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SECURITY SECTOR GOVERNANCE AND JUSTICE INDICATORS GUIDE

June 2019

ACKNOWLEDGMENTS

This report was prepared by Claire Gowen, director at Chemonics International Inc., who would like to offer sincere thanks to Peggy Ochandarena, Zoltan Milic, and Stacia George of Chemonics, as well as Eric Scheye, Erik Pacific, and Adam Bushey for their guidance and contributions throughout the entire research effort culminating in this report. They offered expert insight and advice into the key considerations in developing security sector governance and justice indicators. We would also like to thank the organizations and individuals who developed the additional resources referenced in this document for their contributions to this field of research.

SECURITY SECTOR GOVERNANCE AND JUSTICE INDICATORS GUIDE

Contract No. AID-OAA-I-13-00032 **Task Order No.** AID-OAA-TO-14-00041

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ACRONYMS

AMEP	Activity monitoring and evaluation plan
CDCS	Country development cooperation strategy
FA	Foreign Assistance Framework
MEL	Monitoring, evaluating, and learning
PAD	Project appraisal document
PIRS	Performance Indicator Reference Sheets
PMP	Performance monitoring plan
RDCS	Regional development cooperation strategy
SSR	Security sector reform
UNOCD	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
USG	U.S. government

INTRODUCTION

The United States Agency for International Development (USAID) has extensive experience in implementing security sector reform (SSR) programming. As defined by the U.S. government, SSR is “the set of policies, plans, programs, and activities that a government undertakes to improve the way it provides safety, security, and justice.” The overall objective of SSR is the provision of effective and legitimate public service that is transparent, accountable to civilian authority, and responsive to the needs of the public. Donor assistance for SSR spans a wide range: integrated activities in support of defense and armed forces reform; civilian management and oversight; justice and the penal chain; police and public safety; improving corrections facilities and due process; intelligence reform; national security planning and strategy support border management; disarmament, demobilization, and reintegration; and reduction of armed violence including small arms/light weapons.¹

Under USAID implementation, SSR projects and activities address common challenges (see text box, next page) in developing countries, such as unequal access to justice (especially for marginalized communities), inefficient police investigations, slow court processes, poor cooperation with prosecutors, inhumane prison conditions, weak border control, inappropriate response to violence against women and girls, and inadequate civilian oversight of security forces. In this work, the SSR programs seek to strengthen the fairness, efficiency, and effectiveness of security sector institutions and to improve citizens’ ability to hold these institutions accountable.

However, measuring progress in SSR is difficult to do well. Due to the sensitive nature of the work of security sector institutions such as the armed forces, police, and intelligence communities, there are challenges to obtaining accurate and complete primary data. Further, public perceptions of institutions’ strengths and weaknesses tend to be relatively volatile and not necessarily aligned with the actual performance of service rendered, depending on how information is communicated and amplified. To shed light on a more complete picture of SSR progress, careful selection of indicators is essential. Moreover, indicators should be interpreted in baskets, rather than individually, to obtain a reliable understanding of the situation. Because various security sector institutions and agencies need to cooperate for the sector to function optimally, it is generally advisable that indicators, when feasible and programmatically appropriate, measure performance across institutions and agencies.

HOW TO USE THE SECURITY SECTOR GOVERNANCE AND JUSTICE INDICATORS GUIDE

This guide is meant to support USAID officers designing SSR projects and activities by consolidating the vast number of SSR indicators from various sources and organizing them by fifteen common challenges. Because no single indicator can adequately measure progress in any of the SSR challenges, this document proposes a basket of refined priority indicators for

¹ USAID, U.S. Department of Defense, and U.S. Department of State, Security Sector Reform Guidance <https://www.state.gov/documents/organization/115810.pdf>

inclusion in SSR evaluation frameworks. A “basket” of indicators is typically a collection or grouping of two to nine indicators that permits practitioners to measure the same concept from multiple angles to get a more complete understanding of the situation. It is a recognized best practice to use baskets to measure success in an area of foreign assistance.² Baskets of indicators can help mitigate potential limitations or weaknesses of any individual indicator. In an activity with multiple objectives, each objective should include one basket of indicators.

To ensure holistic measurement of SSR efforts, the indicators proposed reflect the perspectives of three classes of beneficiary:

- Those with direct working experience in a security sector institution (e.g., judges and prosecutors)
- Those with direct experience or familial experience with a security sector institution (e.g., the victim of a crime that was reported to police)
- Those in the general public with no direct or familial experience with a security sector institution

As appropriate, indicators are disaggregated along categories to uncover disparities in areas such as access to courts, police treatment, level of confidence in security institutions, and other considerations. The performance indicator reference sheets describe these in detail in each section. In particular, most indicators should be disaggregated by gender in order to better understand the varying experiences. Within the SSR field, gender issues are recognized as key to enhancing local ownership; ensuring good governance, accountability, and respect for human rights; and providing effective service delivery. Simply put, mainstreaming specific issues related to men, boys, women, and girls in SSR programming, along with increased women’s participation in security institutions, is necessary for ensuring equal opportunity to participate in, and benefit from, the security sector.

COMMON SSR CHALLENGES

- [Increasing access to justice](#)
- [Improving police investigations](#)
- [Improving the quality of adjudications](#)
- [Increasing the efficiency of court processes](#)
- [Improving corrections facilities’ conditions and effectiveness](#)
- [Improving border safety and security](#)
- [Building civilian oversight of security forces](#)
- [Increasing civilian safety and security](#)
- [Improving security sector response to violence against women and girls](#)
- [Reducing predatory, inhumane, and unethical behaviors in the security sector](#)
- [Reintegrating former combatants](#)
- [Countering trafficking in persons](#)
- [Improving natural resource protection](#)
- [Improving public financial management](#)
- [Improving human resource management](#)
- [Increasing women’s employment and retention in security sector institutions](#)
- [Improving implementation of the Women, Peace, and Security Act of 2017](#)

² For example, see United Nations Department of Peacekeeping Operations and Office of the High Commissioner for Human Rights, *Rule of Law Indicators: Implementation Guide and Project Tools*, https://peacekeeping.un.org/sites/default/files/un_rule_of_law_indicators.pdf and Vera Institute of Justice, *Rule of Law Indicator Instruments: A Literature Review*, https://storage.googleapis.com/vera-web-assets/downloads/Publications/rule-of-law-indicator-instruments-literature-review/legacy_downloads/rule-law-indicators-literature-review.pdf

Because SSR is a diverse field, the fifteen challenges outlined in this guide will not be relevant to every reader’s area of programmatic interest. In the box on this page, each SSR challenge is hyperlinked to the corresponding section of this document so that readers need only to navigate to the relevant section. Each section includes references to sources of additional information. For full citations, please see [Annex A](#).

HOW USAID USES INDICATORS

As part of the overall USAID program cycle,³ the Agency requires all its projects and activities establish systems to monitor their performance. These systems fit into broader monitoring and evaluation systems that help to capture USAID’s success across the sector and within a country. This process (see Exhibit I, next page) begins with the development of the country or regional development cooperation strategy (CDCS or RDCS), which articulates USAID’s priorities and goals within a country or region over a period of approximately five years. Each CDCS or RDCS includes a results framework outlining a country- or region-specific goal statement along with the development objectives, intermediate results, and sub-intermediate results necessary to achieve it.

Specifically, to target the objectives within a CDCS or RDCS, USAID officers will design a project or activity organized around a common purpose. The project design is approved in the project appraisal document (PAD). PADs should include the evidence base supporting the design of the project, empirically valid theories of change to justify the proposed project and its activities, a logic model and indicators for monitoring performance. Although final indicators will be negotiated with the implementing partner upon activity award to coincide with the details of the activity to be implemented, the PAD provides an early opportunity to select indicators that will measure project and activity outputs and outcomes as part of a project’s monitoring, evaluating, and learning (MEL) plan.

Exhibit I. USAID Program Cycle



Output and outcome indicators each serve different purposes in monitoring program performance. An *output indicator* measures the products of an activity, for example, the number of judges trained, or the number of reforms implemented. An *outcome indicator* measures the short or long-term effect that an activity has on the population or the issue that the project or activity is trying to address, for example, the increase in citizens’ knowledge of how to access justice services. A good MEL plan will include a mix of output and outcome indicators. While

³ See USAID ADS Chapter 201, Program Cycle Operational Policy, <https://www.usaid.gov/sites/default/files/documents/1870/201.pdf>

indicators do provide USAID and implementing partners with a way to measure progress against expected results, they are not as useful for demonstrating why or how a project or activity did or did not meet its objectives. Indicators must therefore be one part of an overall monitoring, evaluation and learning plan that includes other qualitative methods of capturing achievements and the reasoning behind them.

THE CHARACTERISTICS OF A GOOD INDICATOR

Indicators are selected to measure specific results against a theory of change. But not all indicators are created equal. Many common indicators appear to be useful but often are not practical. Given the sensitive nature of SSR projects and activities and difficulty collecting reliable data in many developing country contexts, special care must be taken in selecting indicators to measure project performance. When selecting an indicator, ADS 201 advises managers to “examine the quantity and quality of indicator data needed for management decision making and reporting on strategies, projects, and activities; and the management and financial resources required to collect and analyze those indicators.”⁴ Preferably, the data that is already being collected can be used. Managers must weigh the cost of collecting new data against its benefit in demonstrating results.

Per USAID’s guidance in their toolkit on selecting performance indicators⁵, the following questions should be examined to see how appropriate and effective the indicator would be in measuring the desired results:

- **Validity:** Does this indicator clearly and adequately measure the intended result?
- **Integrity:** Is this indicator not conducive to manipulation or transcription errors?
- **Precision:** Is the indicator precise enough to measure expected changes?
- **Reliability:** Will this indicator be collected consistently over time and across locations?
- **Timeliness:** Will the frequency and timing of indicator data collection be useful for management decision making?

Lastly, one of the key purposes of indicators is to manage the performance of the activity as implementation is underway. Therefore, indicators must be useful for USAID’s and implementing partners’ managers as their projects and activities are underway by allowing for regular tracking of project and activity implementation. Good sets of indicators will measure progress against objectives at specific intervals along pathways to results, allowing USAID and implementing partners to identify when roadblocks and bottlenecks occur. It is advisable that indicators should avoid static numbers, whenever possible, and instead are dynamic, measuring change over time. This is important as a means by which to understand the state of the changes supported and promoted, allowing for more strategic targeting of interventions. For more specific guidance on how USAID designs and uses indicators, please see <https://usaidlearninglab.org/library/selecting-performance-indicators>.

A NOTE ON MEASURING PERCEPTIONS IN SECURITY SECTOR REFORM

⁴ <https://www.usaid.gov/ads/policy/200/201>

⁵ https://usaidlearninglab.org/sites/default/files/resource/files/cleared_-_mt_-_selecting_performance_indicators_feb2018r.pdf

Many SSR projects and activities include performance indicators that aim to measure public trust and confidence in the security sector. While this guide includes such indicators, caution is advised in their use. Several different factors drive public perceptions, with some factors outside the control of the security sector institutions or the interventions working within SSR. Personal understanding of the institution's roles and responsibilities, expectations of how it should function, and access to information concerning its performance — all shape an individual's perceptions of the institution. Measurements of these indicators tend to be volatile and responsive to the latest media.

For example, the general public's perception of police performance is not just based on people's knowledge and expectations of police responsibilities, but also on information that, in many cases, is focused on high-profile and/or recent events that may not be indicative of a police force's overall performance. While measuring public trust and confidence in security sector institutions can provide insight into citizens' willingness to engage with the formal security and justice sector, these measures can be greatly affected by events wholly outside the control of SSR projects and activities.

Moreover, citizens may not have a complete understanding of the roles and responsibilities of security institutions. When activities includes civic education campaigns, trust and confidence in security sector institutions may turn progressively negative as citizens realize institutions are not performing according to their mandate. This routinely happens in post-conflict situations after an initial burst of nationalist enthusiasm for a new or reconstructed security sector.

Although public perceptions may provide an interesting snapshot, they should not be conflated with actual performance. On the contrary, the most reliable measures of trust and confidence will not come from the general public, but from those individuals who have had direct interaction with security sector institutions. The sample for trust and confidence can be expanded to include family members of those who have had direct experience with security sector actors and those who have directly witnessed security sector officials in action. If trust and confidence indicators are used, these samples must be disaggregated and analyzed separately. In either case, measures of trust and confidence should not be used in isolation but used only in conjunction with a holistic set of indicators that can help triangulate perceptions as they relate to actual performance.

In general, the most effective perception indicator of security sector performance is procedural justice. This is a different indicator than trust and confidence as it gauges the perception of the *fairness* of the actions of the institution being measured. This indicator appears to be closely associated with the legitimacy of the institution being measured. The power of this indicator is illustrated by the U.S. example: an individual who perceives that his/her arrest by the police was conducted fairly will show an increase in his/her perception of the police and the legitimacy of the institution. As with trust and confidence, this indicator is best measured by those who have had direct interaction with the security institution, those whose family members have had that direct experience, and those who have directly witnessed security sector officials in action.

A NOTE ON GENDER CONSIDERATIONS WHEN COLLECTING INFORMATION

When collecting indicator information, interviewers may use focus groups or key informant interviews with one or two individuals where more sensitive questions can be asked and answered. Both men and women with a range of ages and socioeconomic and ethnic backgrounds should be included. All data should be disaggregated by demographic information to identify any gender or age gap or simply a broader problem for everyone in the community. When interviewing men and young boys, conducting focus groups and separate key informant interviews with some of the same participants will help to identify any biases that arise due to being in a group. Men and boys are particularly sensitive to not appearing weak in a group; that is, they are less likely to speak about their vulnerabilities, including guilt over their actions. They may also fear retribution for raising issues around those in power in the security sector. Pulling out men and boys individually in key informant interviews can help solicit those responses. Comparing the responses from one-on-one questions to the responses within the group can guide how to interpret broader statements from groups about circumstances related to the security sector institutions.

Similarly, women and girls tend to be more reticent to share their experiences with a man. Hiring a female interviewer helps to ensure accurate and thorough data collection. Separating the women from the men will also help elicit certain responses. However, in cases where men and women are in the same group or seen interacting, it is important to examine the dynamics between the two. Signs of hesitation or seeking affirmation from men may be indications that mixed groups should be separated to avoid self-censorship or inaccurate data collection.

When scheduling interviews with women and men, consider the time of day. Some women and men cannot meet after normal daylight or work hours; it may be too insecure for them to travel or they may need to be home taking care of children or cooking. Selecting interview facilities accessible to those who are less able-bodied will ensure participation by the elderly and handicapped. Similarly, transportation and child care may be obstacles to participation. Interviewers should consider making arrangements for transportation or child care, or conducting the interviews close to the interviewee's location. However, it is important to check whether being seen in an interview is a security issue in itself. This is particularly a problem for male and female prisoners if seen being questioned by fellow inmates. Interviewers should consult women from the area to understand the most appropriate timing and location.

Lastly, interviews for certain indicators may result in discussions about traumatic experiences. It is critical to do no harm and not re-traumatize the individual. A thoughtful conflict assessment can help to provide ideas about where potential sensitivities lie.⁶ Interviewers should try to avoid interviewing people who are, or have been, victims of violence and instead use other sources or assessments and reports. If interviewing a victim is necessary, interviewers need to be careful not to rush the interview. They should not continue the line of questioning if the individual becomes visibly disturbed. Importantly, before starting, interviewers need to request

⁶ USAID's *Conflict Assessment Framework: Revised* and *Conflict Assessment Framework: Application Guide* <https://www.usaid.gov/what-we-do/working-crises-and-conflict/technical-publications>

the individual's consent for using the information provided (without attribution) in the interview. To ensure privacy, best practice is to give subjects numbers rather than names.

A NOTE ON SETTING TARGETS

Once an indicator is selected, the targets will need to be set. Performance targets define the expected amount of change of a specific indicator over a specific period. Input and output targets tend to be more easily achievable as these are generally within the manageable control of the project. Targets for higher level outcomes and impacts can be difficult to set and reach, as typically other factors can significantly influence achievement of broader results. For example, citizen perception of personal safety that increases with improved policing of high-crime areas can be altered when a newly-elected local government disrupts the availability of police resources in those areas.

Targets can help security entities clarify their goals, set priorities for typically limited resources, focus on achieving results, and promote accountability. Security and justice objectives can be vague, lofty, and ambitious; targets can help to define and lay out a clear and concrete vision of what constitutes success.

Setting targets for security indicators begins with discussing donor expectations openly with security counterparts - both with entity leadership and mid-level managers. Ministerial buy-in is key to the commitment necessary to implement interventions, while for example, police precinct captains have more of the day-to-day detailed knowledge that can inject realism in planned interventions and intended results. Agreement on definitions of success and availability of data are key in security programs as counterparts may consider necessary data as confidential, and legal or political restrictions on sharing data are common.

Setting ambitious but realistic targets depends on access to baseline data that portray an accurate depiction of conditions when a program begins. However, some stakeholders may thwart even the collection of accurate data – for example, a mayor of a city dependent on tourism may not want crime rates known. It also needs to consider the amount of time needed for intervention results to be seen (citizen perception of safety may lag behind a declining crime rate and depend on public outreach interventions). Proxy measures can be a creative way to handle data collection. For example, general population surveys to measure citizen perception of safety are usually expensive and only conducted annually or less often; however, observation of women and children idling in a public square at specified times can reflect their feeling of safety. Targets must reflect the project strategy and intervention implementation schedules as well as the plans and resources necessary to achieve them, both of projects and counterparts. For example, security force training targets that is conducted annually would turn up zeros if the project measured this quarterly.

One must also assess how a target will drive behavior. Targets can motivate action appropriately or can distort priorities as managers focus on meeting these at the expense of other actions or take perverse actions to achieve them. The common example is a monthly

ticket quota for traffic police, which tends to result in those with low numbers at the end of the month handing out tickets for slight infractions that were ignored earlier in the month. Targets can also cause unintended consequences. Where resources are limited, the resources will tend to be allocated to the targets that are the easiest to accomplish rather than allocating resources to the most important tasks. A prosecutor whose performance is measured by success at trial is unintentionally encouraged to only move forward the most certain cases for prosecution, leaving victims of crime where the evidence is less than completely solid feeling unsupported and allowing perpetrators to continue their actions. Thus, the basket approach of indicators applies to targets as well, reflecting realistic expectations for security providers. Clear rationales for targets can ensure the analysis of perverse incentives and unintended consequences is taken into consideration.

USING INDICES AND OTHER PUBLICALLY AVAILABLE SSR DATA

While this guide focuses on recommendations for baskets of indicators customized to an individual project's objectives, USAID recognizes that data collection is often an expensive undertaking. It is good to first check to see if the data is already being collected by other parts of the U.S. government such as the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL) or Intelligence and Research (INR). If they do not have the data, it is encouraged that USAID collaborate with INL on consolidating data collection methods to save time and resources.

If collecting new data is not feasible, there are several publicly available indices and datasets that monitor SSR and justice sector data across countries, but these come with significant limitations. For example, they are less useful for demonstrating USAID attribution in a country or region's progress towards a specific goal. For example, standardized indices, such as Transparency International's Global Corruption Barometer Survey or the World Bank's World Governance Indicators, are generally not recommended for use in MEL plans given that activities' interventions and an index's measures do not correlate, and activities have no control over an individual country's rank vis a vis other countries outside the project's geographic scope.

Discrete national measures and assessments have much greater validity, reliability, and replicability, but the challenge of attribution to USAID remains. This guide includes references to a sample of these national measures and assessments, such as the United Nations Office on Drugs and Crime (UNODC) Statistics, Afrobarometer, and Latinobarómetro. However, the methodologies for collection of this data must be examined closely, including there are four notes of caution that should be kept in mind prior to including indicators of this nature. First, some publicly available datasets like UNODC's statistics rely on data collected by host country statistics agencies. The data should only be used if the state-level data collection agency can produce reliable statistics. Second, for many national-level assessments, like Afrobarometer, respondents are drawn from a national sample, and perceptions therefore reflect nationwide sentiments. This is useful if working on a project or activity to change services and perceptions on a national level. If the project or activity only targets specific geographic entities or jurisdictions within a country, the effects would be more localized and national-level indicators would be less relevant. Third, there is often a significant time lag between data collection and publication of results – sometimes a year or more. Data is therefore not being produced in a timely enough manner to serve as a reliable indicator of change during a project's period of performance. Lastly, surveys like Afrobarometer and Latinobarómetro rely heavily on

respondents' perceptions, so measures such as these should be paired with other indicators, such as experience-based, as recommended above and below.

Practitioners are encouraged to use the baskets proposed as the ideal methods. However, if M&E resources are limited, the list of indicators and resources below can be accessed publicly and used free of charge to supplement a lack of data. But the limitations inherent in their collection must be taken into consideration when determining how these indices will contribute to the MEL plan. These relevant publicly-available indicators are also noted in each section.

Exhibit 2. Publicly Available Indicators

Indicator	Source(s)
Increasing Access to Justice	
Percent of respondents indicating that they trust the courts/legal system “somewhat” or “a lot.” ⁷	Afrobarometer Select survey year and country, then survey topic: Institutions and leaders > Courts and security > Trust courts of law Latinobarómetro Select survey year and country, then survey topic: Confidence > Confidence in groups-institutions-people > Judiciary
Improving Police Investigations	
Total persons brought into formal contact with the police and/or criminal justice system	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > Formal Contact > Total Persons Brought into Formal Contact, then select region/sub region/country
Total police personnel at the national level	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > System Resources > Total Police Personnel, then select region/sub region/country
Percent of respondents indicating that they trust in the police “somewhat” or “a lot.”	Afrobarometer Select survey year and country, then survey topic: Institutions and leaders > Courts and security > Trust Police Latinobarómetro Select survey year and country, then survey topic: Confidence > Confidence in groups-institutions-people > Police
Numerical score of the effectiveness of investigations	Rule of Law Index Select country, then click “View full profile” in box to right of map. Under “Criminal Justice,” locate 8.1, Effective investigations
Improving the Quality of Adjudications	
Total persons prosecuted	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > Persons Prosecuted > Total Persons Prosecuted, then select region/sub region/country
Total persons convicted	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > Persons convicted > Total Persons Convicted, then select region/sub region/country
Numerical score of the timeliness and effectiveness of adjudication	Rule of Law Index Select country, then click “View full profile” in box to right of map. Under “Criminal Justice,” locate 8.2, Timely & effective adjudications

⁷ Please note that when an indicator appears in multiple Barometers, the exact phrasing of the survey question that corresponds to the indicator can vary somewhat. The indicator and its definition will need to be adjusted accordingly depending which data source is being used.

Indicator	Source(s)
Increasing the efficiency of Court Processes	
Total unsentenced/pre-trial persons held	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > Persons Detained > Total Untried/Pre-trial Persons Held, then select region/sub region/country
Total sentenced persons held	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > Persons Detained > Total Sentenced Persons Held, then select region/sub region/country
Total professional judges or magistrates	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > System Resources > Total Professional Judges or Magistrates, then select region/sub region/country
Improving Corrections Facilities' Conditions and Effectiveness	
Total persons held in prisons	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > Persons Detained > Total Persons Held, then select region/sub region/country
Prison staff of adult prisons, penal institutions, or correctional institutions	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > System Resources > Prison Staff of Adult Prisons, then select region/sub region/country
Prison staff of juvenile prisons, penal institutions, or correctional institutions	UNODC Statistics In menu on left, select Crime and Criminal Justice > Criminal Justice > System Resources > Prison Staff of Juvenile Prisons, then select region/sub region/country
Numerical score of the effectiveness of the correctional system	Rule of Law Index Select country, then click "View full profile" in box to right of map. Under "Criminal Justice," locate 8.3, Effective correctional system
Building Civilian Oversight of Security Sector Institutions	
Percent of respondents indicating that they trust in the armed forces "somewhat" or "a lot."	Afrobarometer Select survey year and country, then survey topic: Institutions and leaders > Courts and security > Trust army Latinobarómetro Select survey year and country, then survey topic: Confidence > Confidence in groups-institutions-people > Armed forces
Numerical rating of defense and security institutions openness towards civil society organizations with dealing with issues of corruption	Government Defence Anti-Corruption Index Select country, navigate to Political area, locate score for question 04
Increasing Civilian Safety and Security	
Annual prevalence rate of physical assault	UNODC Statistics In menu on left, select Crime and Criminal Justice > Crime Victimization Surveys > Physical Assault Prevalence, then select region/sub region/country
Annual reporting rate of physical assault	UNODC Statistics In menu on left, select Crime and Criminal Justice > Crime Victimization Surveys > Physical Assault Reporting Rate, then select region/sub region/country
Annual prevalence rate of robbery	UNODC Statistics In menu on left, select Crime and Criminal Justice > Crime Victimization Surveys > Robbery Prevalence, then select region/sub region/country
Annual reporting rate of robbery	UNODC Statistics In menu on left, select Crime and Criminal Justice > Crime Victimization Surveys > Robbery Reporting Rate, then select region/sub region/country

Indicator	Source(s)
Percent of respondents reporting that armed forces “sometimes” or “often” protect from security threats	Afrobarometer Select survey year and country, then survey topic: Democracy and politics > Supply of democracy > Armed forces protect...
Percent of respondents reporting that the ability of ordinary people to get help from the police is “very easy” or “easy”	Afrobarometer Select survey year and country, then survey topic: Government services and performance policy preferences > Quality of government services > Difficulty to obtain help form the police
Percent of respondents expressing satisfaction with police performance	Latinobarómetro Select survey year and country, then survey topic: Public Policies > Satisfaction with public services > The police
Percent of respondents who report that they or a relative have been attacked, assaulted, or a victim of a crime in the last 12 months	Latinobarómetro Select survey year and country, then survey topic: Delinquency > You or relative – victim of an assault
Percent of respondents who report that their country is “Safe” or “Very safe”	Latinobarómetro Select survey year and country, then survey topic: Delinquency > Rating of public safety
Numerical score of the absence of crime	Rule of Law Index Select country, then click “View full profile” in box to right of map. Under “Order and Security,” locate 5.1, Absence of crime
Improving Security Sector Response to Violence Against Women and Girls	
Annual prevalence rate of sexual assault	UNODC Statistics In menu on left, select Crime and Criminal Justice > Crime Victimization Surveys > Sexual Assault Prevalence, then select region/sub region/country
Annual reporting rate of sexual assault	UNODC Statistics In menu on left, select Crime and Criminal Justice > Crime Victimization Surveys > Sexual Assault Reporting Rate, then select region/sub region/country
Reducing Predatory, Inhumane, or Unethical Behaviors in the Security Sector	
Annual prevalence rate of bribery	UNODC Statistics In menu on left, select Crime and Criminal Justice > Crime Victimization Surveys > Bribery Prevalence, then select region/sub region/country
Percent of respondents reporting that the armed forces “often” or “always” operate in a professional manner and respect the rights of all citizens	Afrobarometer Select survey year and country, then survey topic: Democracy and politics > Supply of democracy > Armed forces are professional...
Numerical rating of public trust in defense and security institutions to tackle the issue of bribery and corruption in their establishments	Government Defence Anti-Corruption Index Select country, navigate to Political area, locate score for question 09
Numerical score of the absence of corruption in the judiciary	Rule of Law Index Select country, then click “View full profile” in box to right of map. Under “Absence of Corruption,” locate 2.2, In the judiciary

Indicator	Source(s)
Numerical score of the absence of corruption in the police/military	Rule of Law Index Select country, then click “View full profile” in box to right of map. Under “Absence of Corruption,” locate 2.3, In the police/military
Countering Trafficking in Persons	
Number of people convicted for trafficking in persons	UNODC Statistics In menu on left, select Crime and Criminal Justice > Trafficking in Person > Persons Convicted, then select region/sub region/country
Number of victims of trafficking in persons detected	UNODC Statistics In menu on left, select Crime and Criminal Justice > Trafficking in Person > Persons Detected, then select region/sub region/country
Number of people prosecuted for trafficking in persons	UNODC Statistics In menu on left, select Crime and Criminal Justice > Trafficking in Person > Persons Prosecuted, then select region/sub region/country
Improving Public Financial Management in the Security Sector	
Numerical rating of whether security sector audit reports of the annual accounts are provided to legislature and are subject to parliamentary debate	Government Defence Anti-Corruption Index Select country, navigate to Financial area, locate score for question 26
Improving Human Resources Management in the Security Sector	
Numerical rating of whether personnel receive the correct pay on time and whether the system of payment is well-established, routine, and published	Government Defence Anti-Corruption Index Select country, navigate to Political area, locate score for question 40



ADDITIONAL RESOURCES

[Afrobarometer](#)

[Arab Barometer](#)

[Asian Barometer](#)

[Latinobarometro](#)

OECD, [*DAC Handbook on Security System Reform*](#)

Saferworld, [*Evaluating for Security and Justice: Challenges and Opportunities for Improved Monitoring and Evaluation of Security System Reform Programmes*](#)

Transparency International, [*Government Defence Anti-Corruption Index*](#)

UN Department of Peacekeeping Operations and Office of the High Commissioner for Human Rights, [*Rule of Law Indicators: Implementation Guide and Project Tools*](#)

UN Office on Drugs and Crime, [*Online Statistics*](#)

USAID, [*ADS Chapter 201: Program Cycle Operational Policy*](#)

USAID, [*Evaluation Policy*](#)

SECURITY SECTOR REFORM OBJECTIVES AND INDICATORS

This section highlights common challenges in SSR and indicators for measuring the achievements of programming designed to address them. For each challenge, the guide provides a brief overview, common programmatic approaches to addressing the challenge, sample current or past activities, and a list of recommended and optional indicators. To ensure ease of use, it does not provide a comprehensive list of indicators for each challenge. Rather, the guide includes relevant standard foreign assistance indicators⁸ where applicable, as well as additional recommended and optional indicators, with references to sources for additional indicators and information if desired.

This guide includes an indicator table with the initial basic information that is required to fill out USAID's performance indicator reference sheet (PIRS) for each foreign assistance indicator and other recommended indicators in each section. Indicator tables outline how the data should be collected, disaggregated, and analyzed, but they are highly context-specific. They usually need to be adapted to the project or activity context before implementation, unless they are a standard indicator such as the foreign assistance indicators, which cannot be changed. For example, data sources are not uniformly reliable across countries or sectors. Local input is critical to determining availability, accuracy, and timeliness of data sources, so USAID and implementing partners can determine if the data source is reliable enough to be used. The indicator tables in this guide are for initial guidance only. They are illustrative and do not include all of the fields required by USAID for a PIR. For additional detail, please see ADS 201 and USAID's Performance Indicator Reference Sheet Guidance & Template for more guidance on developing PIRS.⁹

INCREASING ACCESS TO JUSTICE

Numerous current and past USAID projects and activities focus on access to justice, seeking to improve citizens' ability to make use of the justice system. Citizens, particularly in marginalized populations or communities, often have inadequate or unequal access to justice services due to a lack of information or other barriers. USAID activities seek to address these weaknesses by implementing approaches that improve citizens' access to information on legal rights, increase the number of courts or police stations, reduce costs associated with filing a police report or case, and increase the availability of public defenders, among other approaches. Activities must also consider that in many developing countries, a form of legal pluralism exists where individuals can access justice through both formal or informal mechanisms. The indicators in this guide can be disaggregated according to the type of justice institution — formal or informal

⁸ Please refer to <https://www.state.gov/f/indicators/> for the most up to date standard foreign assistance indicators.

⁹ USAID, Performance Indicator Reference Sheet Guidance & Template: <https://www.usaid.gov/sites/default/files/documents/1868/201maf.pdf>

— when appropriate. See [Figure I](#) for the indicator table on access to justice, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO INCREASE ACCESS TO JUSTICE

- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017-2021)
- El Salvador Justice Sector Strengthening Program (2013-2018)
- Côte d'Ivoire Justice Sector Support Program (2013-2018)

INDICATORS

Recommended Basket of Indicators

- Percent change in ratings of procedural justice of judicial institutions
- Percent change in the number of formal courts or police posts per 100,000 population
- Number of new formal and informal courts opened in rural and urban areas with concentrations of marginalized populations
- Percent of citizens who say they have access to court systems to resolve disputes
- Percent change of cases dropped due to inability to afford costs

Other Indicators

- Percent change in the number of citizens who report that they have access to a court within one day's travel time
- Number of public defenders, defenders provided through legal aid, and defenders provided through law clinics per 100,000 population
- Number of citizens by key population categories receiving information on legal rights
- Number of citizens by key population categories who are aware of where they can receive legal aid

Publicly Available Indicators

- Percent of respondents indicating that they trust the courts/legal system “somewhat” or “a lot.” ([Afrobarometer](#), [Latinobarometro](#))¹⁰

¹⁰ Please note that when an indicator appears in multiple Barometers, the exact phrasing of the survey question that corresponds to the indicator can vary somewhat. The indicator and its definition will need to be adjusted accordingly depending which data source is being used.



ADDITIONAL RESOURCES

USAID, [Guide to Court Reform and the Role of Court Personnel](#)

USAID, [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework](#)

USAID, [Handbook of Democracy and Governance Indicators](#)

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Justice Sector Assistance](#)

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#)

World Justice Project, [Rule of Law Index](#)

FIGURE 1: ACCESS TO JUSTICE INDICATOR TABLE¹¹

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent change in ratings of procedural justice of judicial institutions (outcome)	<p>Judicial institutions include both formal and informal courts or dispute resolution mechanisms.</p> <p>Numerator: numerical rating of procedural justice in a given activity year minus baseline numerical rating of procedural justice</p> <p>Denominator: baseline rating of procedural justice</p> <p>Procedural justice refers to the fairness of the processes that resolve disputes, particularly in the administration of justice and legal proceedings. Ratings may result from surveys and/or interviews with citizens that result in an overall score of procedural justice of judicial institutions</p>	<p>Ratings of procedural justice can provide a powerful measurement of the overall perceptions of the legitimacy of an institution.</p> <p>Disaggregation can highlight differences in perceptions among different classes of respondents according to socioeconomic status and experience with the security sector.</p>	<p>Surveys and/or key informant interviews</p> <p><i>Potential challenges:</i> access to crime victims; enumerators must be trained in survey and interview techniques responsive to the particular needs of different categories of crime victims such as women and girl survivors.</p>	<p>Sex of respondent: male, female Age of respondent Ethnic group of respondent Religion of respondent Income level of respondent Disability status of respondent</p> <p>Respondent's experience with judicial institutions: direct (those who have had direct experience with judicial institutions, such as victims or defendants); indirect (those who have friends or family members with experience with judicial institutions); or none (those who have no experience with judicial institutions)</p> <p>Type of institution: formal, informal</p>
Percent change in the number of formal courts or police posts per 100,000 population (outcome)	<p>Formal courts are state-sponsored courts.</p> <p>Numerator: number of formal courts and police posts per 100,000 population in a given activity year minus baseline number of formal courts and police posts per 100,000 population</p>	<p>The number of courts or police posts can indicate the level of access to justice based solely on existence of justice sector institutions. Percent change in this number shows the pace at which more courts or police posts are established, therefore increasing access to justice institutions.</p> <p>Targets should increase up to a</p>	<p>Court and police records</p> <p><i>Potential challenges:</i> validity of data or absence of system to track courts and/or police posts.</p>	<p>Court and police posts</p> <p>Geographic location: urban, rural and (as appropriate) by region or city</p>

¹¹ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	Denominator: baseline number of formal courts and police posts per 100,000 population	point. Targets also depends on alternatives forms of justice and, level of demand for formal institutions. Depending on the activity's emphasis, police posts might be deleted, so targets should be set to be in line with project or activity objectives and expectations and based on police department planning.		
Number of new formal or informal courts opened in rural and urban areas with concentrations of marginalized populations (output)	<p>Areas or districts with concentrations should be those where 60% (or TBD %) of the population is poor, ethnically marginalized, etc.</p> <p>Numerator: number of new courts opened in rural and urban areas with concentrations of marginalized populations in a given activity year minus baseline number of new courts opened in rural and urban areas with concentrations of marginalized populations</p> <p>Denominator: baseline number of new courts opened in rural and urban areas with concentrations of marginalized populations</p>	Local availability of courts and the geographic distribution of courts is an indicator of access. This indicator may be used to identify locations where marginalized populations are underserved by the courts. Targets should be set based on an assessment of how many courts would be optimal. More is not always better.	<p>Court records and Court and police records</p> <p><i>Potential challenges:</i> validity of data or absence of system to track courts and/or police posts.</p>	<p>Type of court: formal, informal</p> <p>Geographic location of courts: urban, rural</p>
Percent of citizens who say they have access to formal or informal court systems to resolve disputes (outcome)	<p>Access may be defined in terms of distance, costs, or other barriers such as knowledge.</p> <p>Numerator: citizens reporting access to courts</p> <p>Denominator: total number of citizens surveyed</p>	This indicator provides measures of citizen perceptions of access to justice. This indicator can be used to determine the scope of necessary interventions depending on citizen responses (i.e., if distance is commonly cited as a barrier, more courts may be needed, while if lack of knowledge is commonly cited, awareness campaigns may be needed). It can also be used to track progress of	<p>Perceptions surveys</p> <p><i>Potential challenges:</i> unwillingness of participants to admit lack of access or use of informal court systems.</p>	<p>Sex of respondent Age of respondent Ethnic group of respondent Religion of respondent Income level of respondent Disability status of respondent</p> <p>Type of barrier: distance, cost, knowledge, other</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
		activity implementation against the goal of reducing barriers to accessing courts.		
Percent change of cases dropped due to inability to afford costs (outcome)	<p>Numerator: number of cases dropped prior to resolution with cost of proceeding as stated reason in a given activity year minus baseline number of cases dropped prior to resolution with cost of proceeding as stated reason</p> <p>Denominator: baseline number of cases dropped prior to resolution with cost of proceeding as stated reason</p>	This indicator provides a measure of the effects of cost of adjudicating a dispute. It can be used to determine if costs pose a significant barrier to accessing the legal system, and to track progress of activities designed to reduce cost as a barrier to justice.	<p>Survey of parties who registered charges</p> <p><i>Potential challenges:</i> fear of acknowledging the real reasons why they might have dropped charges (e.g. threats) or shame at dropping charges due to lack of funds.</p>	<p>Sex of respondent Age of respondent Ethnic group of respondent Religion of respondent Income level of respondent Disability status of respondent</p>

IMPROVING POLICE INVESTIGATIONS

Although Section 660 of the 1974 Foreign Assistance Act bars the U.S. government from providing assistance to police except under very restrictive conditions, numerous waivers now exist that allow civilian agencies to provide assistance to the police in nearly all countries receiving U.S. government foreign assistance. One important aspect of USAID programming supporting law enforcement is in improving the quality of police investigations. Ineffective criminal investigations result in a lowered ability to bring guilty parties to justice due to an inability to identify suspects, collect sufficient evidence to press charges, or prepare charging documents to a standard acceptable by prosecutors. This deficiency leads to citizens losing confidence in police capabilities and criminals emboldened. Activities seeking to improve police capacity to conduct criminal investigations do so through several avenues. Although training focused on enhanced investigative procedures is necessary for strengthening law enforcement, successful activities pair training with broader efforts to build institutional capacity and to reduce corruption and other predatory, inhumane, or unethical behaviors by the police. See [Figure 2](#) for the indicator table on improving police investigation, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE POLICE INVESTIGATIONS

- Honduras Convive! (2012-2017)
- Haitian National Police Capacity Building Program (2011-2015)
- El Salvador Community-based Crime and Violence Prevention Program (2008-2011)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Percent of communities in United States Government (USG)-assisted areas implementing principles taught in law enforcement training

Recommended Basket of Indicators

- Percent of crime complaints reported to the police
- Percent of crime complaints that are investigated
- Percent of investigated crime complaints cases that are accepted by prosecutorial service
- Percent of investigated crime complaints cases that are not accepted by prosecutorial service
- Percent change in average ratings of procedural justice among crime victims
- Percent change in average number of cases per police investigator

Other Indicators

- Percent change in proportion of victim advocates who express confidence in police response

Publicly Available Indicators

- Total persons brought into formal contact with the police and/or criminal justice system ([UNODC Statistics](#))
- Total police personnel at the national level ([UNODC Statistics](#))
- Percent of respondents indicating that they trust in the police “somewhat” or “a lot.” ([Afrobarometer](#), [Latinobarómetro](#))¹²
- Numerical score of the effectiveness of investigations ([Rule of Law Index](#))



ADDITIONAL RESOURCES

USAID, [Assistance for Civilian Policing: USAID Policy Guidance](#)

USAID, [A Field Guide for USAID Democracy and Governance Officers: Assistance to Civilian Law Enforcement in Developing Countries](#)

USAID, [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework](#)

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Police Assistance](#)

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#)

The Woodrow Wilson School of Public and International Affairs, [The PRIME System: Measuring the Success of Post-Conflict Police Reform](#)

¹² Please note that when an indicator appears in multiple Barometers, the exact phrasing of the survey question that corresponds to the indicator can vary somewhat. The indicator and its definition will need to be adjusted accordingly depending which data source is being used.

FIGURE 2: IMPROVING POLICE INVESTIGATIONS INDICATOR TABLE¹³

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of communities in USG-assisted areas implementing principles taught in law enforcement training (FA PS.9-1) (outcome)	Numerator: Number of communities showing evidence of implementing the training Denominator: number of communities receiving training	The goal of this element is to assist to establish and sustain effective, professional and accountable law enforcement services. This sub-element measures law enforcement implementation of training. This indicator will be used by trainers to assess effectiveness, and by managers for accountability and future expenditures.	Records from implementing partners	N/A
Percent change in average ratings of procedural justice among crime victims (outcome)	Numerator: numerical rating of procedural justice in a given activity year minus baseline numerical rating of procedural justice Denominator: baseline rating of procedural justice Procedural justice refers to the fairness of the processes that resolve disputes, particularly in the administration of justice and legal proceedings. Ratings may result from surveys and/or interviews with crime victims that result in an overall score of procedural justice.	Ratings of procedural justice can provide a powerful measurement of the overall perceptions of the legitimacy of an institution, by those who have the most reliable opinion: direct users of justice services, in this case victims of crime.	Surveys and/or key informant interviews <i>Potential challenges:</i> access to crime victims; enumerators must be trained in survey and interview techniques responsive to the particular needs of different categories of crime victims such as women and girl survivors.	Type of crime: violent crime, property crime, etc. Sex of crime victim: male, female Age of crime victim Ethnic group of crime victim Religion of crime victim Income level of crime victim Disability status of crime victim
Percent of crime complaints reported to the police (outcome)	Numerator: number of victims of crime who state that they	This measurement demonstrates citizens' willingness to report	Citizen surveys and/or key informant interviews	Type of crime: violent crime, property crime, etc.

¹³ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	<p>reported the crime(s) to police</p> <p>Denominator: total number of victims of crime</p>	<p>crime to the police, which is a proxy for citizens' confidence in the police.</p> <p>Disaggregation can identify differing levels of confidence among different classes of crime victims.</p> <p>Targets should increase over time to demonstrate increased confidence in the police.</p>		<p>Sex of crime victim: male, female</p> <p>Age of crime victim</p> <p>Ethnic group of crime victim</p> <p>Religion of crime victim</p> <p>Income level of crime victim</p> <p>Disability status of crime victim</p>
Percent of crime complaints that are investigated (outcome)	<p>Numerator: number of crime complaints investigated by police</p> <p>Denominator: total number of crime complaints</p>	<p>This measurement shows the willingness of police to investigate crime complaints.</p> <p>Disaggregation can also identify differential treatment among different classes of crime victims.</p> <p>Targets should reflect an increasing percentage over time.</p>	<p>Annual review of police records</p> <p><i>Potential challenges:</i> access to records, accuracy of records. Interviews with self-identified victims of crime may also be used if police records are not accessible.</p>	<p>Type of crime: violent crime, property crime, etc.</p> <p>Sex of crime victim: male, female</p> <p>Age of crime victim</p> <p>Ethnic group of crime victim</p> <p>Religion of crime victim</p> <p>Income level of crime victim</p> <p>Disability status of crime victim</p>
Percent of investigated crime complaints cases that are accepted by prosecutorial service (outcome)	<p>Numerator: number of crime complaints investigated by the police that are accepted by prosecutorial service</p> <p>Denominator: total number of crime complaints investigated by police</p>	<p>This measurement reflects the quality of criminal investigations, as only cases with sufficient evidence should be accepted by the prosecutorial service.</p> <p>Disaggregation can also identify differential treatment among different classes of crime victims.</p> <p>Targets should reflect an increasing percentage over time.</p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records. Interviews with self-identified victims of crime may also be used if police records are not accessible.</p>	<p>Type of crime: violent crime, property crime, etc.</p> <p>Sex of crime victim: male, female</p> <p>Age of crime victim</p> <p>Ethnic group of crime victim</p> <p>Religion of crime victim</p> <p>Income level of crime victim</p> <p>Disability status of crime victim</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of investigated crime complaints that are not accepted by prosecutorial service (outcome)	<p>Numerator: number of crime complaints investigated by the police that are not accepted by prosecutorial service</p> <p>Denominator: total number of crime complaints investigated by the police</p>	<p>This measurement reflects the quality of criminal investigations, as cases with insufficient evidence or those that have procedural inadequacies should not be accepted by the prosecutorial service.</p> <p>Disaggregation can also identify differential treatment among different classes of crime victims.</p> <p>Targets should reflect a decreasing percentage over time.</p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records. Interviews with self-identified victims of crime may also be used if police records are not accessible.</p>	<p>Reason for case dismissal: procedural inadequacy, insufficient evidence, other classifications as relevant</p> <p>Type of case: violent crime, property crime, etc.</p> <p>Sex of crime victim: male, female Age of crime victim Ethnic group of crime victim Religion of crime victim Income level of crime victim Disability status of crime victim</p>
Percent change in average number of cases per police investigator (outcome)	<p>Numerator: average number of cases per investigator in a given activity year minus baseline average number of cases per investigator</p> <p>Denominator: baseline average number of cases per investigator</p>	<p>The number of cases per investigator may predict the quality of investigations in that an investigator may not be able to properly investigate all his or her cases if he or she has too many.</p>	<p>Police records, surveys/interviews with police investigators</p>	<p>Sex of investigator: male, female Type of case: violent crime, property crime, etc.</p>

IMPROVING THE QUALITY OF ADJUDICATIONS

To ensure defendants receive a fair trial and victims see justice served, a core focus of USAID rule of law activities is improving the quality of adjudications. These activities build the capacity of the key individuals involved in adjudication: prosecutors, defenders, and judges. These individuals have the ultimate responsibility for ensuring high-quality, unbiased adjudication processes. For this reason, USAID activities target improving the quality and accessibility of education to lawyers and judges. See [Figure 3](#) for the indicator table on improving the quality of adjudications, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE THE QUALITY OF ADJUDICATIONS

- Haiti Justice Sector Strengthening Program (2016-2021)
- Côte d'Ivoire Justice Sector Support Program (2013-2018)
- Indonesia Changes for Justice Project (2010-2015)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Number of judicial personnel trained with USG assistance

Recommended Basket of Indicators

- Percent of cases resulting in convictions or settlements
- Percent change in average caseload for judges, prosecutors, and defenders
- Percent change in number of cases overturned by a higher court
- Percent change in ratings of procedural justice of adjudications

Other Indicators

- Percent change in level of perceived fairness in prosecution among disadvantaged victims
- Percent change in the continuity of representation, as measured by the number of repeat contacts

Publicly Available Indicators

- Total persons prosecuted ([UNODC Statistics](#))
- Total persons convicted ([UNODC Statistics](#))
- Numerical score of the timeliness and effectiveness of adjudication ([Rule of Law Index](#))



ADDITIONAL RESOURCES

USAID, [*Guide to Court Reform and the Role of Court Personnel*](#)

USAID, [*Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework*](#)

USAID, [*Handbook of Democracy and Governance Indicators*](#)

U.S. Department of State International Narcotics and Labor Bureau, [*Guide to Justice Sector Assistance*](#)

Vera Institute of Justice, [*Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector*](#)

FIGURE 3: IMPROVING THE QUALITY OF ADJUDICATIONS INDICATOR TABLE¹⁴

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
<p>Number of judicial personnel trained with USG assistance (FA DR. I.3-1) (output)</p>	<p>Judicial personnel Includes judges, magistrates, prosecutors, advocates, inspectors and court staff. Training refers to all training or education events whether short-term or long-term, in-country or abroad.</p> <p>People attending the same type of training, but on different subjects can be counted twice. Narrative reports should indicate the type of training, who the training is for, level of training, duration of training, what constitutes completion. It is required that trainings follow a documented curriculum with stated objectives and/or expected competencies; all data should be sex-disaggregated; and where possible, training should meet national or international standards.</p>	<p>Training of judicial personnel improves their ability to more effectively carry out their duties which improves the capacity of the judiciary to act as a check on government power. Training may also instill a sense of the value of and necessity for judicial independence, transparency and accountability in a democratic society.</p> <p>This data indicates level of effort and can be assessed in comparison to number of officials that need training to determine coverage. INL and DRL use this indicator for internal learning and review to determine where current efforts are being supported and identify where there may be gaps on Rule of Law activities working with judicial personnel.</p>	<p>Annual review of project/activity documents to determine the number of activities funded by the USG that aimed to train judges and judicial personnel and the number of individuals reached through attendance sheets and on-site observations by USG officials.</p>	<p>Number of males Number of females Type of judicial personnel: judges, magistrates, prosecutors, advocates, inspectors and court staff</p>

¹⁴ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of cases resulting in convictions or settlements (outcome)	<p>Numerator: number of cases resulting in a conviction or a settlement agreement</p> <p>Denominator: total number of cases</p>	<p>This measurement reflects the quality of prosecutions, as convictions should result only when prosecutions are carried out effectively. <i>Please note that conviction rates should not aspire to be 100%. Targets should be carefully set to be realistic and to avoid creating perverse incentives.</i></p> <p>When disaggregated appropriately, this indicator can also shed light on differences between conviction rates when victims are from marginalized populations. This data can be used to tailor interventions to ensure that all victims are receiving equal levels of service from the courts.</p>	<p>Annual review of court records</p> <p><i>Potential challenges:</i> access to records, accuracy of records.</p>	<p>Type of case: criminal, civil</p> <p>Sex of victim: male, female</p> <p>Age of victim</p> <p>Ethnic group of victim</p> <p>Religion of victim</p> <p>Income level of victim</p> <p>Disability status of victim</p>
Percent change in average caseload for court officials (outcome)	<p>Court officials include judges, prosecutors, and defenders.</p> <p>Numerator: average number of cases per official in a given activity year minus baseline average number of cases per official</p> <p>Denominator: baseline average number of cases per official</p>	<p>The number of cases per official may predict the quality of adjudications in that an official may not be able to properly represent a client or hear a case if he or she has too many. Additionally, many cases may be a proxy indicator for the backlog of cases, and therefore may provide insight into the efficiency of court processes.</p>	<p>Court records, surveys/interviews with court officials</p> <p><i>Potential challenges:</i> access to records, accuracy of records.</p>	<p>Type of official: judge, prosecutor, defender</p>
Percent change in number of cases overturned by a higher court (outcome)	<p>Numerator: number of cases overturned by a higher court in a given activity year minus baseline number of cases overturned by a higher court</p> <p>Denominator: baseline number of cases overturned by a higher court</p>	<p>This indicator illustrates the quality of adjudication in that the validity of a case proceeding is brought into question when a decision is overturned by a higher court. Targets should decrease over time.</p>	<p>Annual review of court records</p> <p><i>Potential challenges:</i> access to records, accuracy of records.</p>	<p>Type of case: criminal, civil</p>
Percent change in average ratings of procedural justice of adjudications among case parties	<p>Numerator: numerical rating of procedural justice of adjudications in a given activity year minus</p>	<p>Ratings of procedural justice can provide a powerful measurement of the overall perceptions of the</p>	<p>Surveys and/or key informant interviews</p>	<p>Type of crime: violent crime, property crime, etc.</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
(outcome)	<p>baseline numerical rating of procedural justice of adjudications</p> <p>Denominator: baseline rating of procedural justice of adjudications</p> <p>Case parties include victims/plaintiffs and defendants.</p> <p>Procedural justice refers to the fairness of the processes that resolve disputes, particularly in the administration of justice and legal proceedings. Ratings may result from surveys and/or interviews with crime victims that result in an overall score of procedural justice.</p>	<p>legitimacy of an institution, by those who have the most reliable opinion: direct users of justice services, in this case victims/plaintiffs and defenders.</p>	<p><i>Potential challenges:</i> access to case parties; enumerators must be trained in survey and interview techniques responsive to the particular needs of different categories of crime victims such as women and girl survivors of violence.</p>	<p>Type of case party: victim/plaintiff, defendant</p> <p>Sex of party: male, female</p> <p>Age of party</p> <p>Ethnic group of party</p> <p>Religion of party</p> <p>Income level of party</p> <p>Disability status of party</p>

INCREASING THE EFFICIENCY OF COURT PROCESSES

Related to the section above on the quality of adjudications, USAID's rule of law projects and activities often seek to improve the efficiency of court processes so that cases are managed efficiently, trials are held in a timely manner, and case records are properly stored. These activities address multiple aspects of court administration to improve processes, such as implementing electronic case management systems to reduce case processing times and training court staff on use of these systems. See [Figure 4](#) for the indicator table on increasing the efficiency of court processes, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO INCREASE THE EFFICIENCY OF COURT PROCESSES

- West Bank and Gaza Enhanced Palestinian Justice Program (2013-2018)
- Kazakhstan Judicial Assistance Project (2009-2011)
- Philippines Rule of Law Effectiveness Project (2004-2008)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Number of judicial personnel trained with USG assistance
- Number of USG-assisted courts with improved case management systems

Recommended Basket of Indicators

- Percent change in court backlog
- Percent change in average time for case disposition in new cases
- Percent of annual cases where a judicial decision has been reached
- Percent change in the average number of days spent in pretrial detention

Other Indicators

- Percent change in number of cases processed within the time established by court guidelines
- Percent change in time between filing and first hearing
- Percent change in the number of hours victims wait before having an initial interview with a prosecutor
- Percent change in the average time between arrest and first contact with legal advisor or attorney

Publicly Available Indicators

- Total unsentenced/pre-trial persons held ([UNODC Statistics](#))
- Total sentenced persons held ([UNODC Statistics](#))

- Total professional judges or magistrates ([UNODC Statistics](#))



ADDITIONAL RESOURCES

USAID, [Guide to Court Reform and the Role of Court Personnel](#)

USAID, [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework](#)

USAID, [Handbook of Democracy and Governance Indicators](#)

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Justice Sector Assistance](#)

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#)

FIGURE 4: INCREASING THE EFFICIENCY OF COURT PROCESSES INDICATOR TABLE¹⁵

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
<p>Number of judicial personnel trained with USG assistance (FA DR. I.3-1) (output)</p>	<p>Judicial personnel Includes judges, magistrates, prosecutors, advocates, inspectors and court staff. Training refers to all training or education events whether short-term or long-term, in-country or abroad.</p> <p>People attending the same type of training, but on different subjects can be counted twice. Narrative reports should indicate the type of training, who the training is for, level of training, duration of training, what constitutes completion. It is required that trainings follow a documented curriculum with stated objectives and/or expected competencies; all data should be sex-disaggregated; and where possible, training should meet national or international standards.</p>	<p>Training of judicial personnel improves their ability to more effectively carry out their duties which improves the capacity of the judiciary to act as a check on government power. Training may also instill a sense of the value of and necessity for judicial independence, transparency and accountability in a democratic society.</p> <p>This data indicates level of effort and can be assessed in comparison to number of officials that need training to determine coverage. INL and DRL use this indicator for internal learning and review to determine where current efforts are being supported and identify where there may be gaps on Rule of Law activities working with judicial personnel.</p>	<p>Annual review of project/activity documents to determine the number of activities funded by the USG that aimed to train judges and judicial personnel and the number of individuals reached through attendance sheets and on-site observations by USG officials.</p>	<p>Number of males Number of females</p>

¹⁵ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Number of USG-assisted courts with improved case management systems (FA DR.I.5-1) (output)	<p>Improved is defined as a case management system that has reduced the number of days required for a case to be dealt with by the appropriate actor within the system, whether it be going to trial or otherwise disposed of.</p> <p>Types of functional areas within case management systems include: controlling forms; establishing record control; case processing and record updating; scheduling case events; controlling and storing final records; and reporting management information.</p>	<p>Without reliable data, courts cannot deliver timely justice, control or monitor their own operations, or explain their operations to citizens. The lack of information on court operations makes citizens suspicious about the fairness, transparency, and integrity of the rule of law. Closed, secretive justice systems create the perception and often the reality of favoritism, malfeasance, and denial of basic rights. Thus, the introduction of high-quality court management information systems affects not only efficiency, but also effectiveness. It can have a significant impact on central ROL issues, such as human rights, access to justice, transparency, and development of democratic institutions and society. USG assistance for an improved case management system will lead to confidence in the judicial system which leads to increased confidence in the government; It can also increase confidence in the economic environment.</p>	<p>Annual review of project/activity documents, official government journals and documents, court and judicial records, USAID Missions, State Department's INL project/activity documents and implementing partners.</p>	N/A
Percent change in court backlog (outcome)	<p>Court backlog is defined as the number of cases waiting to be heard in court.</p> <p>Numerator: number of cases in court backlog in a given activity year minus baseline number of cases in a court backlog</p> <p>Denominator: baseline number of cases in court backlog</p>	<p>The size of the court backlog is a proxy indicator for the efficiency of courts processes in that efficient courts should have fewer cases waiting to be heard. Disaggregation can highlight which types of cases make up the majority of the court's backlog.</p>	<p>Review of court records</p> <p><i>Potential challenges:</i> accessibility and accuracy of court records.</p>	Type of case: civil, criminal
Percent change in average time	Numerator: Baseline average	The change time required for case	Review of court records	Type of case: civil, criminal

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
for case disposition in new cases (outcome)	<p>number of days for case disposition in all new cases registered with court minus re-measure of average number of days for case disposition</p> <p>Denominator: Baseline average number of days for case disposition in all new cases registered with court</p>	<p>disposition can provide an indication of how efficiently court processes are functioning.</p> <p>This indicator can be used to determine if Project activities designed to improve court efficiency are effective. Disaggregation can show differences in timelines for criminal or civil cases, which can help implementers target activities. Disaggregation can also show differences in case disposition times for different classes of marginalized populations to highlight whether certain cases are pushed through more quickly than others.</p>	<p><i>Potential challenges:</i> accessibility and accuracy of court records.</p>	<p>Sex of victim and suspect: male, female</p> <p>Age of victim and suspect</p> <p>Ethnic group of victim and suspect</p> <p>Religion of victim and suspect</p> <p>Income level of victim and suspect</p> <p>Disability status of victim and suspect</p> <p>Ruling in favor of prosecutor or defendant</p>
Percent of annual cases where a judicial decision has been reached (outcome)	<p>Numerator: number of cases that have reached a judicial decision annually</p> <p>Denominator: total number of cases annually</p>	<p>This measure can be used to identify the effectiveness of interventions aimed to increase the efficiency of court processes. Disaggregation can show differences in clearance rates for criminal or civil cases, which can help implementers target activities.</p>	<p>Review of court records</p> <p><i>Potential challenges:</i> accessibility and accuracy of court records.</p>	<p>Type of case: civil, criminal</p>
Percent change in the average number of days spent in pretrial detention (outcome)	<p>Numerator: baseline average number of days spent in pre-trial detention minus re-measure of average number of days spent in pre-trial detention</p> <p>Denominator: baseline average number of days spent in pre-trial detention</p>	<p>This indicator can be used to determine the effectiveness of interventions designed to increase the efficiency of court processes. As court processes become more efficient, the number of days spent in pre-trial detention should decrease. Disaggregation will allow implementers to identify differences in how quickly cases are processed for different types of suspects.</p>	<p>Review of court records</p> <p><i>Potential challenges:</i> accessibility and accuracy of court records.</p>	<p>Sex of suspect</p> <p>Age of suspect</p> <p>Ethnic group of suspect</p> <p>Religion of suspect</p> <p>Income level of suspect</p> <p>Disability status of suspect</p>

IMPROVING CORRECTIONS FACILITIES' CONDITIONS AND EFFECTIVENESS

Although USAID is restricted from supporting prison reforms, there are exceptions for Development Assistance, Economic Support, and International Counternarcotics and Law Enforcement funds to eliminate inhumane conditions. USAID activities can support initiatives to address inhumane conditions such as ensuring per capita floor space is sufficient to allow for humane sleeping conditions and reasonable physical movement, providing separate facilities for youth offenders, and ensuring prisoners can submit complaints to judicial authorities. In sum, USAID activities provide assistance to prisoners, not to prisons, through initiatives that fall outside of the responsibility of prison administration. USAID has also assisted global health objectives involving communicable diseases, where failure to provide treatment to cohorts, such as military, police, or prisoners, reduces the effectiveness of health assistance to the overall general population. See [Figure 5](#) for the indicator table on improving corrections facilities' conditions and effectiveness, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE PRISON CONDITIONS AND EFFECTIVENESS

- Afghanistan Health Services in Correction Facilities Program (2008-2009)
- Cambodia Malaria Prevention in Prisons Program (2008)

INDICATORS

Recommended Basket of Indicators

- Percent change in proportion of prisoners with 24-hour access to clean water and toilet facilities
- Percent change in disease prevalence among detainees
- Facility population as percent of capacity
- Percent change in number of prisoners who report being a victim of a violent act in the past month
- Percent of prisoners with proper access to health care

Other Indicators

- Percent change in death rate of the incarcerated
- Presence of separate corrections facilities for men, women, boys, and girls
- Percent of prison guards in women's facilities who are female
- Percent change in number of prisoners who know how to file an administrative complaint
- Percent change in time from filing to disposition of administrative complaints from prisoners

Publicly Available Indicators

- Total persons held in prisons ([UNODC Statistics](#))
- Prison staff of adult prisons, penal institutions, or correctional institutions ([UNODC Statistics](#))
- Prison staff of juvenile prisons, penal institutions, or correctional institutions ([UNODC Statistics](#))
- Numerical score of the effectiveness of the correctional system ([Rule of Law Index](#))



ADDITIONAL RESOURCES

- Vera Institute of Justice, [*Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector*](#)
- International Centre for Criminal Law Reform and Criminal Justice Policy, [*International Prison Policy Development Instrument*](#)
- U.S. Department of State International Narcotics and Labor Bureau, [*Guide to Corrections Assistance*](#)

FIGURE 5: IMPROVING CORRECTIONS FACILITIES' CONDITIONS INDICATOR TABLE¹⁶

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of prisoners with 24-hour access to clean water and toilet facilities (outcome)	<p>Numerator: number of prisoners with 24-hour access to clean water and toilet facilities in a given activity year minus baseline measure of number of prisoners with 24-hour access to clean water and toilet facilities</p> <p>Denominator: baseline measure of number of prisoners with 24-hour access to clean water and toilet facilities</p>	<p>Access to clean water and toilet facilities is a basic component of humane prison conditions.</p> <p>This indicator may be used to determine how to target activities in prisons. Barriers to 24-hour access to clean water and toilets may exist for several reasons, such as overcrowding, inoperable facilities, or restricted access by prison guards. Typical measures such as the number of detainees per toilet or shower are not adequate, as they do not reveal whether facilities are in working order or if they are freely accessed.</p>	<p>Administrative data collected by independent investigators, if available. An alternative source would be systematic interviews with recently released detainees.</p>	<p>Sex of prisoner Age of prisoner Ethnic group of prisoner Religion of prisoner Income level of prisoner Disability status of prisoner</p>
Percent change in disease prevalence among detainees (outcome)	<p>Numerator: proportion of prisoners with a diagnosed disease in a given activity year minus baseline measure of proportion of prisoners with a diagnosed disease</p> <p>Denominator: baseline measure of proportion of prisoners with a diagnosed disease</p>	<p>This indicator provides a measure of humane living conditions in prisons.</p> <p>This indicator may be used to determine how to target activities in prisons. Disease prevalence could result from several factors in prisons: unsanitary conditions, overcrowding, poor nutritional value of food, and/or lack of access to health care. When examined in conjunction with other indicators of prison conditions, this measure will allow</p>	<p>Administrative data from prison infirmary collected by independent investigators, if available. An alternative source would be systematic interviews with recently released prisoners.</p> <p><i>Potential challenges:</i> access to/accuracy of administrative data; access to recently released prisoners.</p>	<p>Sex of prisoner Age of prisoner Ethnic group of prisoner Religion of prisoner Income level of prisoner Disability status of prisoner</p>

¹⁶ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
		implementers to properly target project interventions.		
Facility population as percent of capacity (outcome)	<p>Numerator: total number of prisoners</p> <p>Denominator: facility capacity</p> <p>Capacity goes beyond the amount of physical space a prison has. To be effective, capacity should be calculated as a function of both physical space and in terms the ration of prisoners to on-site corrections officers.</p>	<p>This indicator links to an important measure of overall prison conditions: overcrowding.</p> <p>It will help implementing partners determine how to target interventions, whether the focus is on reducing the overall number of prisoners in a facility through related activities that seek to reduce pre-trial detention or similar initiatives, or on increasing the number of on-site corrections officers.</p>	<p>Administrative data collected by independent investigators, if available. An alternative source would be systematic interviews with recently released prisoners.</p> <p><i>Potential challenges:</i> access to/accuracy of administrative data; access to recently released prisoners.</p>	<p>Sex of prisoner</p> <p>Age of prisoner</p> <p>Ethnic group of prisoner</p> <p>Religion of prisoner</p> <p>Income level of prisoner</p> <p>Disability status of prisoner</p>
Percent change in number of prisoners who report being a victim of a violent act in the past month (outcome)	<p>Numerator: number of prisoners who report being a victim of a violent act in the preceding month in a given activity year minus baseline number of prisoners who report being a victim of a violent act in the past month</p> <p>Denominator: baseline number of prisoners who report being a victim of a violent act in the past month</p>	<p>This indicator provides a measure of the safety and security of prisoners and may be used to target project activities that focus on training corrections staff to prevent violence within prisons and to improve the overall humane conditions in prisons.</p>	<p>Surveys of prison inmates. An alternative source would be systematic interviews with recently released prisoners.</p> <p><i>Potential challenges:</i> access to current prisoners; access to recently released prisoners.</p>	<p>Sex of prisoner</p> <p>Age of prisoner</p> <p>Ethnic group of prisoner</p> <p>Religion of prisoner</p> <p>Income level of prisoner</p> <p>Disability status of prisoner</p> <p>Category of aggressor: fellow prisoner, corrections officer, other</p>
Percent of prisoners with proper access to health care (outcome)	<p>Numerator: number of prisoners reporting they have access to healthcare</p> <p>Denominator: total number of prisoners surveyed</p>	<p>Access to healthcare is an important measure of humane conditions in prisons. This indicator may be used to determine how to target activities in prisons, specifically in activities designed to improve the availability of healthcare.</p>	<p>Survey of prisoners in target facilities if possible, or systematic interviews with recently released detainees</p> <p><i>Potential challenges:</i> access to current prisoners; access to recently released prisoners.</p>	<p>Sex of prisoner</p> <p>Age of prisoner</p> <p>Ethnic group of prisoner</p> <p>Religion of prisoner</p> <p>Income level of prisoner</p> <p>Disability status of prisoner</p>

IMPROVING BORDER SAFETY AND SECURITY

Many of USAID's economic growth and trade activities involve work with customs and border patrol officials. Border and customs management regulates border activities and traffic and can include border guards and immigration, customs, and revenue officials. In the context of trade, for example, customs agents play an important role in enforcing bilateral and regional trade regulations and in providing a proper accounting of the goods that pass through the borders. Customs and border patrol officials also play a key role in identifying and preventing trafficking in goods, persons, and wildlife. USAID activities may focus on improving officials' ability to execute customs laws, regulations, and policies; implement customs operations; collect customs import and export duties; and control ports of entry — all while facilitating the flow of goods and commerce. See [Figure 6](#) for the indicators table on improving border safety and security, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE BORDER SAFETY AND SECURITY

- Timor-Leste Revenue Enhancement for Good Governance Activity (2017-2020)
- Afghanistan Trade and Revenue Project (2013-2017)
- Tunisia Tax and Customs Reform Pilots Activity (2014-2016)

INDICATORS

Recommended Basket of Indicators

- Percent change in average customs clearance times at select ports of entry
- Percent of customs procedures using risk assessment methodologies
- Percent of individuals who report being a victim of crime at a port of entry
- Percent of personnel from target security sector institutions, agencies, or departments trained to use victim/trafficker identification guidelines

Other Indicators

- Percent change in customers' level of satisfaction with customs and border processes
- Number of detections of illegal crossings
- Number of border crossings



ADDITIONAL RESOURCES

USAID, [Customs Modernization Handbook: Establishing and Implementing a Customs Integrity Program](#)

USAID, [Trade Capacity Building Policy](#)

U.S. Department of State, [Maritime Security Sector Reform](#)

FIGURE 6: IMPROVING BORDER SAFETY AND SECURITY INDICATOR TABLE¹⁷

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent change in average customs clearance times at select ports of entry (outcome)	<p>Customs clearance times refer to the average measurement of the amount of time in days for imports and exports to clear customs.</p> <p>Ports of entry include over-land border crossings, harbors, and airports.</p> <p>Numerator: average customs clearance time in a given activity year minus baseline average customs clearance time Denominator: baseline average customs clearance time</p>	Direct measure of the efficiency of customs processes. Long clearance times can create unsafe conditions along borders as people wait to be processed.	<p>Review of administrative data, surveys/interviews with customs personnel</p> <p><i>Potential challenges:</i> depends on accessibility and reliability of administrative data, access to customs personnel.</p>	<p>Customs regime, for example: direct export, temporary export, re-export, direct import, temporary import, re-import, warehousing, transit/transshipment, free zone Type of port of entry: over-land border crossing, harbor, airport</p>
Percent of customs procedures using risk assessment methodologies (outcome)	<p>Customs procedures refer to customs regimes (see disaggregation).</p> <p>Risk assessment methodologies refer to a process of using predetermined standards to identify the level of risk in a customs transaction.</p> <p>Numerator: number of customs procedures using risk assessment methodologies Denominator: total number of customs procedures</p>	Demonstrates capacity of customs officials to evaluate risk and implement appropriate procedures. Effective use of risk assessment can improve safety and security at border crossings and ports of entry.	<p>Review of administrative data, surveys/interviews with customs personnel</p> <p><i>Potential challenges:</i> depends on accessibility and reliability of administrative data, access to customs personnel.</p>	<p>Customs regime, for example: direct export, temporary export, re-export, direct import, temporary import, re-import, warehousing, transit/transshipment, free zone Type of entry point: border crossing, port of entry</p>
Percent of individuals who report	Numerator: number of individuals	Direct measure of safety at ports	Surveys/interviews with	Sex of respondent: male, female

¹⁷ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
being a victim of crime at ports of entry (outcome)	<p>who report being a victim of crime at over-land border crossings, harbors, or airports</p> <p>Denominator: total # of individuals surveyed/interviewed</p>	of entry	<p>individuals who have recently entered the country</p> <p><i>Potential challenges:</i> depends on ability to identify individuals who have crossed borders.</p>	<p>Type of port of entry: over-land border crossing, harbor, airport</p> <p>Type of crime: violent crime, property crime, etc.</p>

BUILDING CIVILIAN OVERSIGHT OF SECURITY SECTOR INSTITUTIONS

A common complaint in developing countries is that security sector actors function with little or no accountability to citizens. USAID activities play an important role in building systems to increase the transparency and accountability of security sector actors, working through various avenues. Indicators should measure accountability within an institution, accountability in the form of checks and balances from other government agencies, external accountability from human rights and civil society organizations, and social accountability from citizens. See [Figure 7](#) for the indicator table on building civilian oversight of security sector institutions, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO BUILD CIVILIAN OVERSIGHT OF SECURITY SECTOR INSTITUTIONS

- Jamaica Community Empowerment and Transformation Project II (2013-2018)
- Ukraine Fair, Accountable, Independent, and Responsible Judiciary Program (2011-2016)
- Afghanistan Rule of Law Stabilization Program (2010-2012)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Number of mechanisms for external oversight of public resource use supported by USG assistance
- Number of people affiliated with nongovernmental organizations receiving USG-supported anticorruption training

Recommended Basket of Indicators

- Percent of annual expenditures for internal disciplinary/internal affairs unit out of total institutional budget
- Number of policy, practice, or infrastructure changes implemented in security sector institutions based on recommendations resulting from USG assistance
- Percent change in ratings of procedural justice of security sector institutions

Other Indicators

- Percent change in number of citizens in target communities who are adequately informed of security sector activities

Publicly Available Indicators

- Percent of respondents indicating that they trust in the armed forces “somewhat” or “a lot.” ([Afrobarometer](#), [Latinobarómetro](#))¹⁸

¹⁸ Please note that when an indicator appears in multiple Barometers, the exact phrasing of the survey question that corresponds to the indicator can vary somewhat. The indicator and its definition will need to be adjusted accordingly depending which data source is being used.

- Numerical rating of defense and security institutions openness towards civil society organizations with dealing with issues of corruption ([Government Defence Anti-Corruption Index](#))



ADDITIONAL RESOURCES

OECD, [DAC Handbook on Security System Reform](#)

Transparency International, [Government Defence Anti-Corruption Index](#)

USAID, [Anticorruption Strategy](#)

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the](#)

FIGURE 7: BUILDING CIVILIAN OVERSIGHT OF SECURITY SECTOR INSTITUTIONS INDICATOR TABLE¹⁹

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Number of mechanisms for external oversight of public resource use supported by USG assistance (FA DR.2.4-2) (output)	Mechanisms are interventions or actions taken by parliaments, audit agencies, ombudsman, anti-corruption agencies, and non-governmental organizations. External oversight refers to actions taken by those actors to monitor, disclose, highlight, discipline, investigate, or otherwise bring attention to public resource use in a country.	Public resources are a critical source of funding for a country's overall development, security, health and welfare. External oversight of the use of public resources, and funding therefrom, is necessary to ensure that those resources are utilized effectively and are not subject to waste, fraud and abuse.	Annual review of implementing partners' project/activity documents, official government journals, news media, and on-site observation by USG officials.	N/A
Number of people affiliated with nongovernmental organizations receiving USG-supported anticorruption training (FA DR.2.4-3) (output)	<p>Training is defined as in-service technical training for individuals affiliated with non-governmental organizations. Anti-corruption training is defined as skill or knowledge transfer intended to reduce corruption or leakage in public administration (for example public expenditure tracking or ethics training). The training must follow a documented curriculum with stated learning objectives and/or expected competencies for the trainees.</p> <p>Operating Units should define training completion standards in their PMP data reference sheet and in the indicator narrative of the PPR. For example, for short course completion, full attendance may be mandatory. For longer</p>	Non-state actors play in key role in discovering fraud, waste or abuse in public administration. While public systems can provide checks and safeguards against waste, fraud and abuse, individuals outside of government can deter corruption by monitoring performance and serving in a watchdog role. To perform that function, individuals affiliated with non-governmental organizations must have the skills and understanding of public financial management to be able to uncover abuse and use it effectively to hold public officials accountable.	Detailed course curriculum and attendance sheets; annual.	Number of Males Number of Females

¹⁹ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	courses, pre- and post-training testing may be used to ensure competency was achieved.			
Percent of annual expenditures for internal disciplinary/internal affairs unit out of total institutional budget (outcome)	<p>Numerator: amount of annual expenditures for a dedicated internal disciplinary/internal affairs unit</p> <p>Denominator: total institutional budget</p>	<p>Budgetary expenditures can indicate institutional commitment to taking complaints of corruption and malfeasance seriously.</p> <p>Projects/activities should set realistic % targets with the cooperation of the focus institution.</p>	<p>Annual review of relevant security sector institution budgets.</p> <p><i>Potential challenges:</i> access to and accuracy of budget information.</p>	N/A
Number of policy, practice, or infrastructure changes implemented in security sector institutions based on recommendations resulting from USG assistance (output)	Policy, practice, or infrastructure changes include modifications to operating policy, alterations in customary practices, and/or upgrades or changes made to security sector institution's infrastructure. To qualify, these changes must have been made as the result of documented recommendations by a USG-funded project or activity.	This indicator provides a measure of the effectiveness and uptake of USG-sponsored assistance.	<p>Annual review of project/activity documents in conjunction with review of target security sector institutions' operating policy manuals, capital investment expenditures, and/or interviews with institution personnel.</p> <p><i>Potential challenges:</i> Access to and accuracy of institutional documents.</p>	Type of change: policy, practice, infrastructure
Percent change in ratings of procedural justice in target security sector institutions (outcome)	<p>Numerator: numerical rating of procedural justice in a given activity year minus baseline numerical rating of procedural justice</p> <p>Denominator: baseline rating of procedural justice</p> <p>Procedural justice refers to the fairness of the processes that resolve disputes, particularly in the administration of justice and legal proceedings. Ratings may result from surveys and/or interviews with citizens that result in an overall score of procedural justice.</p>	<p>Ratings of procedural justice can provide a powerful measurement of the overall perceptions of the legitimacy of an institution.</p> <p>Disaggregation can highlight differences in perceptions among different classes of respondents according to socioeconomic status and experience with the security sector.</p>	Surveys and/or key informant interviews	<p>Sex of respondent: male, female</p> <p>Age of respondent</p> <p>Ethnic group of respondent</p> <p>Religion of respondent</p> <p>Income level of respondent</p> <p>Disability status of respondent</p> <p>Respondent's experience with the security sector: direct (those who have had direct experience with security sector institutions, such as victims); indirect (those who have friends or family members with experience with security sector institutions); and none (those who have no experience with security sector institutions).</p>

INCREASING CIVILIAN SAFETY AND SECURITY

USAID has designed and funded many activities for crime and violence prevention, many of which incorporate elements of community policing. These activities aim to strengthen law enforcement agencies' ability to track and analyze patterns of crime and violence, engage with the communities they serve, and design evidence-based prevention projects and activities. To measure the effectiveness of crime and violence prevention efforts, projects and activities typically monitor indicators that track not only actual instances of crime and violence, but also citizen perceptions of their own safety. As described above, citizen perceptions of safety and security are not always an accurate measure of actual safety and security. Additionally, survey respondents are sometimes unwilling or unable to state outright whether or not their community is safe. In these cases, proxy indicators of safety, such as those found in the "Other Indicators" subsection may be useful. Though these measures have limitations, they can provide insights into public confidence in law enforcement and can be useful to examine as part of a broader analysis of trends in crime and violence. See [Figure 8](#) for the indicator table on increasing civilian safety and security, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO INCREASE CIVILIAN SAFETY AND SECURITY

- Honduras Governance for Citizen Security Project (2017-2021)
- Community, Family, and Youth Resilience Project (2016-2020)
- Guatemala Violence Prevention Project (2010-2014)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Percent of communities in USG-assisted areas implementing principles taught in law enforcement training
- Number of youth at risk of violence trained in social or leadership skills through USG-assisted programs

Recommended Basket of Indicators

- Percent change in ratings of procedural justice of the police in target neighborhoods and communities
- Percent of target neighborhoods or communities implementing USG-supported crime and violence prevention plans
- Percent of target neighborhoods or communities implementing USG-supported community policing plans
- Percent change in the number of citizens who report being a victim of a crime in target neighborhoods and communities
- Percent change in safety ratings of population in target neighborhoods and communities

Other Indicators

- Number of selected communities in target areas that have developed crime prevention plans based on crime and vulnerability diagnostics
- Percent change in proportion of community leaders who express confidence in the police
- Percent change in proportion of low-income victims who report crimes to the police
- Proxy indicators: percent of community members who state they will go outside at night; percent of community members who state they would allow their children to go outside at night; percent of community members who would allow their children to go outside at night alone

Publicly Available Indicators

- Annual prevalence rate of physical assault ([UNODC Statistics](#))
- Annual reporting rate of physical assault ([UNODC Statistics](#))
- Annual prevalence rate of robbery ([UNODC Statistics](#))
- Annual reporting rate of robbery ([UNODC Statistics](#))
- Percent of respondents reporting that armed forces “sometimes” or “often” protect from security threats ([Afrobarometer](#))
- Percent of respondents reporting that the ability of ordinary people to get help from the police is “very easy” or “easy” ([Afrobarometer](#))
- Percent of respondents expressing satisfaction with police performance ([Latinobarómetro](#))
- Percent of respondents who report that they or a relative have been attacked, assaulted, or a victim of a crime in the last 12 months ([Latinobarómetro](#))
- Percent of respondents who report that their country is “Safe” or “very safe” ([Latinobarómetro](#))
- Numerical score of the absence of crime ([Rule of Law Index](#))



ADDITIONAL RESOURCES

Saferworld, [Community Security Handbook](#)

USAID, [A Field Guide for Democracy and Governance Officers: Assistance to Civilian Law Enforcement in Developing Countries](#)

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Police Assistance](#)

Vera Institute of Justice, [Measuring Progress toward Safety and Justice: A Global Guide to the Design of Performance Indicators across the Justice Sector](#)

FIGURE 8: INCREASING CIVILIAN SAFETY AND SECURITY INDICATOR TABLE²⁰

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of communities in USG-assisted areas implementing principles taught in law enforcement training (FA PS.9-1) (outcome)	Numerator: Number of communities showing evidence of implementing the training Denominator: number of communities receiving training	The goal of this element is to assist to establish and sustain effective, professional and accountable law enforcement services. This sub-element measures law enforcement implementation of training. This indicator will be used by trainers to assess effectiveness, and by managers for accountability and future expenditures.	Records from implementing partners	N/A
Number of youth at risk of violence trained in social or leadership skills through USG assisted programs (FA YOUTH-1) (output)	Youth: Individuals aged 10 - 29 years of age Youth at risk of violence: For the purposes of this indicator, youth at risk of violence are individuals who have associated community and family level stressors that create incentives for them to participate in or leave them vulnerable to recruitment by gangs or violent extremist organizations (VEO) or be victims of violence perpetuated by these groups. These stressors include but are not limited to poverty, poor familial support, poor community participation, being out of school, low employability, having been a victim of violence,	This indicator is linked to the USAID 2012 Youth in Development Policy outcome that youth fully participate in democratic and development processes, play active roles in peacebuilding and civil society, and are less involved in youth gangs, criminal networks, and insurgent organizations.	Direct observation (As 'at risk' youth may not be able to formally sign up for training activities, this should also be a data source) Official government records Official reports from Implementing Partner(s) Qualitative methods such as focus groups or interviews, and surveys	Number of males age 10-14 Number of females age 10-14 Number of males age 15-19 Number of females age 15-19 Number of males age 20-24 Number of females age 20-24 Number of males age 25-29 Number of females age 25-29 Geographic location (urban versus rural)

²⁰ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	<p>physically located in the gang or VEO community, or being marginalized, stigmatized, or discriminated against. Violence is inclusive of all forms, e.g. physical, psychological, and/or sexual.</p> <p>Social or leadership skills training: Training that focuses on skills that will enhance youth’s ability to interact within their community. This training includes a focus on management, leadership, life and/or soft skills, and/or civic engagement.</p> <p>Training: For the purpose of this indicator, training is defined as an intervention/ session (virtual and/or in person) of at least one day that has learning objectives and focuses on enhancing a certain skill. A focus group or meeting can be considered under training if within the listed skills topics.</p>			
<p>Percent change in ratings of procedural justice of the police in target neighborhoods and communities (outcome)</p>	<p>Numerator: numerical rating of procedural justice in a given activity year minus baseline numerical rating of procedural justice</p> <p>Denominator: baseline rating of procedural justice</p> <p>Procedural justice refers to the fairness of the processes that resolve disputes, particularly in the administration of justice and legal proceedings. Ratings may result from surveys and/or interviews with citizens that result</p>	<p>Ratings of procedural justice can provide a powerful measurement of the overall perceptions of the legitimacy of an institution.</p> <p>Disaggregation can highlight differences in perceptions among different classes of respondents according to socioeconomic status and experience with the security sector.</p>	<p>Surveys and/or key informant interviews</p>	<p>Sex of respondent: male, female Age of respondent Ethnic group of respondent Religion of respondent Income level of respondent Disability status of respondent</p> <p>Respondent’s experience with the security sector: direct (those who have had direct experience with security sector institutions, such as victims); indirect (those who have friends or family members with experience with security sector institutions); and none (those who have no experience</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	in an overall score of procedural justice.			with security sector institutions).
Percent of target neighborhoods or communities implementing USG-supported crime and violence prevention plans (outcome)	<p>Crime and violence prevention plans refer to evidence-based strategic planning documents that outline strategies and actions for preventing criminal and violent acts.</p> <p>Numerator: number of target neighborhoods or communities implementing at least 50% of the recommendations contained in crime and violence prevention plans developed with USG support</p> <p>Denominator: total number of target neighborhoods or communities</p>	<p>Crime and violence prevention plans can provide a roadmap for police in target neighborhoods and communities to implement effective strategies for preventing criminal and violent acts. The existence of a crime and violence prevention plan does not guarantee that plans will be used, so measurement focuses on whether the plans are being implemented.</p>	<p>Review of project/activity documents in conjunction with review of police records. Surveys of community members may also provide data to verify implementation of the plans.</p> <p><i>Potential challenges:</i> accessibility and accuracy of police records.</p>	<p>Geography of community/neighborhood: urban, rural</p>
Percent of target neighborhoods or communities implementing USG-supported community policing plans (outcome)	<p>Community policing plans refer to documents that outline strategies and actions for improving relationships between police and their communities.</p> <p>Numerator: number of target neighborhoods or communities implementing community policing plans developed with USG support</p> <p>Denominator: total number of target neighborhoods or communities</p>	<p>Community policing plans can provide a guide for police to improve relationships with citizens in target neighborhoods and communities. The existence of a community policing plan does not guarantee that plans will be used, so measurement focuses on whether the plans are being implemented.</p>	<p>Review of project/activity documents in conjunction with review of police records. Surveys of community members may also provide data to verify implementation of the plans.</p> <p><i>Potential challenges:</i> accessibility and accuracy of police records.</p>	<p>Geography of community/neighborhood: urban, rural</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent change in the number citizens who report being a victim of a crime in target neighborhoods and communities (outcome)	<p>Numerator: citizens who report being a victim of crime in a given activity year minus baseline measure of number of citizens who report being a victim of crime</p> <p>Denominator: baseline number of citizens who report being a victim of crime</p>	<p>This indicator provides a measure of overall victimization rates that can demonstrate trends in the overall levels of crime and violence more so that official crime rates, given that not all citizens report crimes to law enforcement.</p>	Citizen surveys	<p>Type of crime: violent crime, property crime, etc.</p> <p>Sex of crime victim: male, female</p> <p>Age of crime victim</p> <p>Ethnic group of crime victim</p> <p>Religion of crime victim</p> <p>Income level of crime victim</p> <p>Disability status of crime victim</p>
Percent change in safety ratings of population in target neighborhoods and communities (outcome)	<p>Safety ratings refer to a numerical score on a scale of perceptions of safety, as reported on a citizen survey.</p> <p>Numerator: numerical rating of safety in a given activity year minus baseline numerical rating of safety</p> <p>Denominator: baseline rating of safety</p>	<p>Safety perception ratings, while not necessarily indicative of actual risk of victimization, can provide an indication of overall feelings of security (or insecurity) in a community.</p> <p>Disaggregation can identify differing perceptions of safety among different socioeconomic groups.</p>	Surveys and/or key informant interviews	<p>Sex of respondent: male, female</p> <p>Age of respondent</p> <p>Ethnic group of respondent</p> <p>Religion of respondent</p> <p>Income level of respondent</p> <p>Disability status of respondent</p>

IMPROVING SECURITY SECTOR RESPONSE TO VIOLENCE AGAINST WOMEN AND GIRLS

As numerous security sector actors have roles in the response to violence against women and girls, they are critical in ensuring survivors are cared for properly. Survivors often report these crimes to the police before seeking medical attention for their injuries. As first responders, police have a responsibility to both investigate these crimes, but also to ensure survivors are connected with proper services to tend to their medical, psychosocial, and legal needs. Importantly, police stations and courts must be equipped with adequate facilities to ensure survivors' privacy and dignity. Finally, prosecutors and court personnel must be trained in proper handling of these types of cases. All of these components are required to reduce the instances of secondary victimization, when insensitive treatment of survivors leads to re-traumatization, and bring the perpetrators of violence against women and girls to justice. See [Figure 9](#) for the indicator table on improving security sector response to violence against women and girls, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE SECURITY SECTOR RESPONSE TO VIOLENCE AGAINST WOMEN AND GIRLS

- Guatemala Youth and Gender Justice Project (2016-2012)
- DRC USHINDI – Overcoming Sexual and Gender-Based Violence in Eastern Congo (2010-2017)
- South Africa Women's Justice and Empowerment Initiative (2008-2012)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Number of legal instruments drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender-based violence at the national or subnational level

Recommended Basket of Indicators

- Percent of personnel from target security sector institutions, agencies, or departments trained in gender-sensitive customer service
- Percent change in average ratings of procedural justice among women and girl survivors of violence
- Percent of reports of violence against women and girls that are investigated
- Percent of investigated cases of violence against women and girls that are accepted by prosecutorial service
- Percent of investigated cases of violence against women and girls that are not accepted by prosecutorial service
- Percent of cases of violence against women and girls accepted by the prosecutorial service that result in convictions

Other Indicators

- Presence of systems to allow witnesses to testify without being present in court, behind a curtain in the court, or through some other methods to separate them from the accused
- Percent change in proportion of expenditures for specialized units to address violence against women and girls of overall institutional budget

Publicly Available Indicators

- Annual prevalence rate of sexual assault ([UNODC Statistics](#))
- Annual reporting rate of sexual assault ([UNODC Statistics](#))



ADDITIONAL RESOURCES

USAID, [Toolkit for Monitoring and Evaluating Gender-Based Violence Prevention Interventions Along the Development Continuum](#)

USAID, [Violence Against Women and Girls: A Compendium of Monitoring and Evaluation Indicators](#)

U.S. State Department International Narcotics and Labor Bureau, [Guide to Gender and the Criminal Justice Sector](#)

World Health Organization, [Ethical and Safety Recommendations for Researching, Documenting, and Monitoring Sexual Violence in Emergencies](#)

FIGURE 9: IMPROVING SECURITY SECTOR RESPONSE TO VIOLENCE AGAINST WOMEN AND GIRLS INDICATOR TABLE²¹

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
<p>Number of legal instruments drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender-based violence at the national or sub-national level (FA GNDR-I) (output)</p>	<p>For the purposes of this indicator, "legal instrument" is meant broadly to include any official document issued by a government (e.g., law, policy, action plan, constitutional amendment, decree, strategy, regulation) designed to improve prevention of and response to sexual and other violence against women and girls at the national or sub-national level. To be counted, the legal instrument should address an aspect of the country's efforts to combat violence against women and girls. To be counted under this indicator, USG assistance could be targeted directly to the host government or to CSOs working on the legal instrument.</p> <p>Operating units may count a legal instrument only once in each stage (i.e., drafted, proposed, adopted); operating units may not report on the same legal instrument across multiple reporting periods unless it has advanced to the next stage (e.g. law drafted in one reporting period, law presented for legislative action in the next</p>	<p>This indicator measures the output of USG assistance that is designed to build the necessary or enabling conditions for reducing violence against women and girls.</p> <p>Information generated by this indicator will be used to monitor and report on achievements linked to broader outcomes of gender equality and female empowerment and will be used for planning and reporting purposes by Agency-level, bureau-level and in-country managers.</p>	<p>The primary data for this indicator will be provided by implementing partners and collected through the COR/AOR review of relevant project/activity documents (e.g. quarterly and final reports, project monitoring records); however, other data sources such as analysis of secondary data (e.g. newspapers, legislative records) or direct observation by post may also be a source of data for this indicator, particularly if direct assistance is being provided to host country authorities or an entity to which standard reporting requirements may not apply.</p>	<p>1) The number of legal instruments (or revisions to such) should be disaggregated by the following stages achieved with USG assistance:</p> <ul style="list-style-type: none"> -Drafted: the process of writing the preliminary or final version of a legal instrument for review and revision by a competent authority based on input from key stakeholders; -Proposed: the act of formally seeking approval for adopting a legal instrument from the relevant authority, such as the legislative or executive branch of government; -Adopted: upon formal approval by the relevant government authority, the legal instrument has taken effect or become binding. <p>2) The number of legal instruments (or revisions to such) should be disaggregated by the types of violence that are addressed by each:</p> <ul style="list-style-type: none"> - Based on sex - Based on sexual orientation or gender identity (SOGI) - Based on sex and SOGI

²¹ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	reporting period, law passed in the subsequent reporting period).			
Percent of personnel from target security sector institutions, agencies, or departments trained in gender-sensitive customer service with USG assistance (outcome)	<p>Numerator: cumulative number of personnel from target security sector institutions, agencies, or departments trained over life of project, <i>who have not received training from other sources on this topic in the last 5 years</i></p> <p>Denominator: total number of personnel from target security sector institutions, agencies, or departments, <i>who have not received training from other sources on this topic in the last 5 years</i></p> <p>Target security sector institutions, agencies, or departments include those for which training is deemed necessary to achieve project/activity objectives.</p> <p>Gender-sensitive customer service refers to approaches to client management that are responsive to the different needs of men, women, girls, and boys.</p>	<p>Training of security sector personnel improves their ability to more effectively carry out their duties which improves the capacity of the security sector to provide gender-sensitive customer service.</p> <p>Target should be set to maximize training coverage for relevant institutions, departments, or agencies, taking into account proportion of personnel who have already received training through other activities. If baselines reveal that 75% of personnel in the target group have already received training on this topic within the last five years, activities may not be needed in this area and the indicator should not be used.</p> <p>PMP, AMEP, or MEL plans should include the static percentage. However, percent change over time can be calculated and described in narrative reports if required.</p>	<p>Annual review of project/activity documents to determine the number of activities that aimed to train security sector personnel and the number of individuals reached through attendance sheets and on-site observations</p> <p><i>Potential challenges:</i> accurate measurement depends on quality of project/activities records. Implementers must also track personnel turnover year to year to ensure that measurements reflect when previous trainees have left their positions.</p>	<p>Security sector institution: police, prosecutors, judges, etc. Sex of training participant: male, female</p>
Percent change in average ratings of procedural justice among women and girl survivors of violence (outcome)	<p>Numerator: numerical rating of procedural justice in a given activity year minus baseline numerical rating of procedural justice</p> <p>Denominator: baseline rating of procedural justice</p> <p>Procedural justice refers to the fairness of the processes that</p>	<p>Ratings of procedural justice can provide a powerful measurement of the overall perceptions of the legitimacy of an institution, by those who have the most reliable opinion: direct users of justice services, in this case, the survivors.</p>	<p>Surveys and/or key informant interviews</p> <p><i>Potential challenges:</i> access to women and girl survivors; enumerators must be trained in survey and interview techniques responsive to the particular needs of women and girl survivors of violence.</p>	<p>Sex of survivor: male, female Age of survivor Ethnic group of survivor Religion of survivor Income level of survivor Disability status of survivor</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	resolve disputes, particularly in the administration of justice and legal proceedings. Ratings may result from surveys and/or interviews with survivors that result in an overall score of procedural justice.			
Percent of reports of violence against women and girls that are investigated (outcome)	<p>Numerator: number of reports of violence against women and girls that are investigated by relevant security sector institutions</p> <p>Denominator: total number of reports of violence against women and girls</p>	<p>This measurement shows the willingness of security sector institutions to investigate reports of violence against women and girls.</p> <p>Disaggregation can also identify differential treatment among different classes of survivors of violence.</p> <p>Targets should reflect an increasing percentage over time.</p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records. Interviews with self-identified Survivors may also be used if records are not accessible.</p>	<p>Security sector institution: customs/border control, police, or other investigative units as relevant</p> <p>Sex of survivor: male, female Age of survivor Ethnic group of survivor Religion of survivor Income level of survivor Disability status of survivor</p>
Percent of investigated cases of violence against women and girls that are accepted by prosecutorial service (outcome)	<p>Numerator: number of cases against violence against women and girls investigated by relevant security sector institutions that are accepted by prosecutorial service</p> <p>Denominator: total number of cases of violence against women and girls investigated by relevant security sector institutions</p>	<p>This measurement reflects the quality of investigations of violence against women and girls, as only cases with sufficient evidence should be accepted by the prosecutorial service.</p> <p>Disaggregation can also identify differential treatment among different classes of women and girl survivors.</p> <p>Targets should reflect an increasing percentage over time.</p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records. Interviews with self-identified survivors may also be used if records are not accessible.</p>	<p>Sex of survivor: male, female Age of survivor Ethnic group of survivor Religion of survivor Income level of survivor Disability status of survivor</p>
Percent of investigated cases of violence against women and girls that are not accepted by prosecutorial service (outcome)	<p>Numerator: number of cases of violence against women and girls investigated by relevant security sector institutions that are not accepted by prosecutorial service</p> <p>Denominator: total number of</p>	<p>This measurement reflects the quality of investigations, as cases with insufficient evidence or those that have procedural inadequacies should not be accepted by the prosecutorial service.</p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records. Interviews with self-identified survivors may also be used if</p>	<p>Reason for case dismissal: procedural inadequacy, insufficient evidence, other classifications as relevant</p> <p>Sex of survivor: male, female Age of survivor</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	cases of violence against women and girls investigated by relevant security sector institutions	<p>Disaggregation can also identify differential treatment among different classes of women and girl survivors.</p> <p>Targets should reflect a decreasing percentage over time.</p>	records are not accessible.	<p>Ethnic group of survivor</p> <p>Religion of survivor</p> <p>Income level of survivor</p> <p>Disability status of survivor</p>
Percent of cases of violence against women and girls accepted by the prosecutorial service that result in convictions (outcome)	<p>Numerator: number of cases of violence against women and girls accepted by prosecutorial service that result in convictions</p> <p>Denominator: total number of cases of violence against women and girls accepted by prosecutorial service</p>	<p>This measurement reflects the quality of prosecutions, as convictions should result only when prosecutions are carried out effectively.</p> <p>Disaggregation can also identify differential treatment among different classes of women and girl survivors.</p> <p><i>Please note that conviction rates should not aspire to be 100%. Targets should be carefully set to be realistic and to avoid creating perverse incentives.</i></p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records. Interviews with self-identified survivors may also be used if records are not accessible.</p>	<p>Sex of survivor: male, female</p> <p>Age of survivor</p> <p>Ethnic group of survivor</p> <p>Religion of survivor</p> <p>Income level of survivor</p> <p>Disability status of survivor</p>

REDUCING PREDATORY, INHUMANE, OR UNETHICAL BEHAVIORS IN THE SECURITY SECTOR

Unfortunately, security sector actors in many countries exhibit corrupt and immoral behavior, often at the expense of the civilians they are mandated to protect. In many contexts, these officials act with impunity and are not held accountable for their behavior. This greatly decreases the public's confidence in security sector institutions, which reduces the likelihood that citizens will report crime and perpetrators will be brought to justice. As these unethical behaviors are often deeply ingrained and quite difficult to change, the indicators must be realistic and reflect what is likely to be achieved within the project's timeframe. To address these weaknesses, USAID anticorruption programming focuses on strengthening mechanisms to improve transparency and accountability of security sector actors. Also, interventions may address leadership training and social and behavior change communications. See [Figure 10](#) for the indicator table on reducing predatory, inhumane, or unethical behaviors in the security sector, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO REDUCE PREDATORY, INHUMANE, OR UNETHICAL BEHAVIORS IN THE SECURITY SECTOR

- Indonesia CEGAH (2016-2020)
- Mission to Support the Fight Against Corruption and Impunity in Honduras (2016-2017)
- Mozambique Anti-Corruption Initiative (2003-2008)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Number of USG-supported national human rights commissions and other independent state institutions charged by law with protecting and promoting human rights that actively pursued allegations of human rights abuses during the year
- Number of government officials receiving USG-supported anticorruption training

Recommended Basket of Indicators

- Percent change in ratings of procedural justice in target security sector institutions
- Percent of complaints investigated by an internal disciplinary/internal affairs unit
- Percent of complaints investigated by an internal disciplinary/internal affairs office that are accepted by the prosecutorial service
- Percent of complaints investigated by an internal disciplinary/internal affairs office that are accepted by the prosecutorial service
- Percent of internal disciplinary/internal affairs cases accepted by the prosecutorial service that lead to convictions
- Percent of annual expenditures for internal disciplinary/internal affairs unit out of total institutional budget

Other Indicators

- Percent change in rates of nonprosecution for different groups of defendants (elites/non-elites, marginalized populations, etc.)
- Percent change in number of claims of human rights violations filed against government security forces
- Percent change in the number of cases referred from an internal disciplinary/internal affairs unit that result in the imposition of discipline or punishment

Publicly Available Indicators

- Annual prevalence rate of bribery ([UNODC Statistics](#))
- Percent of respondents reporting that the armed forces “often” or “always” operate in a professional manner and respect the rights of all citizens ([Afrobarometer](#))
- Numerical rating of public trust in defense and security institutions to tackle the issue of bribery and corruption in their establishments ([Government Defence Anti-Corruption Index](#))
- Numerical score of the absence of corruption in the judiciary ([Rule of Law Index](#))
- Numerical score of the absence of corruption in the police/military ([Rule of Law Index](#))



ADDITIONAL RESOURCES

USAID, [Practitioner’s Guide for Anticorruption Programming](#)

USAID, [Handbook of Democracy and Governance Indicators](#)

FIGURE 10: REDUCING PREDATORY, INHUMANE, OR UNETHICAL BEHAVIORS IN THE SECURITY SECTOR INDICATOR TABLE²²

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
<p>Number of USG supported national human rights commissions and other independent state institutions charged by law with protecting and promoting human rights that actively pursued allegations of human rights abuses during the year (FA DR.6.I-1) (output)</p>	<p>To be counted, the commission or institution:</p> <ul style="list-style-type: none"> • Must have the authority to investigate and adjudicate human rights violations; • Must be funded by the government; • Must be actively investigating cases. Actively means that paid staff are interviewing witnesses, documenting evidence, writing reports, etc. <p>Information should be reported by USG fiscal year.</p>	<p>This indicator highlights acceptance by the government of the private right to file complaints in domestic institutions against governmental abuses and allow and pay for full investigations. This acceptance shows a willingness for government accountability and transparency to the public on human rights issues. This accountability can also strengthen the legitimacy of the government.</p> <p>An increase in the number of USG supported Human Rights Commissions actively pursuing allegations of human rights abuses suggest the probability that USG support is allowing for more government accountability and transparency which will decrease human rights violations. A decrease in the number of USG supported Human Rights Commissions actively pursuing allegations of human rights abuses suggests that the lack of USG support could allow for less government accountability and transparency which could result in more human rights abuses.</p>	<p>Annual review of implementing partners' project/activity documents, official government journals, news media, and on-site observation by USG officials.</p>	<p>N/A</p>

²² This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
<p>Number of government officials receiving USG-supported anticorruption training (FA 2.4-1) (output)</p>	<p>Training is defined as in-service technical training for civil servants and other public-sector employees. Anti-corruption training for government officials is defined as skill or knowledge transfer intended to reduce corruption or leakage in public administration (for example public financial management or ethics training). The training must follow a documented curriculum with stated learning objectives and/or expected competencies for the trainees.</p> <p>Operating Units should define training completion standards in their PMP data reference sheet and in the indicator narrative of the PPR. For example, for short course completion, full attendance may be mandatory. For longer courses, pre- and post-training testing may be used to ensure competency was achieved.</p>	<p>Government employees are critical to public administration. While systems can be designed to reduce incentives and opportunities for corruption and provide checks and safeguards against waste, fraud and abuse, individuals must have the skills to manage those systems and processes and be aware of the ethical norms related to their roles.</p>	<p>Detailed course curriculum and attendance sheets; annual.</p>	<p>Sex of training participant: male, female</p>
<p>Percent change in ratings of procedural justice in target security sector institutions (outcome)</p>	<p>Numerator: numerical rating of procedural justice in a given activity year minus baseline numerical rating of procedural justice</p> <p>Denominator: baseline rating of procedural justice</p> <p>Procedural justice refers to the fairness of the processes that resolve disputes, particularly in the administration of justice and legal proceedings. Ratings may result from surveys and/or interviews with citizens that result</p>	<p>Ratings of procedural justice can provide a powerful measurement of the overall perceptions of the legitimacy of an institution.</p> <p>Disaggregation can highlight differences in perceptions among different classes of respondents according to socioeconomic status and experience with the security sector.</p>	<p>Surveys and/or key informant interviews</p>	<p>Sex of respondent: male, female Age of respondent Ethnic group of respondent Religion of respondent Income level of respondent Disability status of respondent</p> <p>Respondent's experience with the security sector: direct (those who have had direct experience with security sector institutions, such as victims); indirect (those who have friends or family members with experience with security sector institutions); none (those who have no experience with</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	in an overall score of procedural justice.			security sector institutions)
Percent of complaints investigated by an internal disciplinary/internal affairs unit (outcome)	<p>Numerator: number of complaints that are investigated by an internal disciplinary/internal affairs unit in target security sector institutions, agencies, or departments</p> <p>Denominator: total number of complaints received by an internal disciplinary/internal affairs unit in target security sector institutions, agencies, or departments</p>	<p>This measurement shows the willingness of internal disciplinary/internal affairs unit to investigate complaints.</p> <p>Disaggregation can also identify differential treatment among different classes of suspects.</p> <p>Targets should reflect an increasing percentage over time.</p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records.</p>	<p>Security sector institution: customs/border control, police, or other investigative units as relevant</p> <p>Sex of suspect: male, female Age of suspect Ethnic group of suspect Religion of suspect Income level of suspect Disability status of suspect Rank of suspect (if applicable)</p>
Percent of complaints investigated by an internal disciplinary/internal affairs unit that are accepted by the prosecutorial service (outcome)	<p>Numerator: number complaints investigated by an internal disciplinary/internal affairs unit that are accepted by prosecutorial service</p> <p>Denominator: total number of complaints that are investigated by an internal disciplinary/internal affairs unit in target security sector institutions, agencies, or departments</p>	<p>This measurement reflects the quality of internal disciplinary/internal affairs investigations, as only cases with sufficient evidence should be accepted by the prosecutorial service.</p> <p>Disaggregation can also identify differential treatment among different classes of suspects.</p> <p>Targets should reflect an increasing percentage over time.</p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records.</p>	<p>Sex of suspect: male, female Age of suspect Ethnic group of suspect Religion of suspect Income level of suspect Disability status of suspect Rank of suspect (if applicable)</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of complaints investigated by an internal disciplinary/internal affairs office that are not accepted by the prosecutorial service (outcome)	<p>Numerator: number complaints investigated by an internal disciplinary/internal affairs unit that are not accepted by prosecutorial service</p> <p>Denominator: total number of complaints that are investigated by an internal disciplinary/internal affairs unit in target security sector institutions, agencies, or departments</p>	<p>This measurement reflects the quality of internal disciplinary/internal affairs investigations, as cases with insufficient evidence or those that have procedural inadequacies should not be accepted by the prosecutorial service.</p> <p>Disaggregation can also identify differential treatment among different classes of suspects.</p> <p>Targets should reflect a decreasing percentage over time.</p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records.</p>	<p>Reason for case dismissal: procedural inadequacy, insufficient evidence, other classifications as relevant</p> <p>Sex of suspect: male, female Age of suspect Ethnic group of suspect Religion of suspect Income level of suspect Disability status of suspect Rank of suspect (if applicable)</p>
Percent of internal disciplinary/internal affairs cases accepted by the prosecutorial service that lead to convictions (outcome)	<p>Numerator: number of internal disciplinary/internal affairs cases accepted by prosecutorial service that result in convictions</p> <p>Denominator: total number of internal disciplinary/internal affairs cases accepted by prosecutorial service</p>	<p>This measurement reflects the quality of internal disciplinary/internal affairs prosecutions, as convictions should result only when prosecutions are carried out effectively.</p> <p>Disaggregation can also identify differential treatment among different classes of suspects.</p> <p><i>Please note that conviction rates should not aspire to be 100%. Targets should be carefully set to be realistic and to avoid creating perverse incentives.</i></p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records.</p>	<p>Sex of suspect: male, female Age of suspect Ethnic group of suspect Religion of suspect Income level of suspect Disability status of suspect Rank of suspect (if applicable)</p>
Percent of annual expenditures for internal disciplinary/internal affairs unit out of total institutional budget (outcome)	<p>Numerator: amount of annual expenditures for a dedicated internal disciplinary/internal affairs unit</p> <p>Denominator: total institutional budget</p>	<p>Budgetary expenditures can indicate institutional commitment to taking complaints of corruption and malfeasance seriously.</p> <p>Projects/activities should set realistic % targets with the cooperation of the focus institution.</p>	<p>Annual review of relevant security sector institution budgets</p> <p><i>Potential challenges:</i> access to budget information, accuracy of budget information.</p>	N/A

REINTEGRATING FORMER COMBATANTS

In post-conflict countries, durable peace depends on the successful disarmament, demobilization, and reintegration of former combatants. USAID is vital in contributing to the successful reintegration of former combatants. USAID reintegration activities address psychosocial counseling and trauma healing, engage with community leaders to facilitate the return of former combatants, build skills of men and women to improve their ability to be economically independent, and carry out other activities that assist former combatants in successfully returning to their communities. In particular, reintegration activities must consider the needs of women and children former combatants. See [Figure 11](#) for the indicator table on reintegrating former combatants, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES REINTEGRATING FORMER COMBATANTS

- Colombia Community-Oriented Reintegration of Ex-Combatants Project (2010-2015)
- Sri Lanka Reintegration and Stabilization in the East and North (2009-2013)
- Northern Uganda Transition Initiative (2006-2008)

INDICATORS

Recommended Basket of Indicators

- Percent of former combatants returned to their communities as part of a formal reintegration activity
- Percent of former combatants previously returned to their communities as part of a formal reintegration activity who have left their communities within one year
- Percent of former combatants reporting knowledge of how to access reintegration activities
- Percent change in average community members' ratings of their perceptions of ex-combatants
- Percent of beneficiaries of community reintegration activities who are community members from the communities where former combatants return

Other Indicators

- Percent of former combatants who received psychosocial support as part of the formal reintegration process
- Percent change in the number of former combatants who received livelihoods support as part of the formal reintegration process



ADDITIONAL RESOURCES

GTZ, the Norwegian Defence International Centre, Pearson Peacekeeping Center, and Swedish National Defence College, [Disarmament, Demobilization and Reintegration: A Practical Field and Classroom Guide](#)

United Nations, [Disarmament, Demobilization, and Reintegration Resource Centre](#)

UNIFEM (now UN Women), [Gender-Aware Disarmament, Demobilization and Reintegration \(DDR\): A Checklist](#)

FIGURE 11: REINTEGRATING FORMER COMBATANTS INDICATOR TABLE²³

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of former combatants returned to their communities as part of a formal reintegration activity (outcome)	<p>Former combatants refer to individuals identified through a formal reintegration activity</p> <p>Numerator: number of former combatants that return to their communities</p> <p>Denominator: total number of former combatants</p>	<p>This indicator provides a measure of the effectiveness of reintegration activities. Activities should set target percentages to increase over time.</p> <p>Disaggregation can identify differences in effectiveness for different classes of former combatant.</p>	<p>Records from formal reintegration activities, surveys/interviews with former combatants</p> <p>Potential challenges: accessibility and accuracy of reintegration records; accessibility to former combatants for surveys/interviews.</p>	<p>Sex of former combatant</p> <p>Age of former combatant</p> <p>Ethnic group of former combatant</p> <p>Religion of former combatant</p> <p>Income level of former combatant</p> <p>Disability status of former combatant</p>
Percent of former combatants previously returned to their communities as part of a formal reintegration activity who have left their communities within one year (outcome)	<p>Former combatants refer to individuals identified through a formal reintegration activity.</p> <p>Numerator: number of former combatants previously returned to their communities who leave within one year</p> <p>Denominator: total number of former combatants returned to their communities</p>	<p>This indicator provides a measure of the effectiveness and durability of reintegration activities, as former combatants often have difficulty returning to their communities. Activities should set target percentages to increase over time.</p> <p>Disaggregation can identify differences in effectiveness for different classes of former combatant.</p>	<p>Records from formal reintegration activities, surveys/interviews with former combatants and/or community members</p> <p>Potential challenges: accessibility and accuracy of reintegration records; accessibility to former combatants for surveys/interviews.</p>	<p>Sex of former combatant</p> <p>Age of former combatant</p> <p>Ethnic group of former combatant</p> <p>Religion of former combatant</p> <p>Income level of former combatant</p> <p>Disability status of former combatant</p>
Percent of former combatants reporting knowledge of how to access reintegration activities(outcome)	<p>Former combatants refer to individuals identified through a formal reintegration activity.</p> <p>Numerator: number of former combatants who state that they know how to access reintegration activities</p> <p>Denominator: total number of</p>	<p>This indicator provides a measure of the effectiveness of awareness campaigns designed to increase knowledge of how to access reintegration activities. Activities should set targets to increase over time.</p> <p>Disaggregation can identify differences in effectiveness for</p>	<p>Surveys/interviews with former combatants</p> <p>Potential challenges: accessibility to former combatants for surveys/interviews.</p>	<p>Sex of former combatant</p> <p>Age of former combatant</p> <p>Ethnic group of former combatant</p> <p>Religion of former combatant</p> <p>Income level of former combatant</p> <p>Disability status of former combatant</p>

²³ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	former combatants	different classes of former combatant.		
Percent change in average community members' ratings of their perceptions of ex-combatants (outcome)	<p>Ratings are in the form of numerical values on a scale from negative to positive perceptions.</p> <p>Numerator: community members' average ratings of perceptions of former combatants in a given activity year minus baseline average rating of community members' perceptions of former combatants</p> <p>Denominator: baseline average rating of community members' perceptions of former combatants</p>	<p>This indicator provides a measure of the effectiveness of reintegration activities in sensitizing community members to the needs of former combatants and in preparing former combatants to be reintegrated.</p> <p>Disaggregation can identify differences in effectiveness for different classes of community member.</p>	<p>Surveys/interviews with community members</p> <p><i>Potential challenges:</i> accessibility to community members for surveys/interviews.</p>	<p>Sex of community member</p> <p>Age of community member</p> <p>Ethnic group of community member</p> <p>Religion of community member</p> <p>Income level of community member</p> <p>Disability status of community member</p>
Percent of beneficiaries of community reintegration activities who are community members from the communities where former combatants return (outcome)	<p>Community members refers to individuals residing in communities where former combatants are being returned.</p> <p>Numerator: number of community members receiving benefits from community reintegration activities</p> <p>Denominator: total number of former combatants and community members benefitting from community reintegration activities</p>	<p>This indicator provides a measure of the effectiveness of reintegration activities in ensuring they also benefit community members, facilitating former combatant acceptance in communities.</p> <p>Disaggregation can identify differences in effectiveness for different classes of community member.</p>	<p>Records from formal reintegration activities, surveys/interviews with community members</p> <p><i>Potential challenges:</i> accessibility to community members for surveys/interviews.</p>	<p>By community members versus former combatant</p> <p>Sex</p> <p>Age</p> <p>Ethnic group</p> <p>Religion</p> <p>Income level</p> <p>Disability status</p>

COUNTERING TRAFFICKING IN PERSONS

USAID is one of the largest donors of funding to combat trafficking in persons. Women, men, girls, and boys are all victims of trafficking for sexual exploitation or forced labor. The security sector must have specific methods that adhere to the legal definition of trafficking for identifying these cases, protecting victims, and prosecuting traffickers. USAID activities that counter trafficking in persons build the capacity of security sector institutions — police, customs and border patrol, and the judiciary, among others. Capacity building focuses on establishing laws and procedures to handle trafficking cases, the ability to identify potential trafficking victims, and the ability to successfully enforce antitrafficking laws and prosecute perpetrators. Addressing this issue also helps with other security issues, given that the networks used to traffic persons tend to engage in other illicit activities such as trafficking drugs and weapons. See [Figure 12](#) for the indicator table on countering trafficking in persons, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO COUNTER TRAFFICKING IN PERSONS

- Asia Counter Trafficking in Persons (2017-2022)
- Nepal Countering Trafficking in Persons Project (2010-2015)
- Egypt Anti-trafficking Task Order (2004-2007)

INDICATORS

Recommended Basket of Indicators

- Percent of personnel from target security sector institutions, agencies, or departments trained to use victim/trafficker identification guidelines
- Percent of trafficking in persons reports that are investigated
- Percent of investigated trafficking in persons cases that are accepted by the prosecutorial service
- Percent of trafficking in persons cases accepted by the prosecutorial service that result in convictions
- Percent of trafficking investigations involving regional and bilateral collaboration
- Tier ranking in the U.S. Department of State Annual Trafficking in Persons Report²⁴

Other Indicators

- Percent change in number of stakeholders demonstrating improved information-sharing techniques
- Number of government stakeholders with improved data on trafficking in persons

²⁴ <https://www.state.gov/j/tip/rls/tiprpt/>

Publicly Available Indicators

- Number of people convicted for trafficking in persons ([UNODC Statistics](#))
- Number of victims of trafficking in persons detected ([UNODC Statistics](#))
- Number of people prosecuted for trafficking in persons ([UNODC Statistics](#))



ADDITIONAL RESOURCES

OSCE, [*Trafficking in Human Beings: Identification of Potential and Presumed Victims: A Community Policing Approach*](#)

USAID, [*Counter-Trafficking in Persons Field Guide*](#)

U.S. Department of State, [*Annual Trafficking in Persons Report*](#)

U.S. Department of State, [*Maritime Security Sector Reform*](#)

World Health Organization, [*Ethical and Safety Recommendations for Interviewing Trafficked Women*](#)

FIGURE 12: COUNTERING TRAFFICKING IN PERSONS INDICATOR TABLE²⁵

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of personnel from target security sector institutions, agencies, or departments trained to use victim/trafficker identification guidelines with USG assistance (outcome)	<p>Numerator: cumulative number of personnel from target security sector institutions, agencies, or departments trained over life of project, <i>who have not received training from other sources on this topic in the last 5 years</i></p> <p>Denominator: total number of personnel from target security sector institutions, agencies, or departments, <i>who have not received training from other sources on this topic in the last 5 years</i></p> <p>Target security sector institutions, agencies, or departments include those for which training is deemed necessary to achieve project/activity objectives.</p>	<p>Training of security sector personnel improves their ability to more effectively carry out their duties which improves the capacity of the security sector to prevent trafficking in persons.</p> <p>Target should be set to maximize training coverage for relevant institutions, departments, or agencies, taking into account proportion of personnel who have already received training through other activities. If baselines reveal that 75% of personnel in the target group have already received training on this topic within the last five years, programming may not be needed in this area and the indicator should not be used.</p> <p>PMP, AMEP, or MEL plans should include the static percentage. However, percent change over time can be calculated and described in narrative reports if required.</p>	<p>Annual review of project/activity documents to determine the number of activities that aimed to train security sector personnel and the number of individuals reached through attendance sheets and on-site observations</p> <p><i>Potential challenges:</i> accurate measurement depends on quality of project/activity records. Implementers must also track personnel turnover year to year to ensure that measurements reflect when previous trainees have left their positions.</p>	<p>Security sector institution: customs/border patrol, police, etc.</p> <p>Sex of training participant: male, female</p>
Percent of trafficking in persons reports that are investigated (outcome)	<p>Numerator: number of trafficking in persons reports investigated by relevant security sector institutions</p>	<p>This measurement shows the willingness of security sector institutions to investigate reported trafficking in persons reports. Targets should reflect an</p>	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records.</p>	<p>Security sector institution: customs/border control, police, or other investigative units as relevant</p>

²⁵ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	Denominator: total number of trafficking in persons reports	increasing percentage over time.		
Percent of investigated trafficking in persons cases that are accepted by prosecutorial service (outcome)	Numerator: number of trafficking in persons cases investigated by relevant security sector institutions that are accepted by prosecutorial service Denominator: total number of trafficking in persons cases investigated by relevant security sector institutions	This measurement reflects the quality of trafficking in persons investigations, as only cases with sufficient evidence should be accepted by the prosecutorial service. Targets should reflect an increasing percentage over time.	Annual review of relevant security sector institution records <i>Potential challenges:</i> access to records, accuracy of records.	N/A
Percent of investigated trafficking in persons cases that are not accepted by prosecutorial service (outcome)	Numerator: number of trafficking in persons cases investigated by relevant security sector institutions that are not accepted by prosecutorial service Denominator: total number of trafficking in persons cases investigated by relevant security sector institutions	This measurement reflects the quality of trafficking in persons investigations, as cases with insufficient evidence or those that have procedural inadequacies should not be accepted by the prosecutorial service. Targets should reflect a decreasing percentage over time.	Annual review of relevant security sector institution records <i>Potential challenges:</i> access to records, accuracy of records.	Reason for case dismissal: procedural inadequacy, insufficient evidence, other classifications as relevant
Percent of trafficking in persons cases accepted by the prosecutorial service that result in convictions (outcome)	Numerator: number of trafficking in persons cases accepted by prosecutorial service that result in convictions Denominator: total number of trafficking in persons cases accepted by prosecutorial service	This measurement reflects the quality of trafficking in persons prosecutions, as convictions should result only when prosecutions are carried out effectively. <i>Please note that conviction rates should not aspire to be 100%. Targets should be carefully set to be realistic and to avoid creating perverse incentives.</i>	Annual review of relevant security sector institution records <i>Potential challenges:</i> access to records, accuracy of records.	N/A

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of trafficking in persons investigations involving regional and bilateral collaboration (outcome)	<p>Numerator: number of trafficking in persons cases investigated involving regional and bilateral collaboration</p> <p>Denominator: total number of trafficking in persons cases investigated</p>	This measurement reflects the willingness and ability of host country governments to collaborate with other governments and/or regional institutions to counter trafficking in persons. Targets should be set based on empirical evidence of the estimated number of trafficking in persons cases that involved one or more countries as the source, destination, or transit point of trafficked persons.	<p>Annual review of relevant security sector institution records</p> <p><i>Potential challenges:</i> access to records, accuracy of records.</p>	<p>Source country of trafficked persons</p> <p>Destination country of trafficked persons</p> <p>Type of collaboration: regional, bilateral</p>
Tier ranking in the U.S. Department of State Annual Trafficking in Persons Report (outcome)	The ranking is provided in the U.S. Department of State Trafficking In Persons Report	This measure reflects the level of host country efforts to address trafficking in persons problems.	Reference the U.S. Department of State website	N/A

IMPROVING NATURAL RESOURCE PROTECTION

Although natural resource protection may not initially seem a domain of SSR, park and maritime police are key in protecting flora and fauna in parks and at sea. Park and maritime police required training to enforce laws and regulations on the use of resources within their jurisdictions. Additionally, natural resources often span borders. This requires regional and bilateral cooperation on enforcement or regulations and prosecution of offenses. USAID activities aim to improve natural resource protection by building the capacity of law enforcement officers working to protect resources in parks, at sea, and across borders. See [Figure 13](#) for the indicator table on improving natural resource protection, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES IMPROVING NATURAL RESOURCE PROTECTION

- Vietnam Saving Species Project (2016-2021)
- Wildlife Trafficking Response, Assessment, and Priority Setting (2010-2013)
- Philippines Fisheries Improved for Sustainable Harvest Project (2003-2010)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Number of people that apply improved conservation law enforcement practices as a result of USG assistance

Recommended Basket of Indicators

- Percent of personnel from target security sector institutions, agencies, or departments trained to use wildlife trafficker identification guidelines with USG assistance
- Percent of wildlife trafficking reports that are investigated
- Percent of investigated wildlife trafficking cases that are accepted by prosecutorial service
- Percent of investigated wildlife trafficking cases that are not accepted by prosecutorial service
- Percent of wildlife trafficking cases accepted by the prosecutorial service that result in convictions
- Percent of wildlife trafficking investigations involving regional and bilateral collaboration

Other Indicators

- Number of individuals recruited as natural resources law enforcement officers
- Number of agreements established with USG assistance between government agencies, law enforcement agencies, or civil society organizations in different jurisdictions or countries to combat natural resource crimes
- Number of calls received and responded to

- Number and percent of staff that demonstrate knowledge and skills related to natural resource protection policies



ADDITIONAL RESOURCES

USAID, [*Combating Wildlife Trafficking: Cross-Mission Learning Agenda*](#)

USAID, [*Measuring Efforts to Combat Wildlife Crime*](#)

U.S. Department of State, [*Maritime Security Sector Reform*](#)

FIGURE 13: IMPROVING NATURAL RESOURCE PROTECTION INDICATOR TABLE²⁶

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
<p>Number of people that apply improved conservation law enforcement practices as a result of U.S. government assistance (FA EG.10.2-6) (output)</p>	<p>This indicator generally includes law enforcement personnel whose actions are likely to reduce the severity of a biodiversity threat or driver. It may include community members without law enforcement authority that support law enforcement actions as patrol participants. Examples of individuals receiving USG assistance that may count towards this indicator include but are not restricted to: police, park rangers, district prosecutors, customs agents, and members of a community patrol unit.</p> <p>Improved conservation law enforcement practices include procedures, analyses, technologies, intelligence systems, or other means by which enforcement of laws that conserve biodiversity is expected or demonstrated to be more effective and/or efficient than the status quo. Practices include those intended to: better deter, detect or disrupt environmental crime; improve the quality, quantity or use of crime scene evidence; increase the frequency of arrest and prosecution; and</p>	<p>Improved law enforcement effort at any point along a supply chain for illegal products raises the risks to perpetrators of natural resource crime, leading to fewer illegal products entering markets, fewer criminals conducting crime (because they are caught), and fewer people volunteering or recruited to engage in acts classified as: wildlife crime; illegal logging and associated trade; illegal, unregulated and unreported (IUU) fishing; and other crimes that exploit biodiversity.</p> <p>Measures of this indicator demonstrate a change in the effort applied to reduce criminal threats to biodiversity. The aggregate may be used to report to Congress and other stakeholders.</p>	<p>Verifying that improved practices are applied can be challenging. Official records and implementer observations are the best means of verification. Interview or survey instruments applied to law enforcement unit managers or community leaders may also be applied.</p>	<p>Sex: male, female Conservation law compliance category: wildlife trafficking; illegal logging and associated trade; illegal, unreported and unregulated fishing</p>

²⁶ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	<p>increase the likelihood that penalties (fines or jail sentences) are appropriately severe and served in full. The number of people carrying out improved practices to reduce underlying consumer demand for illegally or unsustainably obtained natural resources should NOT be reported here.</p>			
<p>Percent of personnel from target security sector institutions, agencies, or departments trained to use wildlife trafficker identification guidelines with USG assistance (outcome)</p>	<p>Numerator: cumulative number of personnel from target security sector institutions, agencies, or departments trained over life of the activity, who have not received training from other sources on this topic in the last 5 years</p> <p>Denominator: total number of personnel from target security sector institutions, agencies, or departments, who have not received training from other sources on this topic in the last 5 years</p> <p>Target security sector institutions, agencies, or departments include those for which training is deemed necessary to achieve activity objectives.</p>	<p>Training of security sector personnel improves their ability to more effectively carry out their duties which improves the capacity of the security sector to prevent wildlife trafficking.</p> <p>Target should be set to maximize training coverage for relevant institutions, departments, or agencies, taking into account proportion of personnel who have already received training through other activities. If baselines reveal that 75% of personnel in the target group have already received training on this topic within the last five years, programming may not be needed in this area and the indicator should not be used.</p> <p>PMP, AMEP, or MEL plans should include the static percentage. However, percent change over time can be calculated and described in narrative reports if required.</p>	<p>Annual review of project/activity documents to determine the number of activities that aimed to train security sector personnel and the number of individuals reached through attendance sheets and on-site observations</p> <p>Potential challenges: accurate measurement depends on quality of project/activity records. Implementers must also track personnel turnover year to year to ensure that measurements reflect when previous trainees have left their positions.</p>	<p>Security sector institution: customs/border patrol, park police, etc. Sex of training participant: male, female</p>
<p>Percent of wildlife trafficking reports that are investigated (outcome)</p>	<p>Numerator: number of wildlife trafficking reports investigated by relevant security sector institutions</p>	<p>This measurement shows the willingness of security sector institutions to investigate wildlife trafficking reports. Targets should</p>	<p>Annual review of relevant security sector institution records</p> <p>Potential challenges: access to</p>	<p>Security sector institution: customs/border control, police, or other investigative units as relevant</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	Denominator: total number of wildlife trafficking reports	reflect an increasing percentage over time.	records, accuracy of records.	
Percent of investigated wildlife trafficking cases that are accepted by prosecutorial service (outcome)	Numerator: number of wildlife trafficking cases investigated by relevant security sector institutions that are accepted by prosecutorial service Denominator: total number of wildlife trafficking cases investigated by relevant security sector institutions	This measurement reflects the quality of wildlife trafficking investigations, as only cases with sufficient evidence should be accepted by the prosecutorial service. Targets should reflect an increasing percentage over time.	Annual review of relevant security sector institution records Potential challenges: access to records, accuracy of records.	N/A
Percent of investigated wildlife trafficking cases that are not accepted by prosecutorial service (outcome)	Numerator: number of wildlife trafficking cases investigated by relevant security sector institutions that are not accepted by prosecutorial service Denominator: total number of wildlife trafficking cases investigated by relevant security sector institutions	This measurement reflects the quality of wildlife trafficking investigations, as cases with insufficient evidence or those that have procedural inadequacies should not be accepted by the prosecutorial service. Targets should reflect a decreasing percentage over time.	Annual review of relevant security sector institution records Potential challenges: access to records, accuracy of records.	Reason for case dismissal: procedural inadequacy, insufficient evidence, other classifications as relevant
Percent of wildlife trafficking cases accepted by the prosecutorial service that result in convictions (outcome)	Numerator: number of wildlife trafficking cases accepted by prosecutorial service that result in convictions Denominator: total number of wildlife trafficking cases accepted by prosecutorial service	This measurement reflects the quality of prosecutions, as convictions should result only when prosecutions are carried out effectively. Please note that conviction rates should not aspire to be 100%. Targets should be carefully set to be realistic and to avoid creating perverse incentives.	Annual review of relevant security sector institution records Potential challenges: access to records, accuracy of records.	N/A

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of wildlife trafficking investigations involving regional and bilateral collaboration (outcome)	<p>Numerator: number of wildlife trafficking cases investigated involving regional and bilateral collaboration</p> <p>Denominator: total number of wildlife trafficking cases investigated</p>	This measurement reflects the willingness and ability of host country governments to collaborate with other governments and/or regional institutions to combat wildlife trafficking. Targets should be set based on empirical evidence of the estimated number of trafficking in persons cases that involved one or more countries as the source, destination, or transit point of trafficked persons.	<p>Annual review of relevant security sector institution records</p> <p>Potential challenges: access to records, accuracy of records.</p>	<p>Source country of trafficked persons</p> <p>Destination country of trafficked persons</p> <p>Type of collaboration: regional, bilateral</p>

IMPROVING PUBLIC FINANCIAL MANAGEMENT IN THE SECURITY SECTOR

The effectiveness of the security sector, much like the public sector writ large, relies heavily on the sector's ability to efficiently and transparently manage its financial resources. Unfortunately, many public sector institutions suffer from weak systems and a lack of accountability that negatively impact the ability of the institutions to execute their mandates. Activities that aim to improve public financial management generally focus on several key functions: budget planning, budget execution, financial recordkeeping, and audit. See [Figure 14](#) for the indicator table on improving public financial management in the security sector, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE PUBLIC FINANCIAL MANAGEMENT IN THE SECURITY SECTOR

- Georgia Human and Institutional Capacity Development 2020 Project (2015-2020)
- Somalia Strengthening Somali Governance Project (2015-2018)
- West Bank and Gaza Palestinian Authority Capacity Enhancement Project (2008-2013)

INDICATORS

Recommended Basket of Indicators

- Percent of line items of real budget expenditures that fall within +/- 5% of budget submission line items for target security sector institutions, agencies, and departments
- Number of USG-assisted security sector institutions with improved financial management systems
- Percent of audits in target security sector institutions meeting minimum auditing standards
- Percent decrease in the number of negative audit findings in target security sector institutions

Other Indicators

- Percent of budget documents made publicly available
- Number of security sector personnel trained on improved financial management systems with USG support
- Percent of annual audit reports made publicly available

Publicly Available Indicators

- Numerical rating of whether security sector audit reports and annual accounts are provided to legislature and are subject to parliamentary debate ([Government Defence Anti-Corruption Index](#))



ADDITIONAL RESOURCES

USAID, [*Handbook of Democracy and Governance Indicators*](#)

USAID, [*Human and Institutional Capacity Development Handbook*](#)

USAID, [*Guide to Public Financial Management*](#)

World Bank, [*Actionable Governance Indicators – Concepts and Measurement*](#)

World Bank, [*Public Financial Management Performance Measurement Framework*](#)

FIGURE 14: IMPROVING PUBLIC FINANCIAL MANAGEMENT IN THE SECURITY SECTOR INDICATOR TABLE²⁷

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Percent of line items of real budget expenditures that fall within +/- 5% of budget submission line items for target security sector institution, agency, or department (outcome)	<p>Line items refer to major budget categories.</p> <p>Real budget expenditures refer to actual funds spent or allocated during the budget year.</p> <p>Budget submission refers to annual budget documents submitted and approved by relevant oversight body.</p> <p>Numerator: number of line item real expenditures that fall within 5% of budget submission line items</p> <p>Denominator: Total number of budget line items</p>	<p>This indicator will provide measurement of a target security sector institution, agency, or department's ability to accurately forecast budget expenditures.</p> <p>Because budgets are estimates, it would not be reasonable to expect that forecasts and real expenditures should match exactly. Therefore, a 5% margin of error is allowed.</p>	<p>Review of financial data for target institution, agency, or department</p> <p>Potential challenges: accessibility of financial data, accuracy of financial data.</p>	N/A
Number of USG-assisted security sector institutions with improved financial management systems (output)	<p>Improved is defined as a financial management system that has reduced the opportunities for corruption or graft in the financial management process. Such improvements may lead to the electronic submission of budget requisitions; improved monitoring and audit capabilities; increased management control on budget expenditures and revenues; greater transparency, government accountability and revenue collection.</p>	<p>Improved financial management systems increase an institution's capability to manage its resources in a transparent and efficient manner.</p>	<p>Annual review of project/activity documents, official government journals and documents</p> <p>Potential challenges: measurement depends on accuracy of project/activity documents and/or accessibility and accuracy of official government records.</p>	N/A

²⁷ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
<p>Percent of audits in target security sector institutions meeting minimum auditing standards (outcome)</p>	<p>Auditing standards are defined by the Generally Accepted Auditing Standards (GAAS).</p> <p>Numerator: number of audits in target security sector institutions meeting minimum GAAS standards.</p> <p>Denominator: total number of audits performed in target security sector institutions</p>	<p>Auditing standards provide a measure of the quality of audits and therefore an indication of the target institution's capacity to conduct audits.</p>	<p>Review of audit data for target institution, agency, or department</p> <p>Potential challenges: accessibility of audit data, audit of financial data.</p>	<p>Type of audit: Financial, procurement, compliance, etc.</p>
<p>Percent decrease in the number of negative audit findings in target security sector institutions (outcome)</p>	<p>Negative audit findings are findings that are in non-conformance or non-compliance with audit criteria.</p> <p>Numerator: number of negative audit findings in a given activity year minus the number of negative audit findings in the baseline year</p> <p>Denominator: number of negative audit findings in the baseline year</p>	<p>Audit findings can provide an indication of the capacity of an institution to operate within its own set of rules and regulations. High numbers of negative audit findings can indicate a lack of internal controls and accountability within an institution.</p>	<p>Review of audit data for target institution, agency, or department</p> <p>Potential challenges: accessibility of audit data, audit of financial data.</p>	<p>Type of audit: financial, procurement, compliance</p>

IMPROVING HUMAN RESOURCES MANAGEMENT IN THE SECURITY SECTOR

A critical aspect of a well-functioning security sector is the management of its human resources. Common human resources challenges facing the security sector — as in public sector institutions writ large — include appointment of staff based on personal connections rather than on merit-based criteria, unclear expectations of job functions, unreliable salary payments, the existence of ghost workers on payrolls, and low levels of personnel coming from marginalized groups. USAID activities aiming to improve the institutional capacity of the security sector should focus on the aspects of human resources management that maximize the efficacy of the target institutions. Please see [Figure 15](#) for the indicator table on improving human resources management in the security sector, which describes how the data for each indicator should be collected, disaggregated, and analyzed. Please see the next section for specific indicators on women’s employment and retention in security sector institutions.

EXAMPLES OF USAID ACTIVITIES SUPPORTING HUMAN RESOURCES MANAGEMENT IN THE SECURITY SECTOR

- Georgia Human and Institutional Capacity Development 2020 Project (2015-2020)
- Somalia Strengthening Somali Governance Project (2015-2018)
- West Bank and Gaza Palestinian Authority Capacity Enhancement Project (2008-2013)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Number of training and capacity building activities conducted with USG assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities

Recommended Basket of Indicators

- Percent of new professionals given entry-level training
- Percent of officials given annual performance reviews
- Percent of salary payments made according to established timelines
- Percent decrease in the number of ghost workers on target institutions’ payroll

Other Indicators

- Percent of new appointments and of promotions in accord with objective, merit-based criteria
- Percent of judges, prosecutors, police officers, and prison and detention officers who are members of disadvantaged groups (e.g., gender, ethnicity, race, and class)
- Promotion rate for men versus women at the same level in the organization

Publicly Available Indicators

- Numerical rating of whether personnel receive the correct pay on time and whether the system of payment is well-established, routine, and published ([Government Defence Anti-Corruption Index](#))



ADDITIONAL RESOURCES

UNDP, [Capacity Assessment Methodology](#)

USAID, [Handbook of Democracy and Governance Indicators](#)

USAID, [Human and Institutional Capacity Development Handbook](#)

World Bank, [Actionable Governance Indicators – Concepts and Measurement](#)

FIGURE 15: IMPROVING HUMAN RESOURCES MANAGEMENT IN THE SECURITY SECTOR INDICATOR TABLE²⁸

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Number of training and capacity building activities conducted with USG assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities (output) (FA GND-9)	<p>This indicator counts the number of USG-funded activities that promote: the participation of women in security sector institutions and activities; the integration of gender perspectives, needs, and priorities in security sector initiatives or activities; or, the increased ability of individuals or institutions in the security sector to address the distinct needs and priorities of males and females.</p> <p>The activity will count under this indicator if the activity's primary objective is to accomplish the above objectives or if the activity contains the above objectives as a secondary objective (e.g., peacekeeping pre-deployment training event with a gender needs/ violence against women and girls block of instruction). Security sector training initiatives include but are not limited to training events (i.e. workshops, courses, and seminars) as well as projects that produce tangible training documents (i.e. program of instruction (POI), manuals & publications).</p>	The output increases knowledge, skills, and awareness of those trained or participating in capacity building, thereby contributing to the intermediate objective of promoting the participation of women and integration of gender perspectives in security sectors and the long-term result of inclusive, just, and sustainable peace.	The primary data for this indicator will be provided by implementing partners and collected through review of relevant project/activity documents (e.g. quarterly and final reports, project monitoring records) describing completed training or capacity building activities.	N/A
Percent of new professionals given	Entry-level training refers to	This indicator provides a measure	Annual review of project/activity	Sex of new professionals: male,

²⁸ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
entry-level training (outcome)	<p>training or educational events provided to new professional employees.</p> <p>Numerator: number of new professionals receiving entry-level training</p> <p>Denominator: total number of new professionals</p>	<p>of the professional capacity of new workers. New employees will not be able to carry out the duties of their position if they have not received adequate training. Entry-level training contributes to the professionalization of the institution's work force.</p>	<p>documents and/or human resources records of target institution</p> <p>Potential challenges: measurement depends on accuracy of project/activity documents and/or accessibility and accuracy of human resources records. If records are unavailable, surveys/interviews with officials in target institutions may provide this data.</p>	<p>female</p> <p>Age of new professionals</p> <p>Ethnic group of new professionals</p> <p>Religion of new professionals</p> <p>Income level of new professionals</p> <p>Disability status of new professionals</p>
Percent of officials given annual performance reviews (outcome)	<p>Performance reviews refer to an annual assessment of officials' performance against a set of job requirements.</p> <p>Numerator: number of officials given annual performance reviews</p> <p>Denominator: total number of officials</p>	<p>Performance reviews provide a means to both clarify expectations regarding an official's job requirements and to hold that official accountable to those requirements. This contributes to the professionalization of the institution's work force.</p>	<p>Annual review of human resources records of target institution</p> <p>Potential challenges: measurement depends on accessibility and accuracy of human resources records. If records are unavailable, surveys/interviews with officials in target institutions may provide this data.</p>	<p>Sex of officials: male, female</p> <p>Age of officials</p> <p>Ethnic group of officials</p> <p>Religion of officials</p> <p>Income level of officials</p> <p>Disability status of officials</p>
Percent of salary payments made according to established timelines (outcome)	<p>Established timelines for salary payments should be found in employee handbooks or other institutional policy documents.</p> <p>Numerator: number of salary payments made according to established timelines within a activity year</p> <p>Denominator: total number of salary payments made within an activity year</p>	<p>Making on time salary payments is a critical function of human resources management in all public sectors. Without reliable salary payments, public sector staff are more likely to engage in corrupt behaviors to secure their own livelihoods.</p>	<p>Annual review of human resources records of target institution</p> <p>Potential challenges: accessibility and accuracy of human resources records. If records are unavailable, surveys/interviews with personnel in target institutions may provide data for this indicator.</p>	<p>Rank of official</p>
Percent decrease in the number of ghost workers on target institutions' payroll (outcome)	<p>Ghost workers are defined as individuals whose names appear on the public-sector payroll who are not actual employees.</p>	<p>High numbers of ghost workers are a serious fraud issue for many public-sector institutions, resulting in significant diversion of public sector resources. This places</p>	<p>Ghost workers can be identified through analysis of payroll records. Red flags include duplicate names, single bank accounts that are tied to multiple</p>	<p>Department or agency</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	<p>Numerator: number of identified ghost workers identified in a given activity year minus the number of ghost workers in the baseline year</p> <p>Denominator: number of ghost workers in the baseline year</p>	<p>undue strain on institutions with limited financial resources, reducing their ability to fulfill their service mandate.</p> <p>Disaggregation among departments or agencies within an institution can uncover where payroll fraud is most likely to happen.</p>	<p>individuals, or names that are not tied to a specific position, among others.</p> <p>Potential challenges: accessibility of payroll records.</p>	

INCREASING WOMEN'S EMPLOYMENT AND RETENTION IN SECURITY SECTOR INSTITUTIONS

Security sector institutions benefit from the recruitment, retention, and promotion of women, and importantly enabling them to attain leadership roles. USAID supports efforts linked to country level National Action Plans on Women, Peace, and Security, to improve not only the work conditions but also the training, leadership development, and mentoring opportunities for women to be employed, retained, and promoted in security sector institutions. Please see [Figure 16](#) for the indicator table on increasing women's employment and retention in security sector institutions, which describes how the data for each indicator should be collected, disaggregated, and analyzed.

EXAMPLES OF USAID ACTIVITIES INCREASING WOMEN'S EMPLOYMENT IN SECURITY SECTOR INSTITUTIONS

- Afghanistan PROMOTE: Women in Government Project (2015-2020)
- Strengthening Somali Governance (2014-2018)
- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017-2021)

INDICATORS

Relevant Standard Foreign Assistance Indicators

- Number of training and capacity building activities conducted with USG assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities
- Percentage of new recruits to national police forces who are women
- Number of legal instruments drafted, proposed, or adopted with USG assistance designed to promote gender equality of non-discrimination against women or girls at the national or sub-national level

Recommended Basket of Indicators

- Percent of women as a share of position in each rank of each security sector institution.
- Retention rate of women in each rank of the organization as compared to men's retention rate at the same rank.
- Annual promotion rate and resulting increased pay rate rate of women in each type of position and by rank of the organization as compared to men's retention and increased pay rates at the same rank.
- Number of military occupational specialties not open to women
- Percentage of new recruits in security sector institutions that are women.

Other Indicators

- Number/presence of recruitment initiatives designed to recruit women and minorities.

- Number of resources allocated to support gender integration initiatives within security sector institutions
- Number of policies that prohibit women from serving in security sector positions.
- Number of training and capacity building activities that promote the integration of gender perspectives in institutions or activities
- Availability of and funding for uniforms and equipment that are gender equitable.
- Availability of separate sanitation and living quarters for women
- Number of complaint mechanisms with clear procedures in place that have been communicated to employees and include mechanisms to protect the right of individuals to speak freely
- Presence of and annual training on an employee code of conduct that includes respect for other employees and outlawing discrimination, sexual harassment, and assault of other employees or beneficiaries
- Presence of physical test requirements for women that are reflective of actual duties
- Presence of a transparent, clear, objective, merit-based promotion process
- Percent of participants in each of the training opportunities offered by an institution who are women.
- Number of legal instruments adopted that are designed to promote gender equality, or non-discrimination against women or girls at the national or sub-national level



ADDITIONAL RESOURCES

DCAF/OSCE/INSTRAW, [Gender and SSR Toolkit Tool 2: Police Reform and Gender](#) (tips for recruiting and retaining women)

OECD, [Handbook on Security Sector Reform Section 9 Integrating Gender Awareness and Equality](#) Pages 7-8 (checklists for addressing recruitment, retention, and advancement and what sexual harassment policies should include)

FIGURE 16: INCREASING WOMEN’S EMPLOYMENT AND RETENTION IN SECURITY SECTOR INSTITUTIONS
TABLE²⁹

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
<p>Number of training and capacity building activities conducted with USG assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities (output) (FA GNDR-9)</p>	<p>This indicator counts the number of USG-funded activities that promote: the participation of women in security sector institutions and activities; the integration of gender perspectives, needs, and priorities in security sector initiatives or activities; or, the increased ability of individuals or institutions in the security sector to address the distinct needs and priorities of males and females.</p> <p>The activity will count under this indicator if the activity’s primary objective is to accomplish the above objectives or if the activity contains the above objectives as a secondary objective (e.g., peacekeeping pre-deployment training event with a gender needs/gender-based violence (GBV) block of instruction). Security sector training initiatives include but are not limited to training events (i.e. workshops, courses, and seminars) as well as projects that produce tangible training documents (i.e. program of instruction (POI), manuals &</p>	<p>The output increases knowledge, skills, and awareness of those trained or participating in capacity building, thereby contributing to the intermediate objective of promoting the participation of women and integration of gender perspectives in security sectors and the long-term result of inclusive, just, and sustainable peace.</p>	<p>The primary data for this indicator will be provided by implementing partners and collected through review of relevant project/activity documents (e.g. quarterly and final reports, project monitoring records) describing completed training or capacity building activities.</p>	<p>N/A</p>

²⁹ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
	publications).			
Percentage of new recruits to national police forces who are women	<p>New recruits refers to those individuals employed by the national police within a relatively proximate time frame (e.g. within the last year).</p> <p>Numerator: number of new recruits who are women</p> <p>Denominator: total number of new recruits</p>	This indicator provides a measure of women's access to employment opportunities with national police forces.	<p>Advisors or police liaisons to host nations or employment statistics from human resource departments</p> <p>Potential challenges: measurement depends on accuracy of human resource department records and/or advisors or liaisons may not be present. If records are unavailable, surveys/interviews with officials in target institutions may provide this data.</p>	<p>Sex of new recruits: male, female</p> <p>Age of new recruits</p> <p>Ethnic group of new recruits</p> <p>Religion of new recruits</p> <p>Income level of new recruits</p> <p>Disability status of new recruits</p>
Number of legal instruments drafted, proposed or adopted with USG assistance designed to promote gender equality of non-discrimination against women or girls at the national or sub-national level	"Legal instrument" broadly includes any official document issued by a government (e.g., law, policy, action plan, constitutional amendment, decree, strategy, regulation) designed to promote or strengthen gender equality or non-discrimination on the basis of gender at the national or sub-national level.	This indicator measures the output of USG assistance that seeks to build the necessary or enabling conditions for fair and equal employment of women in the security sector.	<p>Quarterly of relevant project/activity documents such as quarterly and final reports and project monitoring records and/or through secondary data such as legislative records or direct observation.</p> <p>Potential challenges: accessibility and accuracy of reports or legislative records. If records are unavailable, surveys/interviews with personnel in relevant institutions may provide data for this indicator.</p>	Status of legal instrument: drafted, proposed, and adopted
Percent of women as a share of position in each rank of each security sector institution	<p>Numerator: number of women in a rank</p> <p>Denominator: number of total employees in a rank</p>	Disaggregation between men and women as a percentage of each rank in the organization can uncover obstacles to recruitment and promotion, the magnitude to which they present themselves, and at which point within a career path they may face the greatest impediments to promotion.	<p>Sex of employees and their ranks can be identified through human resource records. Overall rates of employment by rank may be available through human resource departments.</p> <p>Potential challenges: existence and accessibility of human resource records.</p>	<p>Sex of employees: male, female</p> <p>Rank of employees</p> <p>Race and ethnic group of employees</p> <p>Religion of employees</p> <p>Income level of employees</p> <p>Disability status of employees</p>
Retention rate of women in each rank of the organization as	Numerator: number of women/men who stayed at the	Disaggregation of retention rates between men and women as a	Sex of employees, their ranks, and employment status can be	<p>Sex of employees: male, female</p> <p>Rank of employees</p>

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
compared to men's retention rate at the same rank.	<p>institution for the whole time period</p> <p>Denominator: number of women/men employed at the start of the time period</p> <p>Note: This indicator should be captured separately for women and men and then compared to each other.</p>	percentage of each rank in the organization can uncover obstacles to retention and promotion, even when the overall percentage of women employed may be respectable.	<p>identified through human resource records. Aggregate retention rates by rank may be available through human resource departments.</p> <p>Potential challenges: existence and accessibility of human resource records.</p>	<p>Ethnic group of employees</p> <p>Religion of employees</p> <p>Income level of employees</p> <p>Disability status of employees</p>
Annual promotion rate and resulting increased pay rate rate of women in each rank of the organization as compared to men's retention and increased pay rates at the same rank.	<p>Numerator: number of women / men promoted to a rank in a specific time period</p> <p>Denominator: number of employees promoted to a rank in a specific time period</p> <p>Note: This indicator should be captured separately for women and men and then compared to each other.</p> <p>The amount of increased pay that an individual receives when promoted is calculated by comparing their previous salary to the new salary after promotion. The average should be calculated only using other individuals moving to the same type of position at the same rank. As noted in disaggregation, this data should be disaggregated by sex.</p>	Disaggregation of promotion rates between men and women as a percentage of each rank in the organization can uncover obstacles to promotion, even when the overall percentage of women employed may be respectable.	<p>The sex of those promoted and rank to which they were promoted can be identified through human resource records. Aggregate promotion rates by rank may be available through human resource departments.</p> <p>Potential challenges: existence and accessibility of human resource records.</p>	<p>Sex of employees: male, female</p> <p>Rank of employees</p> <p>Ethnic group of employees</p> <p>Religion of employees</p> <p>Income level of employees</p> <p>Disability status of employees</p>
Number of military occupational specialties not open to women	Military occupational specialties not open to women are those specific specialties where women are not permitted to apply for positions and/or participate.	The existence of military occupational specialties not open to women limits women's opportunity for employment and promotion potential.	<p>Human resource policy documents.</p> <p>Potential challenges: lack of clear policies on which specialties are open to women</p>	N/A
Percentage of new employees in	New employees refers to those	This indicator provides a measure	Advisors to host nations or	Sex of new employees: male,

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
security sector institutions that are women	<p>individuals employed a specific institution within a relatively proximate time frame (e.g. within the last year).</p> <p>Numerator: number of new employees who are women</p> <p>Denominator: total number of new employees</p>	<p>of women's access to employment opportunities as well as, if compared across years, the effectiveness of efforts to increase women's employment.</p>	<p>employment statistics from human resource departments</p> <p>Potential challenges: measurement depends on accuracy of human resource department records and/or advisors or liaisons may not be present. If records are unavailable, surveys/interviews with officials in target institutions may provide this data.</p>	<p>female</p> <p>Age of new employees</p> <p>Ethnic group of new employees</p> <p>Religion of new employees</p> <p>Income level of new employees</p> <p>Disability status of new employees</p>

IMPROVING IMPLEMENTATION OF NATIONAL ACTION PLANS ON WOMEN, PEACE, AND SECURITY

The Women, Peace, and Security Act of 2017 solidified the United States as the first country in world to translate the United Nations Security Council Resolution 1325 into a comprehensive national law. National Action Plans identify the ways in which countries will increase participation of women in peace and security; prevent and respond to sexual and gender based violence; protect women and girls from violence; and improve access for women and girls to relief and recovery. Furthermore, National Action Plans provide a starting point through which programmers can understand country-level priorities for implementing the Women, Peace, and Security mandate and should be consulted during the planning process. Understanding the incorporation of these objectives into the security sector is critical to implementing the women, peace, and security agenda at the country level. See [Figure 17](#) for the indicator table on improving implementation of the women, peace, and security national action plans, which describes how the data for each indicator should be collected, disaggregated, and analyzed. See the previous section for an specific information on how to promote women’s employment and retention in the security sector.

EXAMPLES OF USAID ACTIVITIES SUPPORT WOMEN, PEACE, AND SECURITY NATIONAL ACTION PLANS

- Haiti Justice Sector Strengthening Program (2016-Present)
- Strengthening Somali Governance (2014-2018)
- She Leads Women’s Leadership Program (2018-Present)

INDICATORS

Recommended Basket of Indicators

- Existence of an approved National Action Plan on Women, Peace, and Security
- Number of billets for positions responsible for tracking or supporting direct implementation of core components of the National Action Plan within each of the security sector institutions

Other Indicators

- Partner nations include gender in the development, implementation, and analysis of security sector policies, plans, instructions/manuals, and assessments



ADDITIONAL RESOURCES

Georgetown Institute for Women, Peace and Security, [Women, Peace, and Security Index](#)

PeaceWomen, [Women, Peace and Security Around the World](#) (Updates on national action plans for each country)

FIGURE 17: IMPROVING IMPLEMENTATION OF THE WOMEN, PEACE, AND SECURITY NATIONAL ACTION PLAN TABLE³⁰

INDICATOR	DEFINITION	RELEVANCE	DATA COLLECTION METHODS	DISAGGREGATION
Existence of a Women, Peace, and Security National Action Plan	A Women, Peace and Security National Action Plan is a plan promulgated at the national level with specific objectives for how to reduce the impact of conflict and instability on women and girls.	The existence of a national action plan is the initial indicator of political will to address the issues faced by women and due to conflict and insecurity.	https://www.peacewomen.org/countries_and_regions/all as well as national government websites or direct engagement with government officials.	N/A
Billets for positions to support implementation of the Women, Peace, and Security National Plan established within each of the security sector institutions	A billet is a position in which an individual is employed. To be counted, a billet's scope of work must be in direct support of the objectives of the plan or to oversee the resourcing and implementation of the plan.	To achieve execution, plans require support for organizing, overseeing and executing its contents. Without human resources to support the plan, it will be unlikely to succeed. A lack of designated personnel may also signal low political will to execute the plan.	Institution-level budgets and organizational charts if available publicly. If not available, reports on the implementation of the National Action Plan or from Ministries of Women or interviews with relevant individuals within the institutions may be able to provide this information. Potential challenges: access to records or information	By institution

³⁰ This table is meant to provide initial data that can be included in the USAID-required performance indicator reference sheet (PIRS) fields. The required fields can be accessed via ADS 201 and via the USAID recommended PIRS template. <https://usaidlearninglab.org/library/recommended-performance-indicator-reference-sheet>.

ANNEX A: SOURCES FOR ADDITIONAL INFORMATION

GENERAL

OECD, *DAC Handbook on Security System Reform*, 2008. http://www.oecd-ilibrary.org/development/the-oecd-dac-handbook-on-security-system-reform_9789264027862-en

Saferworld, *Evaluating for Security and Justice: Challenges and Opportunities for Improved Monitoring and Evaluation of Security System Reform Programmes*, 2011. <https://www.saferworld.org.uk/downloadfile.php?filepath=downloads/pubdocs/Evaluating+for+security+and+justice.pdf>

UNDP, *Capacity Assessment Methodology*, 2008. http://content-ext.undp.org/aplaws_publications/1670209/UNDP%20Capacity%20Assessment%20Users%20Guide.pdf

UN Department of Peacekeeping Operations and Office of the High Commissioner for Human Rights, *Rule of Law Indicators: Implementation Guide and Project Tools*, 2011. https://peacekeeping.un.org/sites/default/files/un_rule_of_law_indicators.pdf

USAID, *ADS Chapter 201: Program Cycle Operational Policy*, 2017. <https://www.usaid.gov/sites/default/files/documents/1870/201.pdf>

USAID, *Evaluation Policy*, 2016. <https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluationPolicy.pdf>

USAID, *Handbook of Democracy and Governance Indicators*, 1998. http://pdf.usaid.gov/pdf_docs/PNACC390.pdf

USAID, *Human and Institutional Capacity Development Handbook*, 2010. http://pdf.usaid.gov/pdf_docs/Pnadt442.pdf

USAID, *Interagency Security Sector Assessment Framework*, 2010. http://pdf.usaid.gov/pdf_docs/PA00HWJX.pdf

USAID, *Performance Indicator Reference Sheet (PIRS) Guidance and Template*, 2016. <https://www.usaid.gov/sites/default/files/documents/1868/201maf.pdf>

USAID, *Technical Note: Impact Evaluations*, 2013. https://www.usaid.gov/sites/default/files/documents/1870/IE_Technical_Note_2013_0903_Final.pdf

U.S. Department of State, *Standard Foreign Assistance Indicators*. <https://www.state.gov/f/indicators/>

Vera Institute of Justice, *Rule of Law Indicator Instruments: A Literature Review, A Report to the Steering Committee of the United Nations Rule of Law Indicators Project*, 2008. https://storage.googleapis.com/vera-web-assets/downloads/Publications/rule-of-law-indicator-instruments-literature-review/legacy_downloads/rule-law-indicators-literature-review.pdf

World Bank, *Capacity Development Results Framework*, 2009.

http://siteresources.worldbank.org/EXTCDRC/Resources/CDRF_Paper.pdf?resourceurlname=CDRF_Paper.pdf

COUNTERING TRAFFICKING IN PERSONS

OSCE, *Trafficking in Human Beings: Identification of Potential and Presumed Victims: A Community Policing Approach*, 2011. <https://www.osce.org/secretariat/78849?download=true>

USAID, *Anticorruption Strategy*, 2005.

<https://www.usaid.gov/sites/default/files/documents/1868/200mbo.pdf>

USAID, *Counter-Trafficking in Persons Field Guide*, 2009.

https://www.usaid.gov/sites/default/files/documents/2496/C-TIP_Field_Guide_Final_April%205%202013.pdf

World Health Organization, *Ethical and Safety Recommendations for Interviewing Trafficked Women*, 2003. http://www.who.int/mip/2003/other_documents/en/Ethical_Safety-GWH.pdf

World Health Organization, *Ethical and Safety Recommendations for Researching, Documenting, and Monitoring Sexual Violence in Emergencies*, 2007.

http://www.who.int/gender/documents/OMS_Ethics&Safety10Aug07.pdf

CUSTOMS AND BORDER PATROL

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