely progress of planned activities, such as the rollout of the Outreach Centers, has been one of the major challenges of this project, along with achieving significant involvement of key stakeholders and encouraging

stronger relationships between the NGO sector and private sector actors to sustain projects beyond USAID project funding. Another issue has been the shifting of key personnel and leadership during the project period, such as police chiefs in different municipalities, requiring these new players to be brought up to speed each time. This is an ongoing issue that will be addressed through further collaboration in the final project year.

Sustainability was a concern from the design phase of this project, and many of the activities are intended to continue beyond the completion of the program. The MVPCs consist of twelve voluntary members and exist in the Colón, San Miguelito and Panama municipalities. The mayors in Panama and San Miguelito have been more involved in the MVPCs, which may indicate a stronger future for the committees in these municipalities. The Outreach Centers, which provide a safe place for youth activities in marginalized communities, are currently administered by local CSOs and there are encouraging signs of future support from international donor organizations such as the United Way and private sector entities (SENACYT). This should allow these centers to flourish beyond the OFY funding period.

There are unique opportunities to partner with business interests in the Darién, as there is strong potential for economic development in this geographic region through eco-tourism, sustainable agroforestry, and traditional handicrafts. The unique location of the Darién on the border with Colombia may prove to be of strategic private sector interest for trade should the border issues be resolved. OFY has worked to encourage public-private partnership networks to sustain program activities, and the private sector in many areas sees itself as a primary donor/partner for specific activities. NGO strengthening has been a major component of OFY activities, including better management, fundraising and public outreach to attract more private and public sector resources. The program has also worked to develop curricula and web-based tools that can be used by schools, CSOs and private enterprises well into the future. These include the *Mi Primer Empleo* curriculum for youth job skills training, a life skills course curriculum developed with the Ministry of Education (MEDUCA), and the *Ponte en Algo* web platform for volunteer recruitment and management among the Panamanian NGO community.

Darien Initiative: Efforts pursued to incorporate sustainability across the three project components: Education and Coexistence, Income Generation, and Institutional and Community Strengthening. Most of the activities (70%) were completed in direct collaboration with government counterparts. These included the Ministry of Education (MEDUCA) on school-related activities, the Ministry of Agriculture on income generation and business entrepreneurship activities, and PRODAR on building local council capacities within the Embera-Wounaan traditional hierarchy. PRODAR, the GOP entity focused on the Darien region under the Ministry of the Presidency, expanded substantially during the project period and the GOP has provided an increased budget for salaries and operations moving forward for this office. This was largely due to US 'whole of government' funding involvement in the region. PRODAR representatives work closely alongside USAID implementing partners in the field, building local capacity and instilling an ongoing sense of ownership in the development of the region.

Sustainable impact was increased through reinforcing linkages between the three main components to create a mutually supportive environment. Capacity building with local councils in accounting and prioritization of financing for community projects led to increased demand for vocational-technical skills. These practical skills were developed in local communities under the education component and provide jobs and income for community members while contributing to the constant improvement of local facilities.

Some project-related activities will continue under the Bridge Program, which provides an additional \$500,000 from USG sources and leveraged funds from GOP. This will be funded through other USG agencies that will remain in Panama past the closing of the USAID mission, namely the State Department and the Narcotics Affairs Section (NAS). NAS has been working with the border patrol (SENAFRONT) on strengthening the local capacity for recruitment from youth within the Darién and patrolling of border areas where narco-traffickers are known to operate. Activities will continue with IOM as an implementing partner for a further nine months on a smaller scale, with the goal of increasing government takeover and increased private sector involvement. Some grounds for optimism exist in the increase salary budgeted for PRODAR in 2013, which will allow for better technical field staff, and increased interest in working directly with local Embera-Wounaan communities in the Comarca on a power-line construction project connecting hydropower from Colombia to the grid in Panama.

Judicial Transition Initiative: It remains to be seen whether these reforms are successfully carried out nationally, as the larger provinces will require more oversight and potentially provoke larger issues and responses from major stakeholders. There has already been some pushback from major government, including President Martinelli, criticizing the new system as soft on criminals. More needs to be done to address these criticisms and promote the reforms as a positive step toward improving access to justice to the general public. Part of the support for the transition must come from civil society, which has been largely supported through training and collaboration with *Alianza Ciudadana*. Efforts continue to strengthen *Alianza Ciudadana* to improve fundraising activities, exploring higher membership fees, the sale of independent evaluations, reports and studies, new donors and partnerships with private sector actors in the country that benefit from a more just judicial system.

Largely through USAID support, *Alianza Ciudadana* has become the premier legal association in Panama as a legal 'watchdog', reform advocate, and research group. While the administrative costs of this CSO have often been supported directly by USAID since its' inception, much work has been done to address the sustainability of the association beyond the closure of the activity. The European Union has given \$70,000 to fund programming through December 2012, and there is hope that the United Way of Panama will provide some funding for operating expenses.

A major sustainability factor under the institutional strengthening component lies with the professionalism and capacity of public defenders working within the new legal system. Relative to other lawyers working in the system, public defenders trained under this project in Veraguas and Coclé have proven to be functioning at a much higher level and should serve as an example for the rollout of legal changes in the remaining provinces. This strong corps of public defenders will serve as an advocate to maintain the improvements in the judicial system and help prevent regressive steps that may be sought by political stakeholders at the higher levels of government.

Overall Sustainability for DOs 'Ruling Justly and Democratically' and 'Economic Growth'

At the writing of this report, the general level of just and democratic governance within Panama seems to be taking some regressive steps, with a less independent judiciary. On the other hand, the existence of a strong source of criticism of national processes from CSOs such as *Alianza Ciudadana*, gives some indication that at least some members Panamanian society expect more and are willing to voice their demands at the national level. Democracy requires the involvement of the general citizenry, and the strength of CSOs, NGOs and a competitive private sector can have a positive impact on governance. The activities included in AA 525-002 have

strengthened these institutions and incorporated sustainable methods involvement and funding, which will put positive pressure on government institutions to make constructive reforms.

Economic growth in terms of GDP is strong throughout Panama, but inequity remains a major problem, as does the level of education and skill development opportunities for youth, who are the entrepreneurs and employees of the future. The OFY and Darien Initiative programs have strengthened support for young entrepreneurs through small grants to business start-ups and business planning. Collaborations with the ministries of GOP to provide vocational-technical training, new curricula, and support to agricultural and artisanal producers will link marginalized groups to the economic expansion the country is experiencing.

IV. Summary of Performance Indicators and Assessment of Usefulness for Performance Management and Reporting

The results frameworks contemplate Assistance Objective level and Intermediate Result level performance indicators for each of the three programs. Results Frameworks and Performance Management Plans (PMPs) attached.

Quarterly reports for the Opportunities for Youth Activity submitted by the implementing partner, Creative Associates, tracked these intermediate results, which contributed to data included in the portfolio reviews. The quantitative basis for the measurements allowed for rapid assessment of goal achievement, which was supplemented by more anecdotal and qualitative information. Targets were originally selected based on a three-year project timeframe, although changes were made due to modifications to the contract that included increased funding and an expansion of the target geographic areas.

The indicators for the Darien Initiative used by the implementing partner (IOM) included deliverables. Some of these were combined to make up the final indicators used for the Portfolio Reviews and the Performance Management Plan. In some cases the targets were conservative and were surpassed ahead of schedule. In part this may have been due to an unexpectedly high level of social capital within the target communities of the Darien that facilitated goal achievement. The target area was the focus of previous development assistance, which laid a strong framework for continued work and the ability to build upon this experience with local partners.

The indicators used on the Judicial Transition Initiative were fairly straightforward and allowed for a numerical assessment of judiciary transition progress in the provinces of Coclé and Veraguas that would otherwise have been somewhat difficult to track. Many public defenders underwent multiple trainings, so it may have been useful to track this more comprehensively through the PMPs and Portfolio Reviews, as the extent of training received by each lawyer is not fully represented here.

V. Significant Changes in Results Framework

There were no significant changes to the results frameworks during the implementation of the Opportunities for Youth Activity, the Darien Initiative or the Judicial Transition Initiative.

VI. List of evaluations and special studies conducted during the life of the DO, including Performance Reports

Opportunities for Youth – Semi-Annual Portfolio Reviews
Darien Initiative –Semi-Annual Portfolio Reviews

Judicial Transition Initiative – Semi-Annual Portfolio Reviews

VII. List of Instrument Close-out Reports for Contracts, Grants, and Cooperative Agreements

Opportunities for Youth – Creative Associates International, Quarterly Reports
Darien Initiative – International Organization for Migration (IOM), Quarterly Reports and Final Report
Judicial Transition Initiative – American Bar Association/Rule of Law Initiative (ABA-ROLI), Quarterly Reports and Final Report

VIII. Contact Details for Individuals Involved in DO 525-002

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Darien Initiative and Judicial Transition Initiative, USAID/Panama, Carlos Blandon, Activity Manager and Contract Officer Representative (COR)
Nilka Varela, USAID/Panama, Program Office

Note: USAID Panama will close at the end of FY 2012. USAID/EI Salvador will administer the contract for the Opportunities for Youth Activity until completion date in FY 2013. Point of Contact of Opportunities for Youth Activity, based in USAID EI Salvador, Contract Officer Representative, Rosa Maria de Colorado, rcolorado@usaid.gov Alternate Contract Officer Representative, Joy Searcie jsearcie@usaid.gov; Rosa Maria de Colorado, rcolorado@usaid.gov Point of Contact for Darien Initiative and Judicial Transition Initiative; and Norma Velasquez-Castro, Program Office, nvelasquez-castro@usaid.gov

Annexes

OFY-Results Framework
OFY-Performance Management Plan
Darien Initiative-Results Framework
Darien Initiative-Performance Management Plan
JTI-Results Framework
JTI-Performance Monitoring and Evaluation Plan

Drafted by: CDavis, DLI Date: 5/17/2012; NVarela, PROG, Revised 7/3/2012 & 9/10/2012

Clearances:

Darien Initiative & Judicial Transition Initiative, CBlandon Date: 7/10/2012

Opportunities for Youth, CMaduro: Date 7/18/2012

FMO: SPatino  Date 9/17/12

P:/USAID Public Folders/Office Files in CIS/Program Office/Close-out Reports/525-002 Assistance Agreement/FINAL_September 17, 2012.doc

USAID/Panama

ASSISTANCE OBJECTIVE: CITIZEN SECURITY IN TARGET GEOGRAPHIC AREAS IMPROVED

OPPORTUNITIES FOR YOUTH ACTIVITY (FY 2009-2013)

Performance Indicators

- Indicator 1: Number of communities assisted in crime prevention with USG support
- Indicator 2: Number of communities with joint police-citizen groups actively operating to reduce crime activity

Strategic Mechanisms

Community Action Fund

Community Policing

Public-Private Alliances

IR 1: Opportunities for youth at-risk in target urban areas expanded

Indicators:

- Number of youth at-risk participating in new positive youth development programs
- Number of youth peer leaders supporting positive youth and community development activities

IR 2: Sectoral capacity for coordinated and comprehensive responses for youth at-risk improved

Indicators:

- Comprehensive strategy developed and implemented
- Number of priority sector-specific action plans developed
- Number of individuals with knowledge, skills and abilities (KSAs) in best practices in youth development

IR 3: Opportunities for vulnerable youth in Darien region expanded

Indicators:

- Number of Darien youth at-risk participating in new positive youth development radio programming
- Number of Darien youth reached with positive youth development radio programming

Intermediate Results

IR 1.1 Local knowledge base of existing conditions & opportunities expanded

IR 1.2 Employment and continuing education opportunities enhanced

IR 1.3 Out of school time youth development activities functioning

IR 1.4 Youth engagement in community service & leadership activities increased

IR 2.1 Policies and services for youth at-risk improved.

IR 2.2 Web-based knowledge platform operational

IR-3.1: Darien youth engagement in community service & leadership activities increased

Sub-Results



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**Assistance Objective: Citizen Security in Target
Geographic Areas Improved**

Opportunities for Youth Activity

Performance Management Plan (PMP)

September 2011

BACKGROUND

This PMP outlines the indicators for a 3-year USAID/Panama funded program entitled **Opportunities for Youth ()** that will address underlying economic and social conditions that lead to community vulnerability to crime and violence. The OFY Program will focus on the role of the community and broader civil society in preventing and mitigating youth violence, and the strengthened coordination of government and non-governmental actors to provide expanded positive alternatives for youth in order to reduce their susceptibility to recruitment by sophisticated criminal organizations. This assistance will initiate a new area of programming for USAID/Panama, with an emphasis on both direct service provision for youth at risk and the strengthening of institutions and networks to ensure continued impact over time. This Activity is part of a Bilateral Assistance Agreement that was signed under two Functional Objectives of the Foreign Assistance Framework: Governing Justly and Democratically and Economic Growth. The Assistance Objective used for planning purposes under the Programmatic Framework is: Citizen Security in Target Geographic Areas Improved.

The Performance Management Plan is an internal document for use as a management tool. It facilitates planning and management of assessments and reporting results towards the achievement of the Assistance Objective.

The logical consistency of the results framework provides the context for the PMP. The calendar of performance management tasks summarizes the types of tasks the mission will conduct during the life of the Base Period of the Contract (2010-2013). The set of performance indicators in the reference sheets is the core of the PMP and is used to assess progress over the life of the Agreement. The overall and intermediate results performance indicators selected and the components in the Performance Indicators Reference Sheets follow the ADS guidelines for indicators.

LOGICAL CONSISTENCY OF THE RESULTS FRAMEWORK

The Assistance Objective, Citizen Security in Target Geographic Areas Improved, promotes citizen security and community safety through USG-assisted youth at risk development and gang prevention activities. It also aims at strengthening the capacity of governmental and non-governmental actors to respond effectively to youth involvement in crime, violence and gangs in high risk areas. These necessary conditions are the focus of the results framework in its two intermediate results: *Expanded Opportunities for Youth at Risk in Target Geographic Areas* and *Improved Sectorial Capacity for Coordinated and Comprehensive Responses for Youth at Risk*.

Expanded Youth Development Opportunities

While the Panamanian government is relatively well positioned to address the needs of its large youth population, efforts have been hampered by various limitations, such as lack of secondary and technical education prospects, scarce recreation and after-school facilities, high levels of unemployment and underemployment, insufficiently developed child, youth, and family health and social welfare institutions, and high levels of social exclusion. In the most vulnerable target geographic areas, service provision is particularly sparse, as it is difficult to attract and maintain professional providers (i.e. teachers and health care workers) and mobility within the communities is often limited by turf battles. Youth at risk must have access to increased opportunities, within their neighborhoods, to engage in positive and productive behavior offering them an alternative to the lures of criminal activities.

Improved Sectorial Capacity

Comprehensive and coordinated initiatives targeting youth at risk require the involvement of a multitude of actors and institutions including, but not limited to, centralized and local government (law enforcement, social services, health, education, juvenile justice), non-governmental organizations (i.e., Community Based Organizations – CBOs and Faith Based Organizations – FBOs, advocacy and analysis groups) and private sector representatives (i.e., organized interest groups such as chambers of commerce, individual business owners, media, etc.). Including nongovernment actors such as civil society and private sector associations is a key element to achieving sustainable results.

USAID will prioritize three key sectors, whose potential in addressing the needs of youth at risk is underutilized: 1) NGOs, CBOs and FBOs; 2) private sector including media; and 3) community and youth-oriented policing initiatives.

Strategic Mechanisms

Three strategic mechanisms will contribute to the achievement of the Strategic Objective: a Community Action Fund, Community Policing and Public-Private Alliances.

Community Action Fund - Funding will be used to address the rural and urban components of reducing the demand for drugs and its concomitant gang and organized crime component, as well as the nexus between the two. Under the Community Action Fund, activities will focus on target geographic areas that serve as a magnet for youth seeking educational or work opportunities, as well as the rural communities of Darien.

Using the safe youth outreach center approach USAID will partner with existing organizations to expand local efforts to empower youth with the tools of positive leadership and ethical values. Community-based youth centers will provide alternative after-school activities and long-term help, including vocational training, study skills development, tutoring, recreation activities, and entrepreneurship training, as well as life skills (eg. making healthy lifestyle choices, conflict prevention) to remove youth from the street-gang environment and give them the abilities to improve their lives. High profile, quick impact grants to communities will support community-generated solutions to problems of at-risk youth.

Community policing – This component of the program will strengthen the credibility and legitimacy of local government by fostering working relationships and improving collaboration between the police and

USAID/Panama Performance Management Plan

the communities they serve. It will further support the development of a constructive role for police in prevention, social rehabilitation and reinsertion activities at the community level. Assistance will focus on joint activities with community organizations and the police.

The USAID program will focus on the child and adolescent unit of the police. However, parallel initiatives must be undertaken with the Panamanian National Police (PNP) to both allow the Child and Adolescent Police Unit (CAPU) to take a more proactive role but also to incorporate concepts of youth-oriented policing into the broader community policing training model. It will be important for the USAID program to coordinate closely with Narcotics Section (NAS) in order to have access to the leadership structures of the PNP.

Types of prevention activities included in this component include:

- Training, technical assistance, and grants provided to community organizations to improve their communication with the police and facilitate their participation in crime prevention, detection, and reaching vulnerable youth;
- Support to improving police relations with entities such as schools and outreach centers, and through them with the community for the promotion of prevention of crime, violence, and drug use;
- Developing and training police in crime prevention and human rights (e.g. treatment of youth and their rights, both in the community and as youth offenders).

Public-Private Alliances – This Activity will support the development of strategic alliances and partnerships between the private sector and non-governmental organizations. Funds provided under this program will help jump start new activities to support the achievement of the results of the OFY Activity. This program is an opportunity to improve the knowledge, skills, and abilities of Opportunities for Youth while institutionally strengthening the operational aspects of non-governmental organizations, community-based organizations, and faith-based organizations to respond to youth needs while advocating for improved government services. Considerable private sector interest exists in supporting activities focused on gang prevention and youth-at-risk and USAID anticipates engaging a number of multinational and Panamanian corporations in funding initiatives that improve the employability of poor at-risk youth. These partnerships will be providing increased access to a first work experience for at-risk youth; strengthening “second chance” (alternative) education programs; and building local government, community, and NGO capacity to more effectively focus on at-risk youth.

CRITICAL ASSUMPTIONS

These assumptions are crucial to the success of the Strategic Objectives, Governing Justly and Democratically and Economic Growth, and the activities identified that will be undertaken.

- National and local institutions assign high priority to security and youth development to reduce youth participation in violence and crime.
- Municipal Violence Prevention Committees (MVPCs) design the strategy with a leadership role, good advocacy of main stakeholders. The risk of political will is also important to be monitored.
- The program will focus more on quality criteria in a limited number of communities assisted. Community leaders are assumed to be actively involved in planning and implementation. The risk may be political changes or party differences. The effects could be adverse and limit the success of the initiatives.
- The program will focus on quality criteria in a limited number of communities assisted. Community leaders will be actively involved from various sectors. The Prevention Profile should be well defined as well as a good selection of teachers to be trained. It is assumed that the multiplying effect of MVPCs and programs can be applied in the short term. It is also assumed that the Ministry of Education will be fully supportive of the different activities. Youth community leaders will be identified properly and motivated to be involved in project activities. A very important risk for this indicator is that political changes at the local and national level can affect support and activities.

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ASSISTANCE OBJECTIVE: CITIZEN SECURITY IN TARGET GEOGRAPHIC AREAS IMPROVED

OPPORTUNITIES FOR YOUTH ACTIVITY (FY 2009-2013)

Performance Indicators

Indicator 1: Number of communities assisted in crime prevention with USG support

Indicator 2: Number of communities with joint police-citizen groups actively operating to reduce crime activity

Strategic Mechanisms

Community Action Fund

Community Policing

Public-Private Alliances

Intermediate Results

IR 1: Opportunities for youth at-risk in target urban areas expanded

Indicators:

- Number of youth at-risk participating in new positive youth development programs
- Number of youth peer leaders supporting positive youth and community development activities

IR 2: Sectoral capacity for coordinated and comprehensive responses for youth at-risk improved

Indicators:

- Comprehensive strategy developed and implemented
- Number of priority sector-specific action plans developed
- Number of individuals with knowledge, skills and abilities (KSAs) in best practices in youth development

IR 3: Opportunities for vulnerable youth in Darien region expanded

Indicators:

- Number of Darien youth at-risk participating in new positive youth development radio programming
- Number of Darien youth reached with positive youth development radio programming

Sub- Results

IR 1.1 Local knowledge base of existing conditions & opportunities expanded

IR 1.2 Employment and continuing education opportunities enhanced

IR 1.3 Out of school time youth development activities functioning

IR 1.4 Youth engagement in community service & leadership activities increased

IR 2.1 Policies and services for youth at-risk improved.

IR 2.2 Web-based knowledge platform operational

IR-3.1: Darien youth engagement in community service & leadership activities increased

USAID/Panama Performance Management Plan

Insert calendar of performance management tasks.

Performance Indicators	Year 1		Year 2		Year 3		Cumulative
	Target	Actual thru June'11	Target	Actual	Target	Actual	
Assistance Objective: Citizen Security in Target Geographic Communities Improved							
Number of communities assisted in crime prevention with USG support	8	12	8		8		24
Number of communities with joint police-citizen groups actively operating to reduce crime activity	1	2	2		2		5
IR-1 Opportunities for youth at risk in target urban areas expanded							
Number of youth participating in new positive youth development programs	9,440	7,922	9,190		9,190		27,570
IR 2 Sectoral capacity for coordinated and comprehensive responses for youth at risk improved							
Comprehensive strategy developed and implemented			1				
Number of specific municipal youth development plans for youth at risk developed by organizations from the five key sectors	2	2	2		2		6
IR-3 Opportunities for vulnerable youth in Darien region expanded							
Number of Darien youth at risk participating in new youth-led radio programming	27	44	27		26		80
Number of Darien youth reached with positive youth development radio programming	400	500	400		400		1,200

USAID/Panama Performance Management Plan

Assistance Objective: Citizen Security in Target Geographic Areas Improved			
SO Level Indicator No. 1: Number of communities assisted in crime prevention with USG support			
Is this an Operational Plan Performance Report indicator No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> Reporting Years: FY 2010 - 2013			
DESCRIPTION			
Precise Definition(s):			
<ul style="list-style-type: none"> - Number quantity that includes target communities. - Community refers to a unified body of individuals with common interests and characteristics living in a particular geographic area - Assistance refers to the act of providing aid, support or help - Crime Prevention the practice of stopping illegal acts from happening - USG support United States Government funds 			
Unit of Measure: Number			
Disaggregated by: Year, Geographic area, gender, program type, security level			
Justification: This indicator will measure the number of communities where crime/violence prevention initiatives are being implemented. This is focused on a change of culture through successful experiences that could demonstrate efficiency and effectiveness of the interventions and could be replicated nationwide. The indicator will disaggregate by gender to determine the difference of the success among women and among men, geographic area, security levels and by program type. Data will be collected periodically and through quarterly reports and an annual compendium using OFY staff routine reporting templates, Municipal Crime Prevention Committee, partners, PROSI and grantee reporting formats.			
PLAN FOR DATA ACQUISITION BY USAID			
Data Collection Method: Creative Associates, in coordination with the key counterpart institutions established a baseline for the program and monitor this baseline annually. Vanderbilt University will also monitor through the Impact Evaluation Methodology.			
Method of Acquisition by USAID: USAID receives information from Creative Associates as part of reporting requirements under the contract. Creative includes annual data in its semi-annual report. The methodology used will be project records obtained through meetings and reporting.			
Data Source(s): OFY partners, grantees, municipalities, PROSI (National Security Program)			
Frequency/Timing of Data Acquisition: Annually with interim semi-annual estimates.			
Estimated Cost of Data Acquisition: Included in Creative Associates contract			
Individual(s) Responsible at USAID: Cristina Maduro, COTR			
Individual(s) Responsible for providing data to USAID: Michael McCabe, COP, Creative Associates			
Location of Data Storage: OFY Activity Official Files			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: None			
Known Data Limitations, Significance, and Actions Planned: Scope of work of activities changed. Availability of funds reduced, requiring a reduction in the budget. Contract modified, including performance indicators.			
Date of Future Data Quality Assessments: September 2011			
Procedures for Future Data Quality Assessments: Data Analysis by survey.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Comparison and assessment of actual data versus target by Creative Associates in its September (Final) reports of FY2011.			
Presentation of Data: Summary table (prepared by Creative Associates).			
Review of Data: USAID will review the data with implementing partners and within the mission during portfolio reviews.			
Reporting of Data: Portfolio Review and Operational Plan Performance Report.			
OTHER NOTES			
Notes on Baselines/Targets: By 2013, twenty four communities will be have been assisted in crime prevention with USG support.			
Other: None			
PERFORMANCE INDICATOR VALUES (Cumulative)			
Year	Target	Actual	Notes
2010	Baseline	-	-
2011	8	12	
2012	8	-	
2013	8	-	
THIS SHEET LAST UPDATED ON: September, 2011			

Strategic Objective: Citizen Security in Target Geographic Areas Improved
Intermediate Result 1: Opportunities for youth at risk in target geographic areas expanded
IR 1 Indicator: Number of youth at risk participating in positive youth development programs supported by the OFY program in target communities
Is this an Operational Plan Performance Report Indicator? No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> Reporting Years: FY 2010 – 2013
DESCRIPTION
<p>Precise Definition(s):</p> <ul style="list-style-type: none"> - Number quantity of youth - Youth-at-risk ages 15-29 from vulnerable communities that are receiving opportunities to avoid crime - Participate to take or have a part in - Positive tending towards progress or improvement - Youth ages 15-29 - Development the act of progress - Programs a plan of action or activities - Support to give aid or maintain - OFY Program Opportunities for Youth Program - Target to be an object of a purpose - Communities a social group of any size whose members reside in a specific locality
Unit of Measure: Number
Disaggregated by: Year, Geo., gender, age, type of radio program
Justification: Quantifying the number of youth development initiatives is a direct measure of OFY's effort to expand access to opportunities for youth living in at risk communities. These initiatives provide youth with viable alternatives to illicit activities and violence. The OFY considers the definition of positive youth development a means to help youth promote positive relationships with peers and caring adults; provide opportunities for learning healthy behaviors and building competence; empower youth with leadership opportunities; and emphasize youth strengths. This indicator directly reflects the degree to which public-private initiatives are effectively being developed by the program to address vulnerability risk and protective factors. Data for this indicator will be collected quarterly and processed in a data base to be analyzed by project staff through project records and will be segregated by gender, age, socio-economic level, program type, and key economic sector organization.
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Creative Associates, in coordination with the key counterpart institutions, established a baseline for the program and monitoring of this baseline annually. Vanderbilt University will also monitor through the Impact Evaluation Methodology.
Method of Acquisition by USAID: USAID receives information from Creative Associates, as part of reporting requirements under the contract. Creative includes annual data in its semi-annual report. The methodology used will be project records obtained through meetings and reporting.
Data Source(s): OFY partners, grantees
Frequency/Timing of Data Acquisition: Annually with interim semi-annual estimates.
Estimated Cost of Data Acquisition: Included in Creative Associates contract
Individual(s) Responsible at USAID: Cristina Maduro, COTR
Individual(s) Responsible for providing data to USAID: Michael McCabe, COP, Creative Associates
Location of Data Storage: OFY Activity Official Files
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: None
Known Data Limitations, Significance, and Actions Planned: Scope of work of activities changed. Availability of funds reduced, requiring a reduction in the budget. Contract modified, including performance indicators. Re-adjust indicators in modification of contract.
Date of Future Data Quality Assessments: September 2011
Procedures for Future Data Quality Assessments: Data Analysis by Survey
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison and assessment of actual data versus target by Creative Associates in its September (Final) reports of FY2011.
Presentation of Data: Summary table (prepared by Creative Associates).
Review of Data: USAID will review the data with implementing partners and within the mission during portfolio reviews.
Reporting of Data: Portfolio Review and Operational Plan Performance Report.
OTHER NOTES

USAID/Panama Performance Management Plan

Notes on Baselines/Targets: By 2013 at least 27,570 youth must be participating in youth development programs supported by OFY Activity

Other: None

PERFORMANCE INDICATOR VALUES (CUMULATIVE)

Year	Target	Actual	Notes
2010	Baseline	-	
2011	9,190	7,922	
2012	9,190	-	
2013	9,190	-	

THIS SHEET LAST UPDATED ON: September, 2011

USAID/Panama Performance Management Plan

Strategic Objective: Citizen Security in Target Geographic Areas Improved			
Intermediate Result 2 Expanded opportunities for vulnerable youth in Darien region			
IR 2 Indicator: Number of Darien youth-at-risk participating in new youth-led radio programming supported by the OFY Program			
Is this an Operational Plan Performance Report Indicator? No X Yes Reporting Years: FY 2010 – 2013			
DESCRIPTION			
<ul style="list-style-type: none"> - Number quantity of youth - Dariena province in Panama - Youth at risk ages 15-29 from vulnerable communities that are receiving opportunities to avoid crime - Participate to take or have a part in - New of recent existence or appearance - Youth-led conducted, influenced or guided by youth - Radio programming radio activities - Support to give aid or maintain - OFY Program Opportunities for Youth Program 			
Unit of Measure: Number			
Disaggregated by: Year, Geo., gender, age, type of radio program			
Justification: This is a direct measure of the number of youth at risk from the Darien area that participate in new youth radio programs. The project staff will oversee the quality of the content of radio programming. The data will be collected through project quarterly reporting and field visits reports. The indicator will be disaggregated by gender, ethnic group and socio-economic level.			
PLAN FOR DATA ACQUISITION BY USAID			
Data Collection Method: Creative Associates, in coordination with the key counterpart institutions established a baseline for the program and monitoring of this baseline annually. Vanderbilt University will also monitor through the Impact Evaluation Methodology.			
Method of Acquisition by USAID: USAID receives information from Creative Associates as part of reporting requirements under the contract. Creative includes annual data in its semi-annual report. The methodology used will be project records obtained through meetings and reporting.			
Data Source(s): OFY partners, grantees,			
Frequency/Timing of Data Acquisition: Annually			
Estimated Cost of Data Acquisition: Included in Creative Associates contract			
Individual(s) Responsible at USAID: Cristina Maduro, COTR			
Individual(s) Responsible for providing data to USAID: Michael McCabe, COP, Creative Associates			
Location of Data Storage: OFY Activity Official Files			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: None			
Known Data Limitations, Significance, and Actions Planned: Scope of work of activities changed. Availability of funds reduced, requiring a reduction in the budget. Contract modified, including performance indicators.			
Date of Future Data Quality Assessments: September 2011			
Procedures for Future Data Quality Assessments: Data Analysis with partners			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Comparison and assessment of actual data versus target by Creative Associates in its September (Final) reports of FY2011.			
Presentation of Data: Summary table (prepared by Creative Associates).			
Review of Data: USAID will review the data with implementing partners and within the mission during portfolio reviews.			
Reporting of Data: Portfolio Review and Operational Plan Performance Report.			
OTHER NOTES			
Notes on Baselines/Targets: By 2013, 80 youth at risk must be participating in youth led radio programming supported by OFY Activity			
Other: None			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2010	-	-	
2011	27	40	
2012	27	-	
2013	27	-	
THIS SHEET LAST UPDATED ON: September, 2011			

USAID/Panama Performance Management Plan

Strategic Objective: Citizen Security in Target Geographic Areas Improved
Intermediate Result 3: Improved sectoral capacity for coordinated and comprehensive responses to the needs of youth at risk
IR 3 Indicator: Number of specific municipal youth development plans (YDP) for youth at risk developed by organizations from the five key sectors
Is this an Operational Plan Performance Report Indicator? No X Yes Reporting Years: FY 2010 – 2013
DESCRIPTION
Precise Definition(s): <ul style="list-style-type: none"> - Number quantity of plans - Specific having a particular application or bearing - Municipal of or pertaining to a town or city or its local government - Youth ages 15-29 - Development the act of progress - Plans a series of actions or activities - Youth at risk ages 15-29 from vulnerable communities that are receiving opportunities to avoid crime - Developed elaborated - Organizations a body of people constructed for a specific end - Key fundamental - Sector a part or subdivision
Unit of Measure: Number
Disaggregated by: Year, Geo., No. of Action Plans, municipality
Justification: This is a direct quantitative indicator that will measure the number of specific youth development action plans designed and implemented by NGOs from the five key sectors to address and lower the risk factors associated with violence and crime among youth. The data will be collected quarterly through the project reports and the progress will be measure with information from meetings with stakeholders.
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Creative Associates, in coordination with the key counterpart institutions established a baseline for the program and monitoring of this baseline annually. Vanderbilt University will also monitor through the Impact Evaluation Methodology.
Method of Acquisition by USAID: USAID receives information from Creative Associates as part of reporting requirements under the contract. Creative includes annual data in its semi-annual report. The methodology used will be project records obtained through meetings and reporting.
Data Source(s): OFY partners, grantees, municipalities, PROSI
Frequency/Timing of Data Acquisition: Annually with interim semi-annual estimates.
Estimated Cost of Data Acquisition: Included in Creative Associates contract
Individual(s) Responsible at USAID: Cristina Maduro, COTR
Individual(s) Responsible for providing data to USAID: Michael McCabe, COP, Creative Associates
Location of Data Storage: OFY Activity Official Files
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Presentation of Data: Summary table (prepared by Creative Associates).
Review of Data: USAID will review the data with implementing partners and within the mission during portfolio reviews.
Reporting of Data: Portfolio Review and Operational Plan Performance Report.
OTHER NOTES
Notes on Baselines/Targets: None
Other: None

USAID/Panama Performance Management Plan

PERFORMANCE INDICATOR VALUES (CUMULATIVE)			
Year	Target	Actual	Notes
2010	Baseline	-	
2011	2	2	
2012	2	-	
2013	2	-	

THIS SHEET LAST UPDATED ON: September, 2011

Drafted by CMaduro DG Date: 06-29-11 w/comments from GDO CJEIron
Cleared by NVarela/PROG _____ date _____

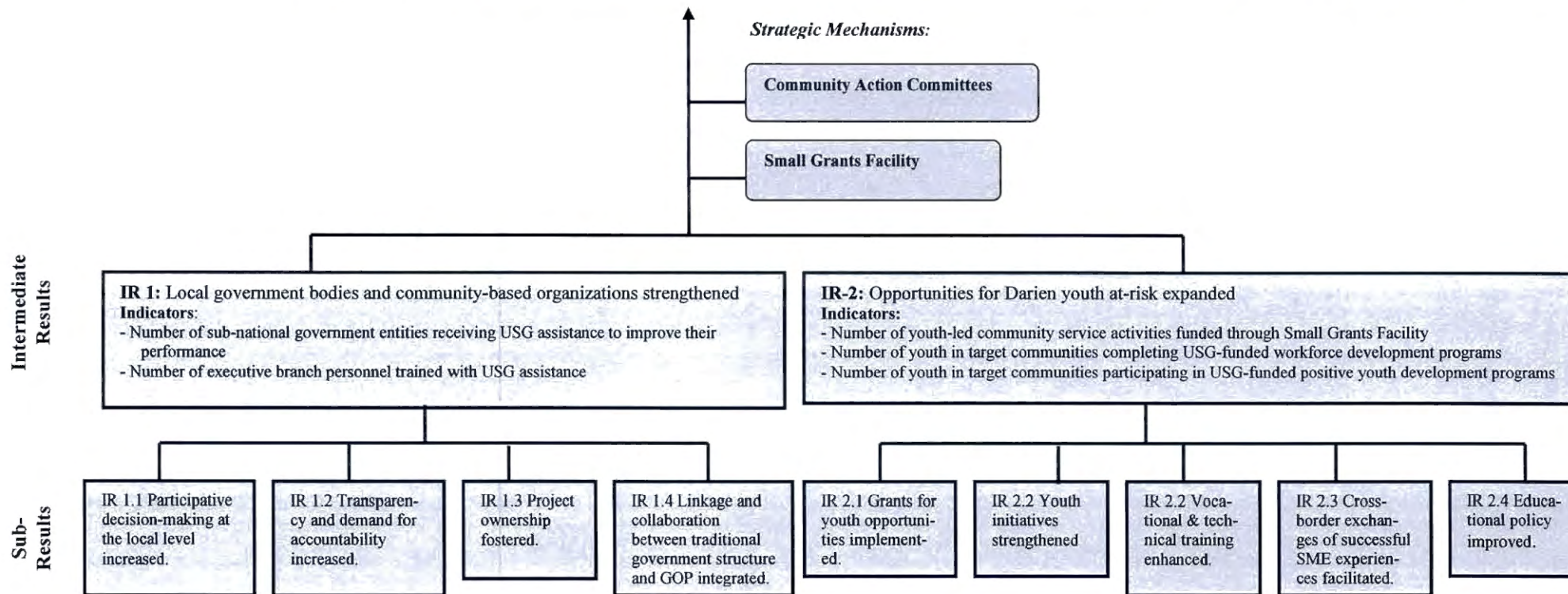
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USAID/Panama



ASSISTANCE OBJECTIVE: CITIZEN SECURITY IN TARGET RURAL COMMUNITIES IMPROVED
DARIEN INITIATIVE (FY 2010-2012)

Performance Indicators
 Indicator 1: Number of Community Action Committees functioning in select communities
 Indicator 2: Number of training facilities operating sustainably as a result of USG assistance



Critical Assumptions:

- National and local institutions assign high priority to security and youth development to reduce youth participation in violence and crime.
- Education authorities and institutions are receptive to policy changes in the Darien.
- Security situation in the Darien does not worsen.



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FROM THE AMERICAN PEOPLE

Assistance Agreement 525-002

**The Objective Governing Justly and Democratically
and The Objective Economic Growth**

**Program Areas: Good Governance and Private Sector
Competitiveness**

Performance Management Plan (PMP)

August 2011

I. BACKGROUND

The Performance Management Plan is an internal document for use by the technical team as a management tool. It facilitates planning and management of assessments and reporting results towards the achievement of the Strategic Objective. This PMP complies with ADS 203.3.2 and ADS 203.3.3.1.

The set of performance indicators in the reference sheets included in this document is the core of the PMP and is used to assess progress over the life of the activity. The overall and intermediate results performance indicators selected and the components in the Performance Indicators Reference Sheets follow the ADS 201 guidelines.

II. THE DARIEN INITIATIVE RESULTS FRAMEWORK-LOGICALCONSISTENCY

To achieve the two objectives in the Darien Initiative, USAID/Panama is underlying a strategic Assistance Objective, as well as two intermediate results (IRs) as follow:

Strategic Assistance Objective: Citizen Security in Target Rural Communities Improved

IR-1 Local government bodies and community-based organizations strengthened

IR -2 Opportunities for Darien youth at-risk expanded

The Results Framework in Figure No. 1 summarizes the content of the Program and constitutes the basis for performance management.

In order to reduce the vulnerability factors that drive youth in the Darien to become involved in illicit activities and fall victims to recruitment by illegal armed groups, USAID Darien Initiative is working in three components: 1) Education and Co-Existence (IR2); 2) Income Generation (IR 2), and 3) National and Local government strengthening (IR1).

The more capacity communities develop to respond to their own needs, the less vulnerable they will become to guerilla and DTOs. The Darien Initiative addresses two important variables: poverty and isolation. IR-2 subcomponents address poverty, while IR-1 addresses isolation.

Building social infrastructure, such as potable water and sanitation (IR-1), and productive infrastructure, such as small docks, rehabilitation of market roads, agribusiness and micro enterprises (IR-2) will satisfy basic needs and lay the foundation for increased income. Beyond this benefit, Mission envisions a local community organizational strengthening approach of "learning by doing".

Self-help activities will begin a process aimed at enabling the communities to develop an attitude of taking charge of their own development and foster increased cohesiveness.

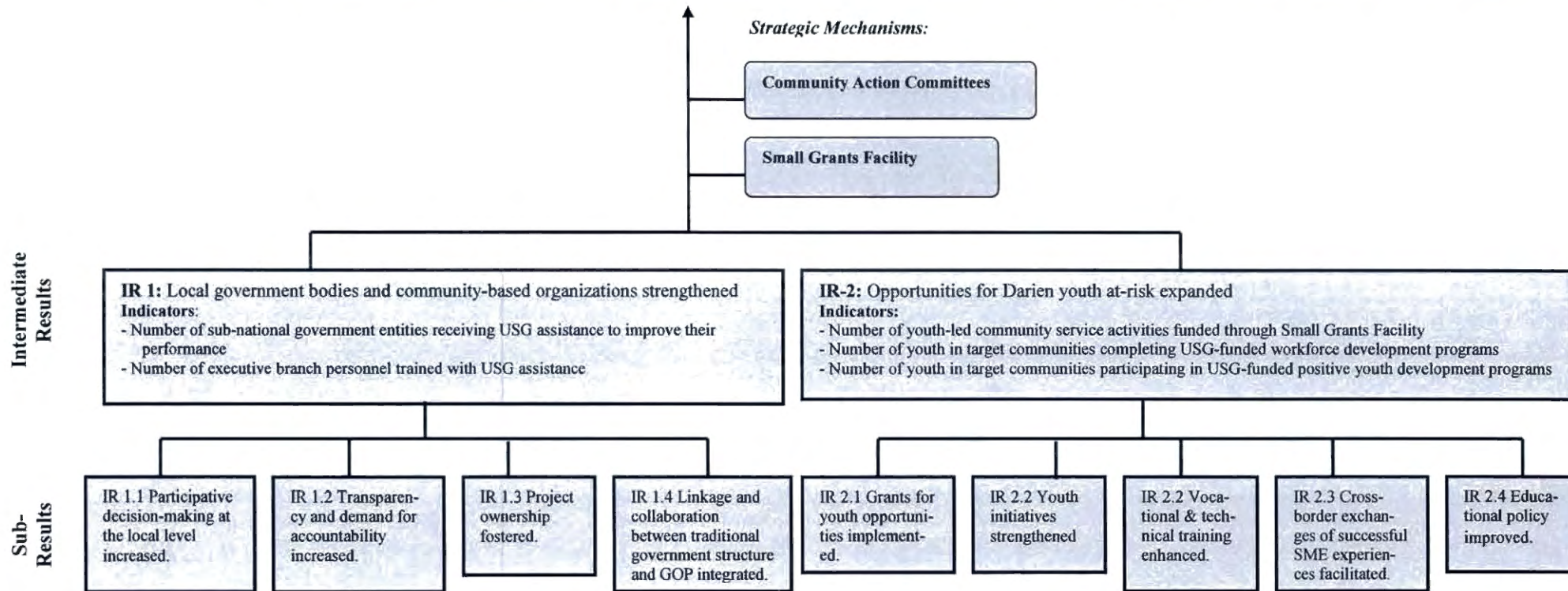
(Please see below Result Framework)

USAID/Panama



ASSISTANCE OBJECTIVE: CITIZEN SECURITY IN TARGET RURAL COMMUNITIES IMPROVED
DARIEN INITIATIVE (FY 2010-2012)

Performance Indicators
 Indicator 1: Number of Community Action Committees functioning in select communities
 Indicator 2: Number of training facilities operating sustainably as a result of USG assistance



Critical Assumptions:

- National and local institutions assign high priority to security and youth development to reduce youth participation in violence and crime.
- Education authorities and institutions are receptive to policy changes in the Darien.
- Security situation in the Darien does not worsen.

III. PERFORMANCE MANAGEMENT TASKS AND TIMELINE

As indicated in Section 1, USAID must identify the performance management tasks that will conduct over the life of the Special Objective and prepare an illustrative timeline for when each task will be conducted.

Enclose table shows the timeline for carrying out these performance management tasks.

IV. PERFORMANCE INDICATORS SELECTED FOR THE DARIEN INITIATIVE PROGRAM

6.1 Selection of Performance Indicators

Based on the policy framework and consultations with relevant implementing partners and stakeholders, the Darien Initiative has selected the following set of performance indicators to assess progress towards the achievement of the Assistance Objective and IRs.

Target and Actual Performance Indicators

Performance Indicators	Unit	Year 1		Year 2		LOA Cumulative Target
		Target	Actual	Target	Actual	
Assistance Objective: Citizen Security in Target Rural Communities Improved						
1. Number of Community Action Committees functioning in select communities	(Number)	4	0	11	-	15
2. Number of training facilities operating sustainably as a result of USG assistance	(Number)	1	0	2	-	3
IR-1 Local government bodies and community-based organizations strengthened						
1. Number of persons trained with USG assistance	(Number)	0	0	100	-	100
2. Number of sub-national government entities receiving USG assistance	(Number)	1	0	1	-	2
IR -2 Opportunities for Darien youth at-risk expanded						
1. Number of youth-led community service funded through Small Grants Facility	(Number)	0	0	115	-	115
2. Number of youth in target communities benefited by USG-funded workforce development	(Number)	80	0	260	-	340
3. Number of youth in target communities participating in USG-funded youth development programs	(Number)	0	0	800	-	800

A complete description of each indicator is found in Performance Data Sheets below.

USAID/Darien Initiative Performance Management Plan

Assistance Objective: Citizen Security in Target Rural Communities Improved
AO Level Indicator No. 1: Number of Community Action Committees functioning in select communities
Indicator: N/A
Is this an Operational Plan Performance Report indicator? No <input type="checkbox"/> Yes <input checked="" type="checkbox"/>, for Reporting Year(s) FY 2010-FY2012
DESCRIPTION
<p>Number: Number of communities in Indigenous territories and the province of the Darien.</p> <p>Community Action Committees: Embera Wounaan Local Traditional Community Congresses (15) and grassroots organizations in the province of Darien.</p> <p>Functioning: support with technical assistance and training in community-based approaches to provide selected communities with basic infrastructure and essential public services and effective local governance to work with National Government institutions, local private sector, and civil society organizations in order to increase productivity, income, and employment opportunities.</p> <p>Select Communities: The Darien Initiative is working in 18 communities (15 Indigenous communities in the Comarca Embera Wounaan and 2 communities in the province of the Darien). Target communities in the Cemaco region of the Comarca includes: Alto Playona, Lajas Blancas, La Penita, El Salto in the Chucunaque River; Canan and Sinai in the Membrillo river; Tortuga and Dosake Puru in the Ucurganti river; Nuevo Vigia in the Tuqueza river; Comun y Corozan in the Chico River; Union Choco and Capeti in the Tuira River; Puerto Indio in region of Sambu in the Comarca; the communities in the province of the Darien Yaviza and Jaque.</p>
Unit of Measure: Number of Communities
Disaggregated by: Sex
Direction of Change: Higher = Better
Type of indicator: Outcome
Justification & Management Utility: This indicator links community development to economic growth and social and governance development objectives.
PLAN FOR DATA ACQUISITION
Data Collection Method: Implementing partner IOM collects the data from the target communities through enumerators that hand the information to the contractor's activity managers for compilation and verification.
Data Source(s): Reports prepared by grantee IOM and reported to USAID quarterly.
Frequency/Timing of Data Acquisition: Data are collected by IOM and presented to USAID as part of quarterly reports.
Estimated Cost of Data Acquisition: This is included in IOM Cooperative Agreement.
Responsible Individual(s) at the Project: Stephanie Alvarez, Project Coordinator; and Hermel Lopez, Field Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March, 2011.
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: N/A Activity ends June 2012
Procedures for Future Data Quality Assessments: N/A
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
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USAID/Darien Initiative Performance Management Plan

Reporting of Data: Semi-annual Portfolio Reviews and annual Operational Plan Performance Report.

OTHER NOTES

Notes on Baselines/Targets: The targets represent cumulative amounts.

Other Notes: None

PERFORMANCE INDICATOR VALUES

FY	Target	Actual	Notes
	Baseline 0		
2010	0	0	Number of target communities (16) supported and strengthened by the Darien Initiative project with small infrastructures projects and organizational capacity building by community congress.
2011	4		Number of target communities (16) supported and strengthened by the Darien Initiative project with small infrastructures projects and organizational capacity building by community congress.
2012	11	-	Number of target communities (16) supported and strengthened by the Darien Initiative project with small infrastructures projects and organizational capacity building by community congress.

THIS SHEET LAST UPDATED ON: March 21, 2011

USAID/Darien Initiative Performance Management Plan

Assistance Objective: Citizen Security in Target Rural Communities Improved
AO Level Indicator No. 2: Number of Training facilities operating sustainably as a result of USG assistance
Indicator: N/A
Is this an Operational Plan Performance Report indicator? No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> , for Reporting Year(s) FY 2010-FY2012
DESCRIPTION
<p>Number: Amount of formal schools and technical vocational centers strengthened</p> <p>Training facilities: schools and technical vocational centers with geographic location in the Embera-Wounaan Comarca and the province of the Darien. Record the name of the school and its geographic location.</p> <p>Operating sustainably: As a result of support provided (infrastructure improvements, computer equipment, teachers training to improve quality of education, lab equipment) schools and training centers are expanding education services to more students in the Darien.</p> <p>As a result of USG assistance: Direct interventions of the Darien Initiative sparked education services to be expanded.</p>
Unit of Measure: Number of schools
Disaggregated by: N/A
Direction of Change: Higher = Better
Type of indicator: Outcome
Justification & Management Utility: This indicator links formal education to economic growth and social development objectives.
PLAN FOR DATA ACQUISITION
Data Collection Method: Implementing partner IOM collects the data from the target communities through enumerators that hand the information to the Grantee's activity managers for compilation and verification.
Data Source(s): Reports prepared by grantee IOM and reported to USAID quarterly reports.
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OTHER NOTES
Notes on Baselines/Targets: The targets represent cumulative amounts.

USAID/Darien Initiative Performance Management Plan

Other Notes: None			
PERFORMANCE INDICATOR VALUES			
FY	Target	Actual	Notes
	Baseline 0		
2010	1	1	Number of Training facilities operating sustainably as a result of USG assistance (the Darien Initiative project).
2011	1	-	Number of Training facilities operating sustainably as a result of USG assistance (the Darien Initiative project).
2012	1	-	Number of Training facilities operating sustainably as a result of USG assistance (the Darien Initiative project).
THIS SHEET LAST UPDATED ON: July 21, 2011			

USAID/Darien Initiative Performance Management Plan

Assistance Objective: Citizen Security in Target Rural Communities Improved
Intermediate Result 1: Local Government bodies and community based organizations strengthened
Indicator No. 1: Number of persons trained with USG assistance
Is this an Operational Plan Performance Report indicator? No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> , for Reporting Year(s) FY 2010-FY2012
DESCRIPTION
<p>Number: Number of persons in target communities in the Embera-Wounaan Comarca and the province of the Darien.</p> <p>Persons: Members of the Embera Wounaan Local Traditional Community Congresses (15) and grassroots organizations in the province of Darien.</p> <p>Trained: support with technical assistance and training to community members in target communities on formulation, implementation, accountability, and monitoring of infrastructure projects, social development activities, and income generation activities.</p> <p>USG Assistance: Direct interventions of the Darien Initiative project increase number of people trained in community development.</p>
Unit of Measure: Number of persons
Disaggregated by: Sex
Direction of Change: Higher = Better
Type of indicator: Outcome
Justification & Management Utility: This indicator links training on implementation of community based project to economic growth and social development objectives.
PLAN FOR DATA ACQUISITION
Data Collection Method: Implementing partner IOM collects the data from the target communities through enumerators that hand the information to the contractor's activity managers for compilation and verification.
Data Source(s): Reports prepared by grantee IOM and reported to USAID quarterly.
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Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
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Procedures for Future Data Quality Assessments: N/A
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
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Reporting of Data: Semi-annual Portfolio Reviews and annual Operational Plan Performance Report.
OTHER NOTES
Notes on Baselines/Targets: The targets represent cumulative amounts.
Other Notes: None

USAID/Darien Initiative Performance Management Plan

PERFORMANCE INDICATOR VALUES			
FY	Target	Actual	Notes
	Baseline 0		
2010	0	0	Number of persons trained with USG assistance
2011	50	-	Number of persons trained with USG assistance
2012	50	-	Number of persons trained with USG assistance

THIS SHEET LAST UPDATED ON: July 21, 2011

USAID/Darien Initiative Performance Management Plan

Assistance Objective: Citizen Security in Target Rural Communities Improved
Intermediate Result 1: Local Government bodies and community based organizations strengthened
Indicator No. 2: Number of sub-national government entities receiving USG assistance
Is this an Operational Plan Performance Report indicator? No Yes X , for Reporting Year(s) FY 2010-FY2012
DESCRIPTION
<p>Number: Number of sub-national government entities supported.</p> <p>Sub-National Government Entities: Support to increase coordination between and among GOP national entities, GOP regional institutions, local government, traditional authorities at the General Congress, Regional Congresses, and local communities congresses levels.</p> <p>Receiving: support with technical assistance. Equipment, and training to these sub-national entities to improve government services to the Darien.</p> <p>USG Assistance: Direct interventions of the Darien Initiative project increase number of initiatives or activities towards improving government services to the Darien.</p>
Unit of Measure: Number of sub-national government entities
Disaggregated by: N/A
Direction of Change: Higher = Better
Type of indicator: Outcome
Justification & Management Utility: This indicator links training on implementation of community based projects with different stakeholders at different levels to reach economic growth and social development objectives in the Darien.
PLAN FOR DATA ACQUISITION
Data Collection Method: Implementing partner IOM collects the data from the target communities through enumerators that hand the information to the contractor's activity managers for compilation and verification.
Data Source(s): Reports prepared by grantee IOM and reported to USAID quarterly.
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OTHER NOTES
Notes on Baselines/Targets: The targets represent cumulative amounts.
Other Notes: None

USAID/Darien Initiative Performance Management Plan

PERFORMANCE INDICATOR VALUES			
FY	Target	Actual	Notes
	Baseline 0		
2010	0	0	Number of sub-national government entities receiving USG assistance.
2011	1	-	Number of sub-national government entities receiving USG assistance.
2012	1	-	Number of sub-national government entities receiving USG assistance.

THIS SHEET LAST UPDATED ON: July 21, 2011

USAID/Darien Initiative Performance Management Plan

Assistance Objective: Citizen Security in Target Rural Communities Improved
Intermediate Result 2: Opportunities for Darien youth at-risk expanded
Indicator: Number of youth-led community service funded through Small Grant Facility
Is this an Operational Plan Performance Report indicator? No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> , for Reporting Year(s) FY 2010-FY2012
DESCRIPTION
<p>Number: Number of youths in target communities in the Embera-Wounaan Comarca and the province of the Darien.</p> <p>Youth-led community service: Youth who decides to start their own business or are providing community social services with the support of the program.</p> <p>funded: support with seed capital along with technical assistance and training for youth wanting to start their own micro-business or provide social services to the communities.</p> <p>Small Grant Facility: Seed capital of \$1,000 provided to youth who wants to start or strengthen their enterprises.</p>
Unit of Measure: Number of youth
Disaggregated by: Sex
Direction of Change: Higher = Better
Type of indicator: Outcome
Justification & Management Utility: This indicator links training to youth to start their own business to improve economic growth and social development objectives.
PLAN FOR DATA ACQUISITION
Data Collection Method: Implementing partner IOM collects the data from the target communities through enumerators that hand the information to the contractor's activity managers for compilation and verification.
Data Source(s): Reports prepared by grantee IOM and reported to USAID quarterly.
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OTHER NOTES
Notes on Baselines/Targets: The targets represent cumulative amounts.
Other Notes: None
PERFORMANCE INDICATOR VALUES

USAID/Darien Initiative Performance Management Plan

FY	Target	Actual	Notes
	Baseline 0		
2010	0	0	Number of youth-led community service funded through Small Grant Facility
2011	50	-	Number of youth-led community service funded through Small Grant Facility
2012	90	-	Number of youth-led community service funded through Small Grant Facility

THIS SHEET LAST UPDATED ON: July 21, 2011

USAID/Darien Initiative Performance Management Plan

Assistance Objective: Citizen Security in Target Rural Communities Improved
Intermediate Result 2: Opportunities for Darien youth at-risk expanded
Indicator: Number of youth in target communities benefited by USG-funded workforce development
Is this an Operational Plan Performance Report indicator? No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> , for Reporting Year(s) FY 2010-FY2012
DESCRIPTION
<p>Number: Number of youth.</p> <p>Youth in target communities: Number of youth in target communities in the Embera-Wounaan Comarca and the province of the Darien. The Darien Initiative is working in 18 communities (15 Indigenous communities in the Comarca Embera Wounaan and 2 communities in the province of the Darien). Target communities in the Cemaco region of the Comarca includes: Alto Playona, Lajas Blancas, La Penita, El Salto in the Chucunaque River; Canan and Sinai in the Membrillo river; Tortuga and Dosake Puru in the Ucurganti river; Nuevo Vigia in the Tuqueza river; Comun y Corozan in the Chico River; Union Choco and Capeti in the Tuira River; Puerto Indio in region of Sambu in the Comarca; the communities in the province of the Darien Yaviza and Jaque.</p> <p>Benefited: support to youth in training and vocational courses to be able to get inserted into the labor market.</p> <p>USG workforce development: courses provided by INADEH to youth in close coordination with the USAID/Darien Initiative in construction, masonry, and welding; as well as in crop cultivation and others.</p>
Unit of Measure: Number of youth
Disaggregated by: Sex
Direction of Change: Higher = Better
Type of indicator: Outcome
Justification & Management Utility: This indicator links training to youth to start their own business to improve economic growth and social development objectives.
PLAN FOR DATA ACQUISITION
Data Collection Method: Implementing partner IOM collects the data from the target communities through enumerators that hand the information to the contractor's activity managers for compilation and verification.
Data Source(s): Reports prepared by grantee IOM and reported to USAID quarterly.
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Actions Taken or Planned to Address Data Limitations: None
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Procedures for Future Data Quality Assessments: N/A
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OTHER NOTES

USAID/Darien Initiative Performance Management Plan

Notes on Baselines/Targets: The targets represent cumulative amounts.

Other Notes: None

PERFORMANCE INDICATOR VALUES

FY	Target	Actual	Notes
	Baseline 0		
2010	0	0	Number of youth in target communities benefited by USG-funded workforce development.
2011	100	-	Number of youth in target communities benefited by USG-funded workforce development.
2012	100	-	Number of youth in target communities benefited by USG-funded workforce development.

THIS SHEET LAST UPDATED ON: July 21, 2011

USAID/Darien Initiative Performance Management Plan

Assistance Objective: Citizen Security in Target Rural Communities Improved
Intermediate Result 2: Opportunities for Darien youth at-risk expanded
Indicator: Number of youth in target communities participating in USG-funded youth development program
Is this an Operational Plan Performance Report indicator? No Yes <input checked="" type="checkbox"/> , for Reporting Year(s) FY 2010-FY2012
DESCRIPTION
<p>Number: Number of youth.</p> <p>Youth in target communities: Number of youth in target communities in the Embera-Wounaan Comarca and the province of the Darien. The Darien Initiative is working in 18 communities (15 Indigenous communities in the Comarca Embera Wounaan and 2 communities in the province of the Darien). Target communities in the Cemaco region of the Comarca includes: Alto Playona, Lajas Blancas, La Penita, El Salto in the Chucunaque River; Canan and Sinai in the Membrillo river; Tortuga and Dosake Puru in the Ucurganti river; Nuevo Vigia in the Tuqueza river; Comun y Corozan in the Chico River; Union Choco and Capeti in the Tuira River; Puerto Indio in region of Sambu in the Comarca; the communities in the province of the Darien Yaviza and Jaque.</p> <p>Participating: youth actively joining USAID development programs along with other GOP development programs</p> <p>USG funded youth development programs: USAID/Darien Initiative joint development activities with GOP institutions such as sports leagues, cultural events, dancing, concerts, etc.</p>
Unit of Measure: Number of youth
Disaggregated by: Sex
Direction of Change: Higher = Better
Type of indicator: Outcome
Justification & Management Utility: This indicator links training of development activities for youth social development objectives.
PLAN FOR DATA ACQUISITION
Data Collection Method: Implementing partner IOM collects the data from the target communities through enumerators that hand the information to the contractor's activity managers for compilation and verification.
Data Source(s): Reports prepared by grantee IOM and reported to USAID quarterly.
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Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
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OTHER NOTES

USAID/Darien Initiative Performance Management Plan

Notes on Baselines/Targets: The targets represent cumulative amounts.

Other Notes: None

PERFORMANCE INDICATOR VALUES

FY	Target	Actual	Notes
	Baseline 0		
2010	0	0	Number of youth in target communities participating in USG-funded youth development program
2011	500	-	Number of youth in target communities participating in USG-funded youth development program
2012	800	-	Number of youth in target communities participating in USG-funded youth development program

THIS SHEET LAST UPDATED ON: July 21, 2011

Drafted by CBlandon- EG-ENV _____ date: _____
 Cleared by CJElron/GDO _____ date: _____

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USAID
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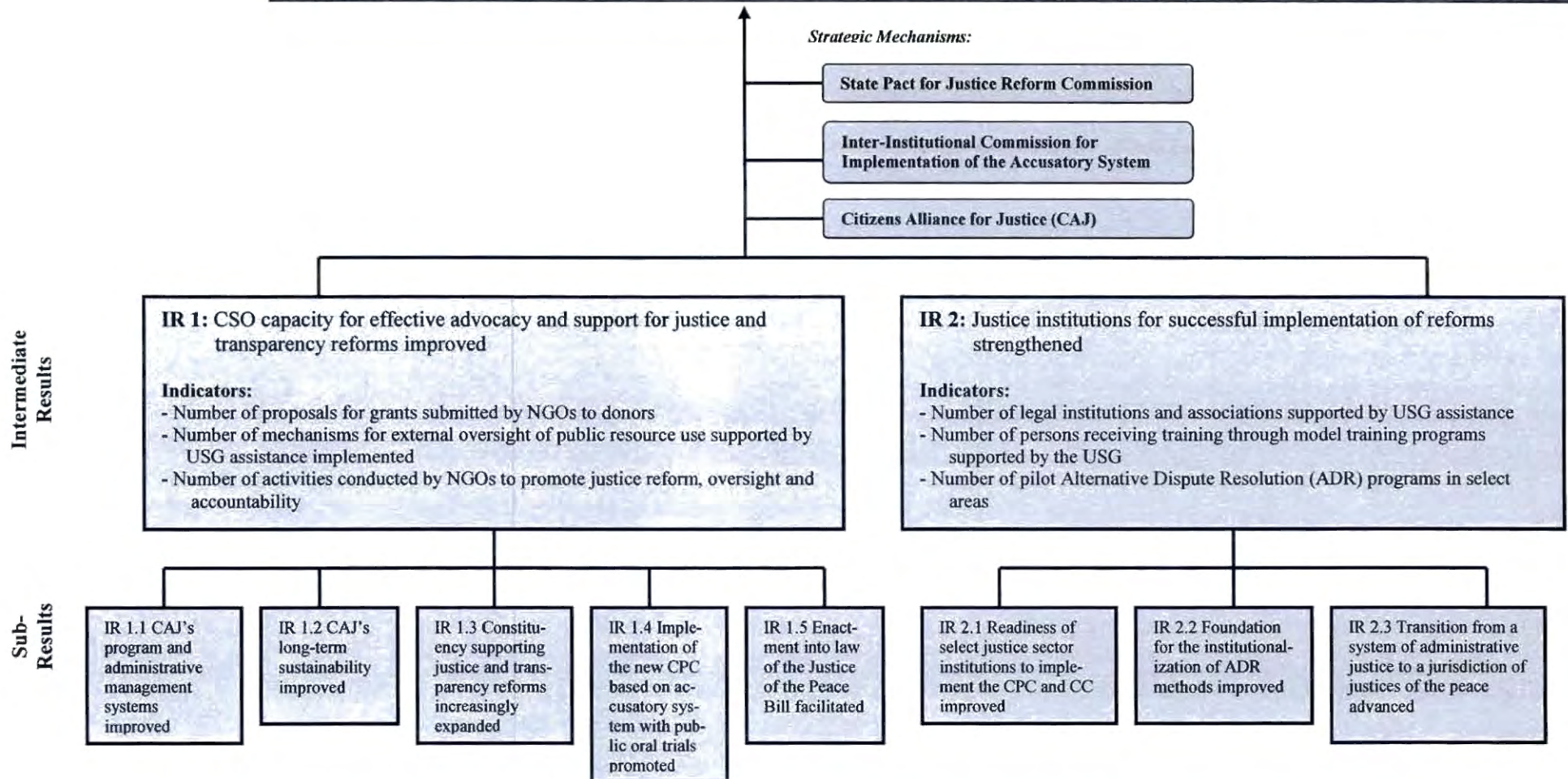
ASSISTANCE OBJECTIVE: ACCESS TO EXPEDIENT AND TRANSPARENT JUSTICE IMPROVED

JUSTICE SYSTEM REFORM AND TRANSPARENCY ACTIVITY (FY 2010-2012)

Performance Indicators

Indicator 1: Increased successful fundraising of select NGOs in relation to proposals for grants submitted to donors

Indicator 2: No further postponement of the effective date of the Criminal Procedures Code (CPC) and Criminal Code (CC)



Critical Assumptions:

- Civil society is a steadfast advocate of judicial reforms and proactive in promoting transparency and fighting corruption in Panama.
- GOP assigns high priority to judicial reforms.
- Justice system institutions are committed to judicial reforms.
- GOP continues support for the State Pact for Justice Reform Commission and the Inter-Institutional Commission for Implementation of the Accusatory System.

American Bar Association Rule of Law Initiative

Performance Monitoring and Evaluation Plan - Progress Report - January - March 2012

USAID Judicial Transition Initiative - Panama

Indicator Type	Indicator	Indicator Definition	Unit of Measurement/ Disaggregation	Data Source/ Tools & Methods	Baseline	Project Total Target	July - September 2011 Actual	Oct - December 2011 Actual	Jan - March 2012 Actual	April - June 2012 Actual	July - September 2012 Actual	Project Total Actual
Impact	Successful implementation of reforms.	Courts in Coclé and Veraguas will properly implement oral trials by the end of the grant period.	Number of courts properly implementing oral trials.	Program monitoring.	0	2	-	-	2			2
	Program Objective (USAID "Strategic Focus Area") 1: Partner CSOs' capacity improved for effective advocacy and support for justice and transparency reforms.											
Outcome	Indicator 1: Improved support for reforms.	Increased number of CSOs assisting the implementation of the legal reform.	Number of NGOs working to support reforms.	Meeting minutes; attendance sheets.	4	10	15	18	19			19
	Indicator 2: Successful fundraising of select NGOs.*	Financial or in-kind support received by select NGOs obtained after ABA ROLI's technical support.	Number of successful proposals submitted by target NGOs.	Proposals.	0	2	-	0	0			0
Intermediate Result 1.1: Support for justice and transparency reforms improved.												
Outcome	Indicator 1.1.1.a: Number of activities organized by the coalition in reform process as a result of USG support.	Number of activities promoted by the Coalition to consolidate the legal reform.	Number of actions taken.	Meetings minutes.	4	25	5	2	2			13
	Indicator 1.1.1.b: Number of CSO representatives trained on reform process and the oral accusatorial system.	Number of CSO staff who received direct in-person trainings.	Number of participants, disaggregated by gender.	Attendance sheets; pre- and post-workshop surveys.	20	40 (At least 20% female)	48 (25 Female / 23 Male)	663 (387 Female / 276 Male)	323 (174 Female / 149 Male)			1054
	Indicator 1.1.1.c: Percentage increase in CSO representative knowledge of reforms.	Increased number of CSO representatives with an understanding of the purpose and mechanisms of the reforms after receiving ABA ROLI training.	Percentage increase of workshop participants knowledgeable of reforms disaggregated by gender.	Pre- and post-workshop surveys to assess capacity; attendance sheets.	0	50%	-	-	-			0

Indicator Type	Indicator	Indicator Definition	Unit of Measurement/ Disaggregation	Data Source/ Tools & Methods	Baseline	Project Total Target	July - September 2011 Actual	Oct - December 2011 Actual	Jan. - March 2012 Actual	April - June 2012 Actual	July - September 2012 Actual	Project Total Actual	
O u t p u t	Indicator 1.1.2.a: Number of activities conducted by CSOs to promote justice reform, oversight and accountability.*	Activities hosted by entities supporting the implementation of the reforms in Panama which receive ABA ROLI training or support.	Number of activities.	Meeting minutes; advocacy materials.	0	10	39	31	32			102	
	Indicator 1.1.2.b: Number of mechanisms for external oversight of public resource use supported by USG assistance implemented.*	Monitoring activities conducted by subgrantees.	Number of activities, including social audits and monitoring.	Meeting minutes; monitoring materials and reports.	0	10	5	1	4			10	
	Intermediate Result 1.2: Capacity of CSOs to promote justice reforms strengthened.												
	Indicator 1.2.1: Number of assessment recommendations for CSO improvement.	Number of examinations and suggestions ABA ROLI provides to a target CSO focusing on organizational structure and administrative procedures.	Number of recommendations.	Assessment report and strategic plan.	0	5	-	-	12				12
	Indicator 1.2.2.a: Number of assessment recommendations implemented by CSO.	Number of suggestions provided by ABA ROLI assessment report that are implemented.	Number of suggestions implemented.	Strategic plan monitoring.	0	4	-	-	8				8
	Indicator 1.2.2.b1: Number of proposals for grants submitted by CSOs to international donors.*	Proposals submitted and fundraising presentations presented to private sector.	Number of proposals and presentations. Amount raised by CSOs as a result of proposals.	Proposals; reports from presentations.	0	4	-	-	-				0
Indicator 1.2.2.b2: Number of fundraising events carried out by CSOs.*	Number of events sponsored by CSOs to raise funds.	Number of events. Amount raised by CSOs as a result of events.	Event reports and attendance sheets.	0	3	-	-	-				0	
Program Objective (USAID "Strategic Focus Area") 2: Justice institutions strengthened for successful reform implementation.													

Indicator Type	Indicator	Indicator Definition	Unit of Measurement/ Disaggregation	Data Source/ Tools & Methods	Baseline	Project Total Target	July - September 2011 Actual	Oct - December 2011 Actual	Jan. - March 2012 Actual	April - June 2012 Actual	July - September 2012 Actual	Project Total Actual
O u t c o m e	Indicator 2: Successful implementation and no further postponements of the effective date of the CPC.*	Courts in Coclé and Veraguas will begin to properly implement oral trials as scheduled.	Number of courts implementing reforms in September 2011.	Program monitoring.	0	2	2	2	2			2
Intermediate Result 2.1: Preparation of select justice sector institutions for the implementation of the CPC and CC improved.												
O u t p u t	Indicator 2.1.1: Number of legal institutions and associations supported by USG.*	Institutional members of the Inter-Institutional Commission supported by ABA ROLI.	Instances of technical assistance provided.	Meeting minutes; reports.	0	4	5	6	10			10
	Indicator 2.1.1.a: Improved management and administration of Inter-Institutional Commission.	Inter-Institutional Commission management model developed.	Document.	Management model.	0	1	-	-	1			1
	Indicator 2.1.1.b: Number of legal institutions and associations supported by USG.*	Inter-Institutional Commission and its member institutions.	Legal institutions.	Meeting minutes.	6	8	6	6	10			10
	Indicator 2.1.2.a: PDO strategic plan in place.	PDO develops strategy for implementing reforms.	Document.	Work plan.	0	1	-	-	1			1
	Indicator 2.1.2.b: Number of persons trained in model critical trial advocacy skills training programs (USAID funded portion of joint training with ABA ROLI-NAS Program).*	Number of public defenders trained by ABA ROLI with USAID funds.	Number of PDO trainees, disaggregated by gender.	Attendance sheets.	0	50	217 (126 Female / 91 Male)	264 (149 Female / 115 Male)	114 (63 Female / 51 Male)			
S h o r t	Cost Share.	Amount of in-kind and pro bono contributions.	U.S. Dollars	Quarterly financial reports.	0	\$232,500	-	\$3,182	-			\$3,182

Indicator Type	Indicator	Indicator Definition	Unit of Measurement/ Disaggregation	Data Source/ Tools & Methods	Baseline	Project Total Target	July - September 2011 Actual	Oct - December 2011 Actual	Jan. - March 2012 Actual	April - June 2012 Actual	July - September 2012 Actual	Project Total Actual
C C o n t r i b u t i o n s	Counterpart Contributions.	ABA ROLI will use best efforts to assist USAID in gathering data from CSOs and the GOP on their contributions.	U.S. Dollars	Counterpart reports.	N/A	N/A	\$81,555.47	\$88,148.76	\$34,187			\$203,891

NOTES: * Indicates USAID/Panama standard indicator. Critical assumptions: (1) Civil society is a steadfast advocate of judicial reforms and proactive in promoting transparency and fighting corruption in Panama; (2) Increasingly expansive constituency supporting judicial reforms; (3) GOP assigns high priority to judicial reforms; (4) Justice system institutions are committed to judicial reforms; (5) GOP continues support for the State Pact for Justice Reform Commission and the Inter-Institutional Commission for Implementation of the Accusatory System.