



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

# Performance Management Plan

## December 28, 2011

**Regional Afghan Municipalities Program for Urban Populations**  
**Regional Command North**  
**(RAMP UP North)**

**USAID Contract Number: 306-C-00-11-00510-00**

**This publication was produced by review by the United States Agency for International Development.**

### **DISCLAIMER**

**The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.**

Common Acronyms ..... 3

Introduction..... 4

USAID-RAMP UP North Performance Management Plan: Project Results Framework11

USAID-RAMP UP North Performance Management Plan: Indicators at a Glance ..... 12

USAID-RAMP UP Performance Indicators Data Sheets: I..... 12

RAMP UP North Task Schedule (FY 2011 - 2012) ..... 39

PMP Change Report..... 42

## Common Acronyms

AO	Assistance Objective
ANDS	Afghanistan National Development Strategy
CDC	Community Development Council (established under NSP)
CLIN	Contract Line Item Number
COP	Chief of Party
DoWA	Department of Woman's Affairs
FAF	Foreign Assistance Framework
FPO	Field Program Officer (USAID officer within the PRT)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IR	Intermediate Result
IDLG	Independent Directorate of Local Governance
ISAF	International Security Assistance Force
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RC	ISAF Regional Command
TAMIS	Technical Assistance Management Information System
USAID	United States Agency for International Development
USG	United States Government

## Introduction

On January 27, 2011 the Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP North) was awarded to DAI, although due to President Karzai's Private Security (PSC) Decree, the project didn't mobilize until March 17, 2011. The project was designed with the purpose of creating effective, responsive, democratic, transparent, accountable and gender sensitive municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North (RC-N).

On May 30, 2011 the base year Work Plan, Performance Monitoring Plan (PMP) and Public Relations Strategy (PRS) were submitted to USAID for approval and the team started to implement activities outlined in these documents. By August, 2011 RUN was informed that the funding realities had changed and the program was no longer going to receive \$50M a year as stated on the contract. Following the new funding situation, the team presented on November, 2011 a new work plan for approval that outlines the new approach, detailed activities, and anticipated results. This work plan was approved by USAID on December 2, 2011. DAI is hereby presenting the Performance Monitoring Plan (PMP) which lays out a conceptual and operational framework to measure progress toward new work plan activities, and success in the program objectives.

RAMP UP North activities are broken into three components, each labeled as a distinct Contract Line Item Number (CLIN):

*CLIN 1 ~ Capacity Building of the GIRoA officials at the municipal level:* All activities under CLIN 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP North provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

*CLIN 2 ~ Support to the GIRoA to provide responsive, effective, and visible municipal service delivery programs:* Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of Service Delivery Improvement Projects (SDIPs). These projects simultaneously fill two purposes: (1) they provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long-term.

*CLIN 3 ~ Support to the GIRoA to improve economic development and revenue generation at the Municipal level:* Activities implemented under this CLIN support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP North activities under CLIN 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity and service improvements to facilitate business growth and job creation.

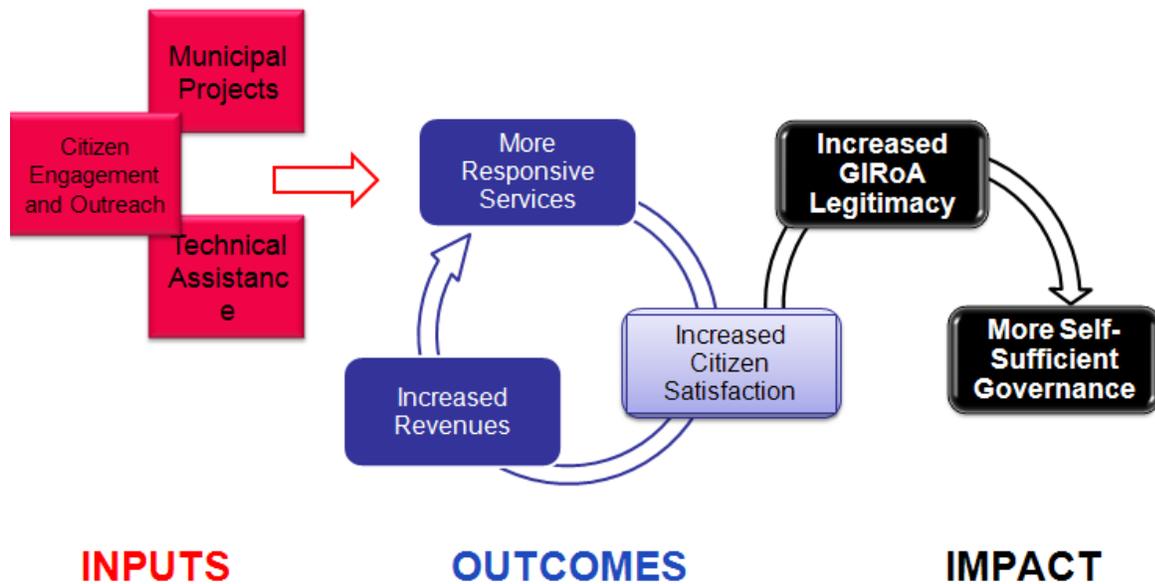
Given its limited funding, the project views itself as primarily a capacity building program that seeks to promote sustainable, small scale, service delivery improvements. It seeks to use the sub-projects to improve livelihood, link community to government and use real world tasks as the foundation of lasting capacity building. At the same time, it uses these projects as the gateway for expanding revenues and improving the local business climate, thus improving economic conditions.

**RAMP UP North’s Objective and Development Proposition**

RAMP UP North’s primary objective is to create an effective, responsive, democratic, transparent, accountable and gender sensitive municipal governance in the nine provinces that comprise the international Security Assistance Force’s (ISAF’s) Regional Command North. This objective feeds into the USAID/Afghanistan Assistance Objective 1: Improved Performance and Accountability of Governance. It will do so through its three Intermediate Results, each corresponding to one CLIN: (a) Increased Capacity of GIRoA Municipal Institutions; (b) Improved Delivery of Municipal Services to Citizens in Targeted Municipalities; and (c) Increased Municipal Capacity to Enable, Support, and Sustain Economic Growth.

The RAMP UP North’s development proposition is that, as a result of achieving these three objectives, Afghan citizens will see local governance structures as legitimate. The perception of legitimacy is tied to receiving better services, understanding the responsibilities of municipal leaders, and playing an active role in municipal decision-making. Delivery of essential services to citizens and businesses will foster a stronger revenue base more likely to comply with taxation requirements, generating greater revenues that enable a government to progressively expand and improve services. This Performance Management Plan (PMP) specifies how RAMP UP North measures the outputs and outcomes of its activities.

**FIGURE-RAMP UP NORTH’S DEVELOPMENT PROPOSITION**



To this end, RAMP UP North measures its impact on the project level in terms of number of citizens who indicate confidence and trust in municipal government; improvement in provision of services and feel included in municipal decision-making. Intermediate results are being measured through a combination of output and outcome indicators. Given the small scale of the program, the interventions will be modest yet significant in teaching real-world examples of lasting capacity.

The project level impact indicators are as follows:

1. % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services;
2. % of civil society and business representatives who rate the performance of the municipal officials in communicating with them as acceptable or better;
3. % of civil society and business representatives who rate the performance of the municipal officials in including them in decision-making as acceptable or better.

### ***Measuring RAMP UP North's Intermediate Results***

RAMP UP North's CLIN structure can be understood as three overlapping Intermediate Results (IRs) that measure how effective RAMP UP North is in partnering with various municipal government and community stakeholders to contribute to increased legitimacy of GIRoA partners.

As RAMP UP North's project level impact will be measured on an annual basis, the RAMP UP North PMP has adapted indicators that monitor performance and evaluate results on CLIN level:

### **Intermediate Result (IR) 1: Increased Capacity of GIRoA Municipal Institutions**

1.1:	# of municipalities with functioning accounting systems
1.2:	# of budget meetings (hearings) organized with RAMP UP North assistance
1.3:	# of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government (Mission indicators)*
1.4	Progress on Implementation of the Afghan Sub-National Governance Policy (Mission Indicator)*

1.1-1.2: An important aspect of municipality's work is its ability to transparently, consistently and verifiably account for their resources. By helping municipalities on basic record keeping, accounting principles, cash management practices and internal control, we are providing them with skills and tools to efficiently and effectively manage their resources. A strong indication that the objective of improved or functioning accounting systems is being achieved is when officials feel confident enough in the veracity of their records to share them with the public, through budget meetings/hearings. When this occurs, communities are more likely to see municipal representatives as accountable to them.

Under the revised work plan, approved on December 2, 2011, the program highlights the use of the service delivery improvement sub-projects as a capacity building laboratory for accounting systems. The program will emphasize basic record keeping, accounting principles, cash management practices and internal controls. This project based support will be supplemented by regional workshops. The bulk of activities will take place during Option Year One.

1.2 - 1.3: In order to increase legitimacy, citizens must be able to engage in or contribute to dialogue on how the resources afforded both by municipal revenues as well as those furnished by RAMP UP North are used and priorities identified. To accomplish this, the GIRoA must not only actively solicit citizen input, but must also be perceived by targeted municipalities as responsive to their needs. Guided by the goal of increasing GIRoA's legitimacy as a service provider, RAMP UP North makes a concerted effort to implement activities with and through the GIRoA to identify community priorities and resolve community concerns.

RUN will work with municipalities and advisory groups to facilitate community-wide conversations around municipal budget priority-setting, as well as transparent municipal communication around final budget figures. RU-N will continue to focus on improving communication of municipal officials with citizens and especially vulnerable groups such as women.

1.4 The overall objective of this program is to advance the sub-national governance policy of GIRoA by assisting municipalities in improving their systems and providing better services to citizens. In doing so, the legitimacy of the sub-national government will be increased and so will the confidence of citizens.

**Intermediate Result 2: Improved Delivery of Municipal Services to Citizens in Targeted Municipalities**

2.1	# number of projects completed with community and GIRoA involvement* (Mission indicator)
2.2	% of sub-projects implemented that continue to be sustainable 3/6 months after completion
2.3	# of households with access to municipally-provided services improved with RUN assistance
2.4	# of citizens participating in local mechanisms to engage their sub-national government
2.5:	# of meetings conducted between community councils and governmental entities* (Mission indicator)

2.1: The performance measures under IR 2 help RAMP UP North track the magnitude and quantity of its inputs in helping municipalities deliver visible services to their citizens and communities. Bringing the municipalities and community together to identify projects, implement and monitor them helps in improving the relationship between the local government and citizens, which in turn contributes to increased legitimacy of the government.

RAMP UP North is using small-scale sustainable service improvements as a laboratory to build capacity of municipal officials and link citizen-based priorities to municipal decision-making processes. These small projects, identified by citizen-based Service Delivery Advisory Group in cooperation with the municipality, are small in size but high in

impact due to the emphasis on sustainability. Public engagement and citizen participation are critical to forming the stakeholder ownership of these projects, necessary to expand municipal revenue collection that will sustain basic services. Under the new work plan, approved on December 2011, majority of sub-projects will be identified and implemented during Option Year 1. RUN will continue to track the performance of the services these sub-projects address, as it will help inform future activities and their sustainability.

2.2: The projects funded by the program serve various purposes: improve the particular service; create a learning environment where citizens play an important role in determining their community needs, serve as a vehicle to build municipal officials' capacity and ultimately increase revenues for the municipalities. A strong indicator that the project has reached these objectives will be its proven sustainability well after the sub-project is completed.

2.3: Visible service delivery is an essential component to RAMP UP North's development proposition. If municipalities are unable to provide essential and desirable services to their citizens, there is a stronger likelihood that citizens will not view the GIRoA as legitimate, and, in turn, may support insurgent groups who can provide a modicum of services compared to those provided by the GIRoA. While the program is modest in size, its goal is to ultimately reach a high number of citizens through improved basic services.

2.4: Active cooperation between GIRoA and the communities they serve will help to better meet the needs of constituents through fostering constructive dialogue about budget priority settings RAMP UP North's projects are an ideal platform on which to encourage this type of cooperation thus strengthening overall stability and contributing to GIRoA's legitimacy. A higher number of citizens engaging in these dialogues indicates an increased expectation on the side of the citizens that the municipality can and will provide services needed to the community.

2.5: The two primary municipal-citizens advisory groups set up with the help of RUN are the Service Delivery Advisory Groups and Economic Development Advisory Group. These community council-type groups provide additional mechanisms for citizen input in municipal decision-making. Continued meetings between municipality and these groups indicate the importance that the municipality and especially the mayor, give to citizens' input.

### **Intermediate Result 3: Increased Municipal Capacity to Enable, Support, and Sustain Economic Growth**

- |      |  |
|------|--|
| 3.1: | # of public-private partnerships formed as a result of RU-N assistance |
| 3.2: | The percentage increase in revenue generated                           |
| 3.3: | # of businesses registered as a result of RU-N support                 |

3.1: Public-Private Partnerships in target municipalities offer numerous potential benefits to municipalities and residents alike. PPPs can take a range of forms, from projects that

offer services seen as beneficial or adding value to the private sector, to outsourcing, or capital investments that can serve private sector needs while generating increased revenues (3.4) to the municipality. Establishing a PPP in each municipality, however, serves a larger purpose than merely increasing revenues or improving services; PPPs will expose municipalities to the *potential* that private sector can work on behalf of municipalities and citizens to increase efficiencies and improve services.

3.2: Since municipalities in Afghanistan currently do not receive financial transfers from central government, own-source revenues must sustain municipal budgets and will be used to pay for municipal services. Although indicator 3.3 is a standardized, global USAID/Foreign Assistance Framework (FAF) indicator, it is particularly prescient for RAMP UP North as any increases in own-source revenues (3.4) can demonstrate two important developments: first, depending on the source, increases in revenues may indicate either an improved willingness by citizens to pay for services and/or an improvement in the municipalities' abilities to collect them; and second, increased revenues, depending on the source, can demonstrate an improved capacity to continuously generate revenues over time, increasing the sustainability of municipality's ability to serve its citizens in the long term.

3.3: Increased tax registration and revenue collection is critical to sustainable service delivery. RUN will work with municipalities to assess business registration rate and enhance registration as appropriate using simple, paper registration form. A higher number of businesses registered will lead to increased revenues for the municipality.

### ***RAMP UP North Reporting Indicators***

In addition to measuring the progress of individual RAMP UP North's IRs, this PMP also includes a number of cross-cutting indicator, which support US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2, ***Governing Justly and Democratically*** (GJD).

#### Reporting Indicators

- R1: The number of individuals who received RU-N training, including management skills and fiscal management, to strengthen local government and/or decentralization
- R2: The number of government officials receiving RU-N-supported anti corruption training
- R3: # of sub national government entities receiving RU-N assistance to improve their performance
- R4: # of sub-national government entities receiving RU-N assistance to increase their own source revenue
- R5: The number of mechanisms for external oversight of public resource use supported

Below is a conversion table that explains how RAMP UP North indicators align with FAF indicators.

FAF Indicator	Indicator	Corresponding RAMP UP North Indicator
<b>FAF GJD 2.3-6</b>	# of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization	<b>R1</b>
<b>FAF GJD 2.4-1</b>	# of government officials receiving USG-supported anti corruption training.	<b>R2</b>
<b>FAF GJD 2.3-3</b>	# of sub national government entities receiving USG assistance to improve their performance	<b>R3</b>
<b>FAF GJD 2.3-1</b>	# of sub-national government entities receiving RU-N assistance to increase their own source revenue	<b>R4</b>
<b>FAF GJD 2.4-3</b>	# of mechanisms for external oversight of public resource use support	<b>R5</b>

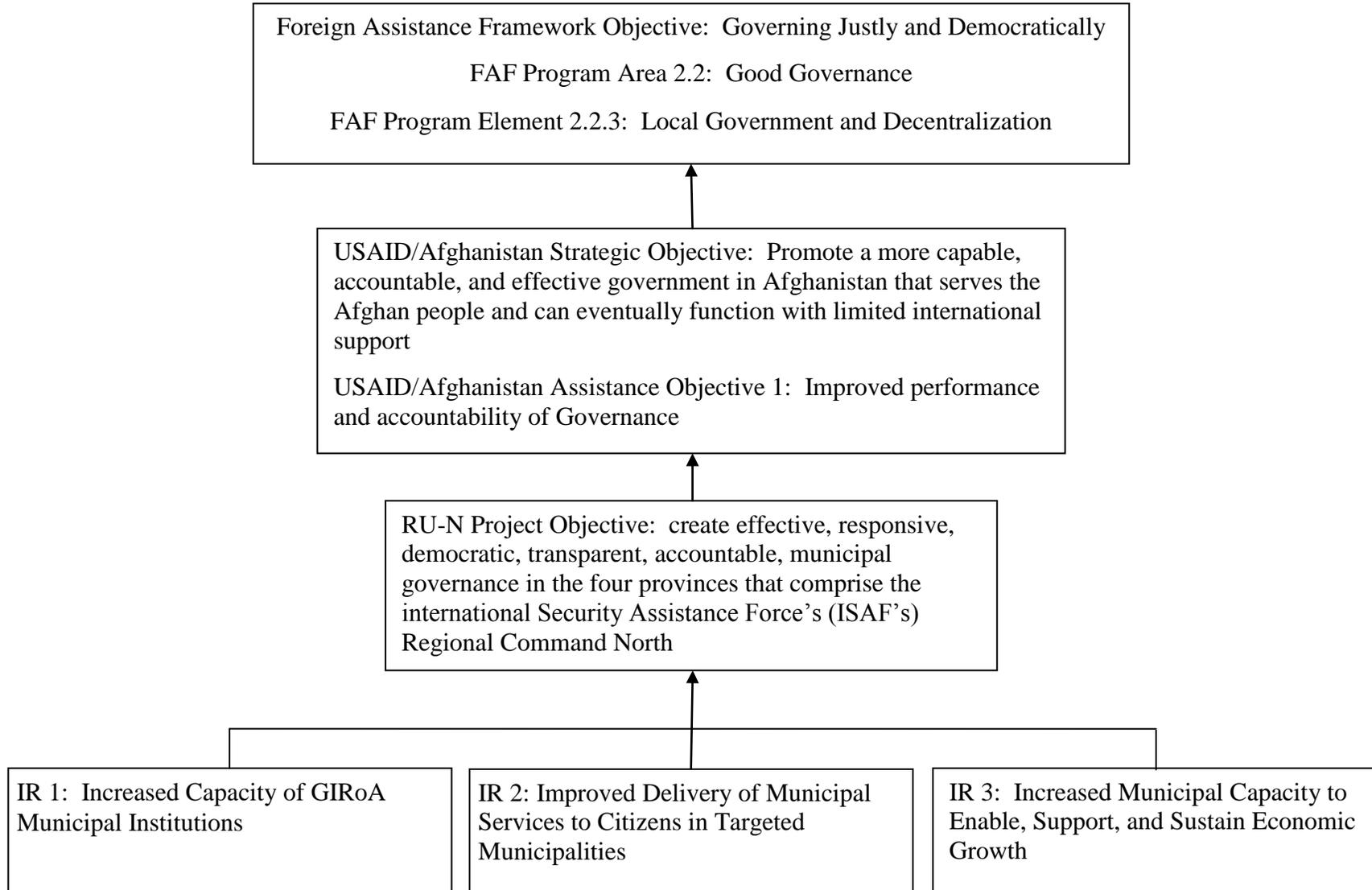
### ***Operationalizing the PMP***

During start-up, RAMP UP North prepared an assessment instrument to measure: (a) Civil society and business community perceptions of and experiences with municipal government; and (b) an expert internal evaluation of municipal processes, procedures, skills, practices, and assets. These assessments produced data needed to measure progress related to majority of outcome and project level impact indicators. The remaining indicator data will be collected by RAMP UP North staff directly. The individual data references sheets included as an appendix below include detailed discussions of how to operationalize each indicator, including standards for data quality and collection schedules.

Because this PMP responds to a new and revised work plan, we have organized it as a new document. A change report table has been documented and included at the end of this report. The following results framework depicts the program objective and intermediate results and how they relate to the overall USAID/Afghanistan Mission and Foreign Assistance Framework Objectives. This is followed by a summary of the indicators and detailed performance indicator data sheets providing a description and justification for each indicator, as well as a data acquisition plan, data quality and analysis methodology. The performance task schedule and the performance data tables are presented as well.

## USAID-RAMP UP North Performance Management Plan: Project Results Framework

*The current Results Framework is based on the U.S. Foreign Assistance for Afghanistan Post Performance Management Plan 2011 - 2015*



# USAID-RAMP UP North Performance Management Plan: Indicators at a Glance

**PROJECT OBJECTIVE:**  
**CREATE EFFECTIVE, RESPONSIVE, DEMOCRATIC, TRANSPARENT, ACCOUNTABLE,  
AND GENDER SENSITIVE MUNICIPAL GOVERNANCE**

## IMPACT INDICATORS

PO 1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services  
PO 2: % of civil society and business representatives who rate the performance of the municipal government in communicating with them as acceptable or better  
PO 3: % of civil society and business representatives who rate the performance of the municipal government in including them in decision-making as acceptable or better

### IR 1: INCREASED CAPACITY OF GIROA MUNICIPAL INSTITUTIONS

1.1: # of municipalities with functioning accounting systems  
1.2: # of budget meetings (hearings) organized with RUN assistance  
1.3: # of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government\*  
1.4: Progress on implementation of the Afghan Sub-National Governance Policy\*

### IR 2: DELIVERY OF MUNICIPAL SERVICES TO CITIZENS IN TARGETED MUNICIPALITIES IMPROVED

2.1: # number of projects completed with community and GIROA involvement\*  
2.2: % of projects implemented that continue to be sustainable 3/6 months after completion  
2.3: # of households with access to municipally-provided services improved with RUN assistance  
2.4: # of citizens participating in local mechanisms to engage their sub-national government  
2.5: # of meetings conducted between community councils and governmental entities\*

### IR 3: INCREASED MUNICIPAL CAPACITY TO ENABLE, SUPPORT, AND SUSTAIN ECONOMIC GROWTH

3.1: # of public-private partnerships formed as a result of RU-N assistance  
3.2: # of new businesses registered as a result of RU-N support  
3.3: % of municipal revenue generated

## REPORTING INDICATORS

R1: # of individuals who received RU-N training, including management skills and fiscal management, to strengthen local government and/or decentralization  
R1.1 % of municipal officials trained that demonstrate knowledge 3/6 months after the completion of the training.  
R2: # of government officials receiving RU-N-supported anti corruption training  
R3: # of sub-national government entities receiving RU-N assistance to improve their performance  
R4: # of sub national governments receiving RU-N assistance to increase their annual own-source revenues  
R5: # of mechanisms for external oversight of public resource use support

## RAMP UP North Indicator PO1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective 1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**Is this a USAID reporting indicator?** No  X  Yes \_\_\_\_\_

### DESCRIPTION

**Precise Definition:** People who respond Excellent, Good and Acceptable to the question: "How would you rate the overall quality of public services by the municipality?" asked as part of a qualitative focused group survey, targeting key members of civil society and business community.

**Unit of Measure:** Percentage

**Calculation:** **Numerator** = # of civil society and business representatives who respond acceptable or better  
**Denominator** = Total # of civil society and business representatives

**Disaggregated by:** Gender, municipality, type of focus group (civil society/business representatives)

**Activity(ies):** All activities.

**Justification & Management Utility:** In order to strengthen stability, the GIROA must not only be active participants in development activities but must also be perceived by targeted communities as key to the delivery of RAMP UP North activities. If respondents perceive that GIROA provides better services after RAMP UP North activities are completed, it shows that the municipal citizens feel their government officials are able to legitimately and actively provide them with services.

### PLAN FOR DATA ACQUISITION

**Data collection method:** This information will be collected through a focused group survey targeting civil society and business community representatives, conducted on an annual basis.

**Data Source and Verification:** RAMP UP North Focused Group Survey.

**Frequency and timing of data collection by project:** Annual - July 2011, June 2012

**Frequency and timing of data reporting to USAID:** FY 2011 Q3, FY 2012 Q2

**Estimated Cost of Data Acquisition:** Estimated cost of external survey is minimal given the fact that RAMP Up North team was involved in conducting the survey

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** There are elements outside of RAMP UP North's control that will influence people's perceptions of GIROA service quality regardless of RAMP UP North activity. RUN will mitigate these limitations by administering the survey on the same individuals involved on the first round of the survey. Another limitation is the small sample size and the lack of random selection, which leads to a large margin of error.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North will field test questionnaires for internal validity. Open ended questions will accompany the question to determine outside elements that may have influenced the perception.

**Date of Future Data Quality Assessments:** September 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Data analysis will be done by RAMP UP North M&E and management team. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

**Presentation of Data:** Table, Narrative

**Review of Data:** Annually

**Baseline data:** The first focus group survey, conducted during July, 2011 will serve as the baseline.

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	46%			
Year 1		+10%		
Year 2		+10%		

**THIS SHEET LAST UPDATED ON: December 28, 2011**



## RAMP UP NORTH Indicator PO2: % of civil society and business representatives who rate the performance of the municipal officials in communicating with them as acceptable or better

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective 1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance

**Is this a USAID reporting indicator?** No  X Yes

### DESCRIPTION

**Precise Definition:** People who responded excellent, good, or acceptable to the question, "How would you rate the performance of the Mayor in providing services to people like you?". Mayor represents municipal officials.

**Unit of Measure:** Percentage

**Calculation: Numerator** = # of civil society and business representatives who respond acceptable or better

**Denominator** = Total # of civil society and business representatives

**Disaggregated by:** Gender, municipality, focused group type (business vs. civil society)

**Activity(ies):** All activities

**Justification & Management Utility:** In order to strengthen stability, municipal officials must be active participants in development activities and perceived as striving to communicate with their citizens. If respondents perceive that municipal officials are making serious efforts to communicate with their constituents, it shows that the citizens believe their government officials are able to better represent their interests

### PLAN FOR DATA ACQUISITION

**Data collection method:** This information will be collected through a focused group survey targeting civil society and business community representatives, conducted on an annual basis.

**Data Source and Verification:** RAMP UP North External Survey.

**Frequency and timing of data collection by project:** Annual - July 2011, June 2012

**Frequency and timing of data reporting to USAID:** FY 2011 Q3, FY 2012 Q3

**Estimated Cost of Data Acquisition:** Estimated cost of external survey is minimal given the fact that RAMP Up North team will be involved in conducting the survey

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** There are elements outside of RAMP UP North's control that will influence people's perceptions of GIROA service quality regardless of RAMP UP North activity.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North will field test questionnaires for internal validity.

**Date of Future Data Quality Assessments:** September 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Data analysis will be done by RAMP UP North M&E and management team. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

**Presentation of Data:** Table, Narrative

**Review of Data:** Annually

**Baseline data:** The first opinion poll, conducted during July, 2011 will serve as the baseline.

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	51.2%			
Year 1		+10%		
Year 2		+10%		

**THIS SHEET LAST UPDATED ON: December 28, 2011**

## RAMP UP NORTH Indicator PO3: % of civil society and business representatives who rate the performance of the municipal officials in including them in decision-making as acceptable or better

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective 1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance

**Is this a USAID reporting indicator?** No  X  Yes \_\_\_\_\_

### DESCRIPTION

**Precise Definition:** Percent of citizens who responded "excellent", "good" and "acceptable" to the question: How would you rate the performance of the Mayor in including people like you in decision making?. Mayor is representing municipal officials.

**Unit of Measure:** Percentage

**Calculation: Numerator** = # of civil society and business representatives who respond acceptable or better

**Denominator** = Total # of civil society and business representatives

**Disaggregated by:** Gender, municipality, focus group (civil society/businesses)

**Activity(ies):** All activities

**Justification & Management Utility:** Municipal officials must communicate effectively with their citizens to increase their trust and support. If respondents indicate that the municipality, represented by the mayor, communicates with them effectively, it shows the degree of trust (based on % increase over baseline) and confidence that the municipality has in recognizing the importance of communicating to citizens and including them in decision making.

### PLAN FOR DATA ACQUISITION

**Data collection method:** This information will be collected through a focused group survey targeting civil society and business community representatives, conducted on an annual basis.

**Data Source and Verification:** RAMP UP North External Survey.

**Frequency and timing of data collection by project:** Annual - July 2011, June 2012

**Frequency and timing of data reporting to USAID:** FY 2011 Q3, FY 2012 Q2

**Estimated Cost of Data Acquisition:** Estimated cost of external survey is minimal given the fact that RAMP Up North team will be involved in conducting the survey

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** There are elements outside of RAMP UP North's control that will influence people's perceptions of GIRoA service quality regardless of RAMP UP North activity.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North will field test questionnaires for internal validity.

**Date of Future Data Quality Assessments:** December 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Data analysis will be done by RAMP UP North M&E and management team. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

**Presentation of Data:** Table, Narrative

**Review of Data:** Annually

**Baseline data:** The first opinion poll, conducted during July, 2011 will serve as the baseline.

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	35.6%			
Year 1		+10%		
Year 2		+10%		

**THIS SHEET LAST UPDATED ON: December 28, 2011**

## RAMP UP NORTH Indicator 1.1: Number of municipalities with functioning accounting system

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective 1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance

**RAMP UP North Intermediate Result 1:** Increased capacity of GIROA Municipal Institutions

Is this a USAID reporting indicator? No  X Yes

### DESCRIPTION

**Precise Definition:** A modernized accounting system is a method of transparently, consistently and verifiably recording the collection and use or disposition of financial resources.

**Unit of Measure:** Province

**Calculation:** Using the scale monitor progress

**Disaggregated by:** Province

**Activity(ies):** Accounting falls under the responsibilities and requirements of municipal officials, and as such all activities related to improving accounting will be tied to IR1

**Justification & Management Utility:** In order to develop sustainable capacity, officials must be able to properly plan, project, analyze, implement, monitor and account for the use of their financial resources. Where performance budgeting is the plan for achieving results or objectives, accounting shows the true priorities of where monies were actually spent. When made publicly available, this becomes the most important tool for holding local government officials accountable for their resource allocation decisions. The first step in this accountability process is to have a functioning accounting system.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Program staff with experience in finance and budgeting has selected criteria for this indicator. Four areas have been identified on accounting (General Accounting, Cash Management which includes Internal Control, Asset Accounting, Accrual Accounting). Formal criteria achievement documentation signed by RAMP UP North as well as local government officials are scanned and attached by the programming team into TAMIS.

**Data Source and Verification:** Sources include TAMIS and program reports provided by Municipal Team Leaders, budget documents

**Frequency and timing of data collection by project:** Monthly Municipal Team Leader reports

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A—data is collected through Municipal Team Leaders

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Criteria must be established prior to reporting on indicator.

**Actions Taken or Planned to Address Data Limitations:** Development and application of criteria.

**Date of Future Data Quality Assessments:** September 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

**Presentation of Data:** Table, Narrative

**Review of Data:** Ongoing

**Baseline data:** 0

Year	PERFORMANCE INDICATOR VALUES		Notes
	Baseline	Target	
Base Year	0	0	
1 Option		5	
2 Option		9	

THIS SHEET LAST UPDATED ON: December 22, 2011

## RAMP UP NORTH Indicator 1.2: Number of budget meetings organized with RUN assistance

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective 1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result 1:** Increased capacity of GIRoA Municipal Institutions

**Is this a USAID reporting indicator?** No  X Yes

### DESCRIPTION

**Precise Definition:** Performance budgeting is a systematic process that allows a municipality to manage their financial resources in order to achieve specific results or objectives. Budget hearings are open town hall meetings where the municipality presents the budget plans and collects input from citizens on their needs and priorities.

**Unit of Measure:** budget meetings

**Calculation:** Counting

**Disaggregated by:** Province

**Activity(ies):** All.

**Justification & Management Utility:** Transparency and openness by the local government to citizen inputs, expressed priorities and “street accountability” are essential elements of democratic local self-governance. Increasing levels of good governance at the sub-national level should contribute favorably to stability.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Program staff will attend and document the meetings. Sign in sheets might be used to count the number of people attending.

**Data Source and Verification:** Sources include TAMIS and program reports provided by Municipal Team Leaders.

**Frequency and timing of data collection by project:** Monthly Municipal Team Leader reports

**Frequency and timing of data reporting to USAID:** Quarterly.

**Estimated Cost of Data Acquisition:** N/A—data is collected through Municipal Team Leaders

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** September 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	0	0		
Year 1		18		Two meetings per municipality
Year 2		18		

THIS SHEET LAST UPDATED ON: December 28, 2011

## RAMP UP NORTH Indicator 1.3: Number of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O7:** Stability sufficient for basic governance and sustainable development

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result 1:** Increased capacity of GIRoA Municipal Institutions

**Is this a USAID reporting indicator?** No  Yes

### DESCRIPTION

**Precise Definition:** Mechanisms include shuras, jirgas, community councils, hearings, open meetings, web sites, report cards, citizen review boards. Public Outreach Strategy groups this indicator into: a) citizen forums; b) jirgas/hearings; c) opening/closing ceremonies, c) media and public outreach training; d) newsletter; e) website f) report cards g) other. Citizen forums can be any community shura, citizen review board, committee or advisory group created with the purpose of participating on local decision-making.

**Unit of Measure:** Number of supported mechanisms

**Calculation:** Counting

**Disaggregated by:** Municipality, Type of mechanism, instances occurring within each mechanism

**Activity(ies):** All activities, which will occur across CLINs 1, 2 and 3.

**Justification & Management Utility:** Local government is essentially a service operation. As such, transparency and openness by the local government to citizen inputs, expressed priorities and "street accountability" are essential elements of democratic local self-governance. Increasing levels of good governance at the sub-national level should contribute favorably to stability.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Program staff will identify the mechanisms and enter this information into TAMIS. Formal criteria achievement documentation signed by RAMP UP North as well as local government officials are scanned and attached by the programming team into TAMIS.

**Data Source and Verification:** Sources include TAMIS, consultation reports, report cards, Municipal Team Leader reports and other documents that indicate participation.

**Frequency and timing of data collection by project:** Monthly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Data on number of mechanisms will not be difficult to gather; however, data quality on estimating the number of participants will prove challenging as many citizen engagement mechanisms will not require sign-in sheets.

**Actions Taken or Planned to Address Data Limitations:** Taking photos of the audience to get an estimated number.

**Date of Future Data Quality Assessments:** September, 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

**Presentation of Data:** Table, Narrative

**Review of Data:** Ongoing

**Baseline data:** 0

**PERFORMANCE INDICATOR VALUES**

<b>Year</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
Base Year	0	2		The target assumes at least 2 in each municipality (instances of occurrences for each mechanism will be counted separately)
Year 1		5	---	
Year 2		6		

**THIS SHEET LAST UPDATED ON: December 28, 2011**

## RAMP UP North Indicator 1.4: Progress on implementation of the Afghan Sub-National Governance Policy

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance .

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result 2:** Delivery of Municipal Services to Citizens in Targeted Municipalities Improved

**Is this a USAID reporting indicator?** No  Yes

### DESCRIPTION

**Precise Definition:** Refers to that part of Sub-national Governance Policy Strategy that addresses municipal governments.

**Unit of Measure:** Qualitative

**Calculation:** N/A

**Disaggregated by:** Municipality

**Activity(ies):** All activities

**Justification & Management Utility:**

### PLAN FOR DATA ACQUISITION

**Data collection method:** Municipal work plans.

**Data Source:** Project records,

**Frequency and timing of data collection by project:**

**Frequency and timing of data reporting to USAID:** Annually

**Estimated Cost of Data Acquisition:**

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers.

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** .

**Actions Taken or Planned to Address Data Limitations:**

**Date of Future Data Quality Assessments:** December 2011

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:**

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	0			
Year 1		---		
Year 2				

THIS SHEET LAST UPDATED ON: December 28, 2011



## RAMP UP North Indicator 2.1: Number of projects completed with community and GIRoA involvement

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance .

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result 2:** Delivery of Municipal Services to Citizens in Targeted Municipalities Improved

**Is this a USAID reporting indicator?** No \_\_\_ Yes  X \_\_\_

### DESCRIPTION

**Precise Definition:** Involvement is defined as active participation across the project planning, implementation and evaluation. Planning means the identification and/or endorsement of projects community representatives including identifying beneficiaries, identifying project site locations, and possible implementing partners. Implementation means community representatives make site visits to the project sites and are involved in solving project issues as they arise and monitoring the project. Evaluation is the comparison of actual project impact with the agreed activity outcomes. Community representatives are members of the local community who have been selected to represent the community at a meeting or gathering. Example would include the Service Delivery Advisory Group, etc.

**Unit of Measure:** Sub-projects

**Calculation:** counting

**Disaggregated by:** Municipality

**Activity(ies):** All activities

**Justification & Management Utility:** In order to strengthen legitimacy, the GIRoA must not only be active participants in development activities, but also participate in a number of substantive ways. Citizen's involvement on municipal decision making will increase their trust and confidence that the GIRoA can represent their interests.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Municipal work plans. File review and content analysis.

**Data Source:** Subproject documentation that links specific government officials to activities. Supporting data includes letters of support for municipal service delivery activities from governmental counterparts as well as qualitative narrative data pulled from notes on coordination. Citizens groups meeting notes will also be collected. Field Monitoring Reports and photos will also be used to document the participation of GIRoA representatives.

**Frequency and timing of data collection by project:** Collected as part of the subproject documentation for all activities.

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Included as part of subproject management

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers.

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** .

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North staff members are encouraged to document involvement immediately as it occurs to help overcome this limitation.

**Date of Future Data Quality Assessments:** December 2011

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Signatures and minutes from from community meetings about the project, governmental plans, and monitoring reports will be attached with sub-project documentation and reviewed on a periodic basis.

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	0	1		
Year 1		30		
Year 2		36		

**THIS SHEET LAST UPDATED ON: December 28, 2011**





## RAMP UP NORTH 2.2: % of projects implemented that continue to be sustainable 3/6 months after completion

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result:** Delivery of Municipal Services to Citizens in Targeted Municipalities Improved

**Is this a USAID reporting indicator?** No  Yes

### DESCRIPTION

**Precise Definition:** Refers to projects implemented with community and GIRoA involvement. Sustainable means that the municipality has the resources (human and financial) to provide the same level of quality service as done under RUN funding.

**Unit of Measure:** Percentage

**Calculation:** Numerator: Number of projects sustainable  
Denominator: Total number of projects implemented

**Disaggregated by:** Province

**Activity(ies):** All activities

**Justification & Management Utility:** A municipality that is able to provide services at a high level of quality is more likely to gain the trust and confidence of its citizens and their willingness to pay taxes. Sustainable services means that municipal officials have the skills and the resources to provide services, indicating the successful efforts of RUN in capacity building and service delivery improvements.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Municipal Team leaders and embedded advisors will monitor the project 3-6 months after completion and prepare reports.

**Data Source and Verification:** Municipal team leaders report, pictures, municipal documents.

**Frequency and timing of data collection by project:** quarterly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Municipalities that are still part of the program will try to present the project as sustainable.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North site visits accompanied with pictures as well as interviews with beneficiaries will help mitigate that limitation.

**Date of Future Data Quality Assessments:** September 2011

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** review of municipal budget with respect to the select service, reports accompanied by pictures and calls to members of SDAG

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	0	N/A		
Year 1		60/30		60% after 3 months, 30% after 6 months
Year 2		60/30		

THIS SHEET LAST UPDATED ON: December 28, 2011

## RAMP UP NORTH Indicator 2.3: Number of households with regular access to municipally-provided services improved with RUN assistance

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result 2:** Delivery of Municipal Services to Citizens in Targeted Municipalities Improved

**Is this a USAID reporting indicator?** No  Yes

### DESCRIPTION

**Precise Definition:** Municipally provided services include services such as irrigation/wells, construction of municipal roads, trash collection and disposal, maintenance of roads/streets/residential areas, city transportation, repairing and maintaining ditches, construction and maintenance of green spaces. RUN will only monitor those services where assistance is being provided.

**Unit of Measure:** Number

**Calculation:** Counting

**Disaggregated by:** Province

**Activity(ies):** All

**Justification & Management Utility:** The primary objective of RAMP UP North is to contribute to increased citizen satisfaction with municipal government. Popular support for municipal governance is highly dependent on the responsiveness, value, and quality of services provided by the municipality. When citizens have increased access to basic and essential services provided by their municipality they will be more likely to indicate increased satisfaction with the municipal government.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Data will be collected for each service delivery improvement project after completion of the project.

**Data Source and Verification:** RAMP UP North sub-project documents, field monitoring reports

**Frequency and timing of data collection by project:** Annual - July 2011, June 2012

**Frequency and timing of data reporting to USAID:** FY 2011 Q3, FY 2012 Q2

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP/ E M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Depending on the type of service, it might be difficult to exactly determine the beneficiaries, since a wider community might benefit from that public services=

**Actions Taken or Planned to Address Data Limitations:** Count the beneficiaries that are directly affected and also account for the indirect beneficiaries. Present them separately

**Date of Future Data Quality Assessments:** September, 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Data analysis will be a collaboration of RAMP UP North M&E staff.

**Presentation of Data:** Table, Narrative

**Review of Data:** Ongoing

**Baseline data:** The beneficiary numbers at project inception will be used as baseline.

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year		TBD		
Year 1		TBD		
Year 2		TBD		

**THIS SHEET LAST UPDATED ON: December 28, 2011**

## RAMP UP NORTH 2.4: Number of citizens participating in local mechanisms to engage their sub-national government

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result:** Delivery of Municipal Services to Citizens in Targeted Municipalities Improved

**Is this a USAID reporting indicator?** No  Yes

### DESCRIPTION

**Precise Definition:** : Mechanisms include citizen advisory committee, jirgas, community councils, hearings, open meetings, web sites, report cards, citizen review boards.

**Unit of Measure:** Number of citizens

**Calculation:** Counting

**Disaggregated by:** Gender, Municipality, type of local mechanism

**Activity(ies):** All

**Justification & Management Utility:** Captures involvement of citizens in municipal-decision making which ultimately indicates increase of GIRoA legitimacy

### PLAN FOR DATA ACQUISITION

**Data collection method:** Municipal Team leaders and embedded advisors collect data at activities. The data is then entered into TAMIS and verified by M&E team

**Data Source and Verification:** Signed attendance sheets, pictures at ceremonies.

**Frequency and timing of data collection by project:** Monthly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Attendance sheet sign in can be forged, especially when fingerprints are used. Double counting might be possible as citizens might come to multiple types of mechanism and it would be difficult to always identify them.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North site visits help increase the confidence in these attendance sheets. These sheets will be compared to reduce double counting.

**Date of Future Data Quality Assessments:** September 2011

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Fingerprints and signatures are added up across attendance sheets. Pictures will be

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	0	TBD		Review targets with COTR
Year 1		450		At least 50 per municipality
Year 2		450		

**THIS SHEET LAST UPDATED ON:** December 28, 2011

## RAMP UP NORTH 2.5: Number of meetings conducted between community councils and governmental entities

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result:** Delivery of Municipal Services to Citizens in Targeted Municipalities Improved

**Is this a USAID reporting indicator?** No  Yes  X

### DESCRIPTION

**Precise Definition:** : Community councils refers to groups representing the citizens. For RUN it may include service delivery improvement advisory groups, economic development advisory group, etc. .

**Unit of Measure:** Number of meetings

**Calculation:** Counting

**Disaggregated by:** Municipality, type of group

**Activity(ies):** All

**Justification & Management Utility:** Captures involvement of citizens in municipal-decision making which ultimately indicates increased trust they have on GIRoA.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Municipal Team leaders and embedded advisors collect data at activities. The data is then entered into TAMIS and verified by M&E team

**Data Source and Verification:** Signed attendance sheets, pictures at ceremonies.

**Frequency and timing of data collection by project:** Monthly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Attendance sheet sign in can be forged, especially when fingerprints are used. Double counting might be possible as citizens might come to multiple types of mechanism and it would be difficult to always identify them.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North site visits help increase the confidence in these attendance sheets. These sheets will be compared to reduce double counting.

**Date of Future Data Quality Assessments:** December 2011

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Fingerprints and signatures are added up across attendance sheets.

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	0	N/A		
Year 1		108		1 per month for each of 9
Year 2		108		

**THIS SHEET LAST UPDATED ON:** December 28, 2011

## RAMP UP NORTH Indicator 3.1: Number of public-private partnerships formed as a result of RAMP UP North assistance

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result 3:** Increased Municipal Capacity to Enable, Support and Sustain Economic Growth

**Is this a USAID reporting indicator?** No  Yes

### DESCRIPTION

**Precise Definition:** Public private partnerships are a government service or private business venture which is funded and operated through a partnership between the municipality and one or more private sector companies or individuals. Usually there is a contract between the municipality and a private party in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project.

**Unit of Measure:** Number

**Calculation:** Counting

**Disaggregated by:** Municipality,

**Activity(ies):** CLIN2 or CLIN 3 activities related to municipal economic development and service delivery improvements

**Justification & Management Utility:** Building municipal capacity means exposing decision makers to various ways of providing municipal services. For Afghan municipalities, whose municipal resources are very limited and not necessarily sustainable, partnerships with the private sector may be the only way to provide or to increase the level of municipal services. Measuring this indicator will accomplish several things: (1) it will encourage municipalities to evaluate alternative ways of providing traditional and/or services, (2) it will demonstrate to the communities that their municipal officials are attempting to improve current service levels by evaluating potential business partners

### PLAN FOR DATA ACQUISITION

**Data collection method:** Program staff. File review and content analysis. Identification of various PPP activities in TAMIS where multiple selections can be made and copies of project agreements and contracts are kept.

**Data Source and Verification:** Data source will be TAMIS.

**Frequency and timing of data collection by project:** Quarterly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** none

**Actions Taken or Planned to Address Data Limitations:** none

**Date of Future Data Quality Assessments:** December 2011

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

**Presentation of Data:** Table

**Review of Data:** Ongoing

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	0	0		
Year 1		4		At least one PPP in each municipality for life of project
Year 2		5		

**THIS SHEET LAST UPDATED ON: December 28, 2011**

## RAMP UP NORTH Indicator 3.2: Percentage of municipal revenue generated

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result 3:** Increased Municipal Capacity to Enable, Support and Sustain Economic Growth

**Is this a USAID reporting indicator?** No  X Yes

### DESCRIPTION

**Precise Definition:** For the purposes of RAMP UP North, data will be collected from municipalities' revenue departments, with information on revenues that will be derived primarily from taxes, fees and revenue generated on land sales, leases, or other assets.

**Unit of Measure:** Percentage

**Calculation: Numerator** = reported and documented revenue generated at each option year

**Denominator** = reported and documented baseline figures of revenue generated at the base year

**Disaggregated by:** Municipality

**Activity(ies):** All.

**Justification & Management Utility:** Increasing revenue trends indicate citizens are willing to pay for municipality provided services and/or increased efficiency in a municipality's ability to collect revenues and/or better record keeping or lastly, could represent a reduction in corruption.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Program staff review of governmental records and activity reports.

**Data Source and Verification:** Sources include TAMIS, governmental records. Baseline is collected from the RAMP UP North Internal Survey

**Frequency and timing of data collection by project:** Annually

**Frequency and timing of data reporting to USAID:** Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Records may not be furnished or made available to project teams; if financial records provided they may not be verifiable.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North is negotiating compliance terms with IDLG to limit municipal non-participation in such activities.

**Date of Future Data Quality Assessments:** December 2011

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

**Presentation of Data:** Table

**Review of Data:** Ongoing

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	N/A	0		
Year 1		15%		Review target with COTR
Year 2		20%		

**THIS SHEET LAST UPDATED ON: December 28, 2011**

## RAMP UP NORTH Indicator 3.3: # of new business licenses awarded as a result of RU-N support

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**USAID Afghanistan Assistance Objective A.O1.:** Improved Performance and Accountability of Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**RAMP UP North Intermediate Result 3:** Increased Municipal Capacity to Enable, Support and Sustain Economic Growth

Is this a USAID reporting indicator? No  X Yes

### DESCRIPTION

**Precise Definition:** Refers to license issued by the municipality to the businesses operating in the area. Registration can be done using a paper form.

**Unit of Measure:** number

**Calculation:** Counting

**Disaggregated by:** municipality

**Activity(ies):** All activities.

**Justification & Management Utility:** In order to strengthen stability, the municipalities must be able to generate revenues. More business registered leads to higher revenues and limited opportunities for corruption.

### PLAN FOR DATA ACQUISITION

**Data collection method:** This information is collected through municipal official data on registration

**Data Source and Verification:** Municipal official reports

**Frequency and timing of data collection by project:** Monthly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** None

**Actions Taken or Planned to Address Data Limitations:** None

**Date of Future Data Quality Assessments:** May 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** RAMP UP team

**Presentation of Data:** Table, Narrative

**Review of Data:** Quarterly

**Baseline data:** Number of businesses registered prior to RUN support will serve as baseline.

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	N/A	0		Baseline to be collected
Year 1		TBD	---	
Year 2		TBD		

THIS SHEET LAST UPDATED ON: December 28, 2011

**RAMP UP NORTH Indicator R1: Number of individuals who received RAMP UP North training, including management skills and fiscal management, to strengthen local government and/or decentralization**
**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**FAF Program Element:** Good Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**Is this a USAID reporting indicator?** No  Yes 
**DESCRIPTION**
**Precise Definition:** Training refers to all training or education events whether short-term or long-term, in-country or abroad

**Unit of Measure:** Number of individuals

**Calculation:** Counting

**Disaggregated by:** Gender, Municipality; training subject

**Activity(ies):** All

**Justification & Management Utility:** Captures inputs that include training of individuals in, and helpful to, local governance and/or decentralization.

**PLAN FOR DATA ACQUISITION**
**Data collection method:** Municipal Team Leaders and the Training Specialist will collect training attendance sheets at each training. The data is then entered by the Training Specialist into TAMIS and verified by M&E.

**Data Source and Verification:** Signed or finger-printed training attendance sheet/participant lists.

**Frequency and timing of data collection by project:** Monthly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

**DATA QUALITY ISSUES**
**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Attendance sheet sign in can be forged, especially when fingerprints are used. On occasion Afghans use slightly different names when signing in and so it is possible that one individual taking several trainings could be counted more than once.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North site visits help increase the confidence in these attendance sheets when the amount observed during the site visit match the amount appearing on the sheet. Every reasonable effort will be made to identify "individuals" signed up for training and not to count simply the total number trained, thus eliminating a double count of individuals

**Date of Future Data Quality Assessments:** September 2012

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**
**Data Analysis:** Fingerprints and signatures are added up across attendance sheets.

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
Base Year	18		
Year 1	90	---	
Year 2	100		

**THIS SHEET LAST UPDATED ON: December 28, 2011**

## RAMP UP NORTH Indicator R1.1: Percent of individuals trained that demonstrate knowledge 3/6 months after the completion of the training

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**FAF Program Element:** Good Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**Is this a USAID reporting indicator?** No  X  Yes

### DESCRIPTION

**Precise Definition:** Training refers to all training or education events whether short-term or long-term, in-country or abroad. Demonstrated knowledge will be measured using the same post-training questionnaire using at the completion of the training.

**Unit of Measure:** Percentage

**Calculation:** Total number of trainees retaining the same score as the previous test/total number of individuals trained and still working at the municipality

**Disaggregated by:** Gender, Municipality

**Activity(ies):** All

**Justification & Management Utility:** Captures inputs that include training of individuals in, and helpful to, local governance and/or decentralization. It focuses on the retention of knowledge obtained which leads to an increased capacity level of municipal officials to manage their resources and provide quality services.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Municipal Team Leaders and the Training Specialist will collect training attendance sheets at each training. A post-training test will be administered and the same training will be conducted at 3/6 month mark.

**Data Source and Verification:** Signed or finger-printed training attendance sheet/participant lists. Post training evaluations signed by

**Frequency and timing of data collection by project:** Quarterly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Attendance sheet sign in can be forged, especially when fingerprints are used. On occasion Afghans use slightly different names when signing in and so it is possible that one individual taking several trainings could be counted more than once.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North site visits help increase the confidence in these attendance sheets when the amount observed during the site visit match the amount appearing on the sheet. Every reasonable effort will be made to identify "individuals" signed up for training and not to count simply the total number trained, thus eliminating a double count of individuals

**Date of Future Data Quality Assessments:** September 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Fingerprints and signatures are added up across attendance sheets.

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
Base Year	TBD		Review targets
Year 1	TBD		
Year 2	TBD		

**THIS SHEET LAST UPDATED ON: December 28, 2011**

## RAMP UP NORTH Indicator R2: Number of government officials receiving USG-supported anti-corruption training

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**FAF Program Element:** Good Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**Is this a USAID reporting indicator?** No  Yes

### DESCRIPTION

**Precise Definition:** Persons must be employed by the government of Afghanistan. Training refers to all training or education events whether short-term or long-term, in-country or abroad. Trainings that include modules of anti-corruption will be counted

**Unit of Measure:** Number of individuals

**Calculation:** Counting

**Disaggregated by:** Gender, Municipality

**Activity(ies):** All

**Justification & Management Utility:** Captures trainings that focus on transparency and anti-corruption tools. More highly trained officials are essential to anti-corruption strategies.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Municipal Team Leaders and the Training Specialist will collect training attendance sheets at each training event. The data is then entered by the Training Specialist into TAMIS and verified by M&E.

**Data Source and Verification:** Signed or finger-printed training attendance sheet/participant lists.

**Frequency and timing of data collection by project:** Monthly

**Frequency and timing of data reporting to USAID:** Quarterly

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** Attendance sheet sign in can be forged, especially when fingerprints are used.

**Actions Taken or Planned to Address Data Limitations:** RAMP UP North site visits help increase the confidence in these sheets when the amount observed during the site visit match the amount appearing on the sheet.

**Date of Future Data Quality Assessments:** December 2011

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Fingerprints and signatures are added up across attendance sheets.

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
Base Year	0		
Year 1	36	---	
Year 2	45		

THIS SHEET LAST UPDATED ON: December 28, 2011

## RAMP UP NORTH Indicator R3: Number of sub-national government entities receiving RAMP UP North assistance to improve their performance

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**FAF Program Element:** Good Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**Is this a USAID reporting indicator?** No \_\_\_ Yes  \_\_\_

### DESCRIPTION

**Precise Definition:** Sub-national government entities refers to municipalities. Services on which they might be working to improve performance include public sanitation, public health, street lighting, regulation and operation of public markets, street or road maintenance, planning and regulation of land use.

**Unit of Measure:** Number of municipalities

**Calculation:** Counting

**Disaggregated by:** Province

**Activity(ies):** All activities

**Justification & Management Utility:** Captures work done to improve performance of municipality, a key component to increasing government performance and responsiveness to citizenry. This indicator relates to USG assistance to these entities.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Program staff collection of activity reports

**Data Source and Verification:** Municipal Team Leader reports. Memorandum of Understanding. Data will be maintained in the project TAMIS.

**Frequency and timing of data collection by project:** Quarterly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** N/A

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** none

**Actions Taken or Planned to Address Data Limitations:** none

**Date of Future Data Quality Assessments:** December 2011

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

**Presentation of Data:** Table, Narrative

**Review of Data:** Ongoing

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	0	9		
Year 1		9		
Year 2		9		

THIS SHEET LAST UPDATED ON: December 28, 2011

## RAMP UP NORTH Indicator R4: Number of sub-national governments receiving RAMP UP North assistance to increase their annual own-source revenues

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**FAF Program Element:** Good Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**Is this a USAID reporting indicator?** No  Yes

### DESCRIPTION

**Precise Definition:** 'Sub-national governments' refers to municipalities. Annual own-source revenues are calculated by adding taxes and fees levied by sub-national governments (receiving USG assistance)

**Unit of Measure:** Number of sub-national governments

**Calculation:** Counting

**Disaggregated by:** Municipality

**Activity(ies):** All.

**Justification & Management Utility:** Annual own-source revenues as a percent of GDP is a measure of sub-government fiscal autonomy. An appropriate degree of fiscal autonomy is essential if citizens are to hold sub-national elected officials accountable for sub-national public decision-making.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Program staff review of governmental records, activity reports and verification through site visits .

**Data Source and Verification:** Sources include TAMIS, governmental records, Municipal Team Leader reports

**Frequency and timing of data collection by project:** Quarterly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** TBD

**Individual responsible at USAID:** USAID/COTR, David Strine

**Individual responsible for providing data to USAID:** RAMP UP North M&E Specialist

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):** none

**Actions Taken or Planned to Address Data Limitations:** none

**Date of Future Data Quality Assessments:** December 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

**Presentation of Data:** Table

**Review of Data:** Ongoing

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Base Year	0	9		
Year 1		9		
Year 2		9		

THIS SHEET LAST UPDATED ON: December 28, 2011

## RAMP UP NORTH Indicator R5: Number of mechanisms for external oversight of public resource use supported

**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically

**FAF Program Element:** Good Governance

**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

**Is this a USAID reporting indicator?** No  Yes

### DESCRIPTION

**Precise Definition:** Mechanisms for external oversight include external audits or procedures for external review of government audits; procurement review boards; public expenditure tracking surveys, public accounts committees of legislatures; extractive industry revenue transparency mechanisms, freedom of information and similar transparency laws, if applicable to government finance management; civil society review mechanisms for budget implementation and/or procurement financial disclosure mechanisms for officials or parties/candidates.

**Unit of Measure:** Number of mechanisms

**Calculation:** Counting

**Disaggregated by:** Municipality, Province

**Activity(ies):** All

**Justification & Management Utility:** This indicator focuses on the essential elements of transparency and external accountability in anti-corruption programming and refers to USG assistance aimed at strengthening those mechanisms.

### PLAN FOR DATA ACQUISITION

**Data collection method:** Program staff will identify mechanisms supported by RAMP UP North activities in TAMIS. One or more mechanisms can be selected. Formal mechanism achievement documentation will be signed by RAMP UP North as well as local government officials and then will be scanned and attached by the programming team into TAMIS.

**Data Source and Verification:** Sources include Municipal Team Leader reports & TAMIS,

**Frequency and timing of data collection by project:** Quarterly

**Frequency and timing of data reporting to USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Part of subproject management

**Individual responsible at USAID:** USAID/COTR, Thomas White

**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor

**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** June, 2011

**Known Data Limitations and Significance (if any):**

**Actions Taken or Planned to Address Data Limitations:** none

**Date of Future Data Quality Assessments:** December 2012

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

**Presentation of Data:** Table

**Review of Data:** Quarterly

**Baseline data:** 0

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
Base Year	1	---	
Year 1	9		At least one per municipality
Year 2	18		

**THIS SHEET LAST UPDATED ON:** December 28, 2011

## Overview of all performance indicators, annual targets, and actual results

Indicator No.	Performance Indicator	Data Disaggregation	Baseline FY Year	Baseline Value	Data Source	Data Collection Frequency	2011 Target	2012 Target	2013 Target
PO 1	% of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services	Gender, municipality, type of focus group survey	2011	46 %	Civil society and business community focus group survey	Annual	N/A	+10%	10%
PO 2	% of civil society and business representatives who rate the performance of the mayor in communicating with them as acceptable or better	Gender, municipality, type of focus group survey	2011	51.2 %	Civil society and business community focus group survey	Annual	N/A	+10%	10%
PO 3	PO 3: % of civil society and business representatives who rate the performance of the mayor in including them in decision-making as acceptable or better	Gender, municipality, type of focus group survey	2011	35.6 %	Civil society and business community focus group survey	Annual	N/A	+10%	10%
1.1	# of municipalities with functioning accounting systems	Province	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	0	5	9
1.2	# budget meetings (hearings) organized with RUN assistance	Province	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	0	18	18
1.3	# of local mechanisms supported with RUN assistance for citizens to engage their sub-national government	Municipality, Type of mechanism, number of instances occurring within each mechanism	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	2	5	6
1.4	Progress on implementation of the Afghan Sub-National Governance Policy	Municipality	2011	N/A	Municipal Team Leaders reports, govt records, TAMIS	Quarterly	Qualitative	Qualitative	Qualitative

## Overview of all performance indicators, annual targets, and actual results

Indicator No.	Performance Indicator	Data Disaggregation	Baseline FY Year	Baseline Value	Data Source	Data Collection Frequency	2011 Target	2012 Target	2013 Target
2.1	# number of projects completed with community and GIRoA involvement	Municipality	2011	0	Municipal Team Leader reports& TAMIS	quarterly	1	30	36
2.2	% of projects implemented that continue to be sustainable 3/6 months after completion	Municipality	2011	0	Municipal Team Leader reports& TAMIS	quarterly	N/A	60/30%	60/30%
2.3	% of households with access to municipally-provided services improved with RUN assistance	Municipality, district	2011	N/A	Municipal Team Leader reports& TAMIS	quarterly	TBD	TBD	TBD
2.4	# of citizens participating in local mechanisms to engage their sub-national government	Gender, Municipality, type of local mechanism	2011	0	Municipal Team Leader reports& sign-in sheets, pics; TAMIS	quarterly	45	450	450
2.5	# of meetings conducted between community councils and governmental entities	Municipality, type of council	2011	0	Municipal Team Leader reports& TAMIS	quarterly	N/A	108	108
3.1	# of public-private partnerships formed as a result of RU-N assistance	Municipality	2011	0	Municipal Team Leader reports& TAMIS	quarterly	0	4	5
3.2	% of municipal revenue generated	Municipality	2011	0	Municipal Team Leader reports& TAMIS	0	0	+15%	+20%
3.2	# of new business licenses awarded as a result of RU-N support	Municipality	2011	0	Municipal Team Leader reports& TAMIS	0	0	TBD	TBD

## Overview of all performance indicators, annual targets, and actual results

Indicator No.	Performance Indicator	Data Disaggregation	Baseline FY Year	Baseline Value	Data Source	Data Collection Frequency	2011 Target	2012 Target	2013 Target
R1	# of individuals who received RU-N training, including management skills and fiscal management, to strengthen local government and/or decentralization	Municipality, Province	2011	0	Gov't Involvement forms, & TAMIS	Quarterly	18	90	100
R1.1	% of municipal officials trained that demonstrate knowledge 3/6 months after the completion of the training	Gender, municipality, training subject	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	0	TBD	TBD
R2	# of government officials receiving RU-N-supported anti corruption training	Gender, Municipality	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	0	36	45
R3	# of sub-national government entities receiving RU-N assistance to improve their performance	Gender, Municipality	2011	0	Municipal Team Leader reports & TAMIS	Annually	9	9	9
R4	# of sub national governments receiving RU-N assistance to increase their annual own-source revenues	Province	2011	0	Municipal Team Leader reports & TAMIS	Annually	9	9	9
R5	# of mechanisms for external oversight of public resource use supported	Municipality	2011	0	Municipal Team Leader reports & TAMIS	Annually	1	9	18

## RAMP UP North Task Schedule (FY 2011 - 2012)

PERFORMANCE MANAGEMENT TASKS	Q2			Q3			Q4			Q1			NOTES
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	
S= Conduct Survey, C= Collect/Collate, A=Analyze, R=Report, E=Evaluation/Data Quality Assessment													
<b>COLLECT PERFORMANCE DATA: RESULTS-LEVEL INDICATORS</b>													
<b>RAMP UP North: Impact Indicators</b>													
% of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services						S	S, C&A	R					
% of civil society and business representatives who rate the performance of the mayor in communicating with them as as acceptable or better						S	S, C&A	R					
% of civil society and business representatives who rate the performance of the mayor in including them in decision-making as acceptable of better						S	S, C&A	R					
<b>RAMP UP North CLIN 1:</b>													
# of municipalities with functioning accounting systems			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
# budget meetings (hearings) organized with RUN assistance			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
# of local mechanisms supported with RUN assistance for citizens to engage their sub-national government			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
Progress on implementation of the Afghan Sub-National			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into

PERFORMANCE MANAGEMENT TASKS	Q2			Q3			Q4			Q1			NOTES
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	
Governance Policy													the TAMIS Database
<b>RAMP UP North CLIN 2:</b>													
# number of projects completed with community and GIRoA involvement			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
% of projects implemented that continue to be sustainable 3/6 months after completion			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
# of households with access to municipally-provided services because of RUN assistance			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
# of citizens participating in local mechanisms to engage their sub-national government			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
# of meetings conducted between community councils and governmental entities			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
<b>RAMP UP North CLIN 3:</b>													
# of public-private partnerships formed as a result of RU-N assistance			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
% of municipal revenue generated						C	C,A&R				C	C	This information is regularly uploaded into the TAMIS Database.
# of new business licenses awarded as a result of RU-N support			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	Revenue reconciliation only currently happens annually
<b>Reporting Indicators / Cross Cutting</b>													
# of individuals who received			C	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	This information is regularly uploaded into

PERFORMANCE MANAGEMENT TASKS	Q2			Q3			Q4			Q1			NOTES
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	
RU-N training, including management skills and fiscal management, to strengthen local government and/or decentralization													the TAMIS Database.
% of municipal officials trained that demonstrate knowledge 3/6 months after the completion of the training			C	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	This information is regularly uploaded into the TAMIS Database.
# of government officials receiving RU-N-supported anti corruption training			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
# of sub-national government entities receiving RU-N assistance to improve their performance			C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	This information is regularly uploaded into the TAMIS Database.
# of sub national governments receiving RU-N assistance to increase their annual own-source revenues			C	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	This information is collected by Area Engineering Teams and uploaded into the TAMIS database.
# of mechanisms for external oversight of public resource use supported			C	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	This information is regularly uploaded into the TAMIS Database.
<b>ASSESS DATA QUALITY</b>													
Assess the quality of performance data for all indicators			E						E				Data quality assessments are also informally ongoing.

## PMP Change Report

Item	Source Document/ Date and/or Version	Description as Listed Previously	Status	Revision	Comments	Date of Change/Date of approval
Assistance Objective	PMP, 05/30/2011.	Assistant Objective 1:  Improved performance and accountability of governance	Revised	Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.	This should be the project objective	To go into effect upon approval of the revised PMP for Option Year 1.
AO1	PMP, 05/30/2011.	% increase in citizen satisfaction with municipal government	Revised	PO 1. % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services	Indicator should not include direction change. This change also better matches up the indicator with the focused group survey conducted by the program. Data Reference Sheet also revised accordingly and new targets introduced	To go into effect upon approval of the revised PMP for Option Year 1.
AO2	PMP, 05/30/2011.	% increase in citizen perception that local government officials are working to serve their needs	Revised	PO 2. % of civil society and business representatives who rate the performance of the mayor in communicating with them as acceptable or better	Indicator should not include direction change. This change also better matches up the indicator with the focused group survey conducted by the program. Data Reference Sheet also revised accordingly and new targets introduced	To go into effect upon approval of the revised PMP for Option Year 1.
AO3	PMP, 05/30/2011.	% increase of citizens indicating they trust	Revised	PO 3. % of civil society and business	Indicator should not include direction change. This change also	To go into effect upon approval of the revised

		GIRoA officials in municipalities to conduct its activities to benefit the people of the city		representatives who rate the performance of the mayor in including them in decision-making as acceptable of better	better matches up the indicator with the focused group survey conducted by the program. Data Reference Sheet also revised accordingly and new targets introduced	PMP for Option Year 1.
CLIN 1 Indicators	PMP, 05/30/2011.	CLIN 1 Indicators	Revised	Intermediate Result 1: Increased capacity of GIRoA Municipal Institutions.	Changed to make the intermediate result clearer.	To go into effect upon approval of the revised PMP for Option Year 1.
1.1	PMP, 05/30/2011..	# of municipalities with functioning performance accounting systems	Same	# of municipalities with functioning performance accounting systems		To go into effect upon approval of the revised PMP for Option Year 1.
1.3	PMP, 05/30/2011.	The number of local mechanisms supported with USG assistance for citizens to engage their sub-national government (disaggregated to include those mechanisms including women)	Revised	# of local mechanisms supported with RU assistance for citizens to engage their sub-national government	Changed to specify that it should result from project assistance.	To go into effect upon approval of the revised PMP for Option Year 1.
1.4	n.a	n.a	New	Progress on implementation of the Afghan Sub-national Governance Policy	To track qualitatively the progress on the governance policy as a result of RUN assistance	To go into effect upon approval of the revised PMP for Option Year 1
CLIN 2 Indicators	PMP, 05/30/2011.	CLIN 2 Indicators	Revised	IR 2: Delivery of Municipal Services to Citizens in Targeted Municipalities Improved	Changed to make the intermediate result clearer.	To go into effect upon approval of the revised PMP for Option Year 1.

2.1	PMP, 05/30/2011.	# of sub-national government entities receiving USG assistance to improve their performance	Revised	R3: # of sub-national government entities receiving RU-N assistance to improve their performance	Moved to be with other FAF reporting indicators	To go into effect upon approval of the revised PMP for Option Year 1.
2.2	PMP, 05/30/2011.	The number of municipal service delivery projects implemented	Deleted		2.1 can count for this number	To go into effect upon approval of the revised PMP for Option Year 1.
2.3	PMP, 05/30/2011.	% of RAMP UP activities involving government officials in project planning, implementation, and/or evaluation	Deleted		2.1 can present number of projects that are done with community and GIRoA involvement.	To go into effect upon approval of the revised PMP for Option Year 1.
2.5	PMP, 05/30/2011.	% of citizens who believe that their access to municipally-provided services has increased	Deleted		This indicator cannot be measured since RUN is no longer conducted a full scale citizen survey. The PO indicators measure satisfaction of focus group survey participants on the level of services provided by municipality	To go into effect upon approval of the revised PMP for Option Year 1.
2.6	PMP, 05/30/2011.	% of targeted communities reporting increased availability of GIRoA delivered basic services	Deleted		This is to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1.
IR 2 Indicator			Added	2.2 % of projects implemented that continue to be sustainable 3/6 months after completion	Introduced to measure impact of the projects funded by RUN in terms of sustainability	To go into effect upon approval of the revised PMP for Option Year 1.

IR 2 Indicator			Added	2.4: # of citizens participating in local mechanisms to engage their sub-national government	This relates to indicator 1.3 but counts the number of citizens participating in the local mechanisms.	To go into effect upon approval of the revised PMP for Option Year 1.
IR 2 Indicator			Added	2.3: # of households with access to municipally-provided services because of RUN assistance	Counts the number of households that are benefiting from the sub-projects funded by RUN	To go into effect upon approval of the revised PMP for Option Year 1.
IR 2 Indicator			Added	2.4: # of meetings conducted between community councils and governmental entities	Mission indicator	To go into effect upon approval of the revised PMP for Option Year 1.
CLIN 3 Indicators	PMP, 05/30/2011.	CLIN 2 Indicators	Revised	IR 3: Increased Municipal Capacity to enable, support and sustain economic growth.	Changed to make intermediate result clearer.	To go into effect upon approval of the revised PMP for Option Year 1.
3.1	PMP, 05/30/2011.	# of public private partnerships established as a result of USG assistance	Revised	# of public-private partnerships formed as a result of RUN assistance	Changed to specify that it should result from project assistance.	To go into effect upon approval of the revised PMP for Option Year 1.
3.2	PMP, 05/30/2011.	# of person days of employment	Deleted		This is to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1.
3.3	PMP, 05/30/2011.	# of sub-national institutions receiving USG assistance to	Revised	R4: # of sub national governments receiving RUN assistance to	Moved to be with other FAF reporting indicators	To go into effect upon approval of the revised PMP for Option Year

		increase their annual own-source revenue		increase their annual own-source revenues		1.
3.4	PMP, 05/30/2011.	3.4 % increase in revenue generated	Revised	3.2: % of municipal revenue generated	Numbering changed only.	To go into effect upon approval of the revised PMP for Option Year 1
IR 3 Indicator	PMP, 05/30/2011.		Added	3.3: # of new business licenses awarded as a result of RU-N support	Introduced to reflect activities on the new work plan	To go into effect upon approval of the revised PMP for Option Year 1
C1	PMP, 05/30/2011.	The number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization	Revised	R1: # of individuals who received RUN training, including management skills and fiscal management, to strengthen local government and/or decentralization	Changed to specify that it should result from project assistance and that it reports information that feeds into the FAF.	To go into effect upon approval of the revised PMP for Option Year 1
C2	PMP, 05/30/2011.	The number of government officials receiving USG-supported anti corruption training	Revised	R2: # of government officials receiving RUN-supported anti corruption training	Changed to specify that it should result from project assistance and that it reports information that feeds into the FAF.	To go into effect upon approval of the revised PMP for Option Year 1
C3	PMP, 05/30/2011.	The number of mechanisms for external oversight of public resource use supported	Revised	R4: # of sub national governments receiving RUN assistance to increase their annual own-source revenues	Renumbered and changed to specify that it should result from project assistance and that it reports information that feeds into the FAF.	To go into effect upon approval of the revised PMP for Option Year 1
C4	PMP, 05/30/2011.	The number of USG-supported anti-corruption measures implemented	Deleted		This is to reflect changes to the workplan that have been made into order to reflect current budget	To go into effect upon approval of the revised PMP for Option Year 1

					realities.	
C5	PMP, 05/30/2011.	The number of key- infrastructure rehabilitated or improved.	Deleted		This is to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1
Reporting Indicator			Added	% of municipal officials trained that demonstrate knowledge 3/6 months after the completion of the training	Measures impact of formal training and capacity building activities	To go into effect upon approval of the revised PMP for Option Year
Indicator Reference Sheets	PMP, 05/30/2011.		Revised		All indicator reference sheets were updated to reflect all of the above. Targets were also revised to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1