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AFGHANISTAN

Performance Management Plan

May 25, 2011

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

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Common Acronyms

AO	Assistance Objective
ANDS	Afghanistan National Development Strategy
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
COP	Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DSF	District Stabilization Framework
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, although due to President Karzai's Private Security (PSC) Decree, the project was not given approval to mobilize until March 17, 2011. The project began with the purpose of creating effective, responsive, democratic, transparent, accountable, municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North (RC-W). This performance management plan (PMP) lays out a conceptual and operational framework to measure progress toward, and success in, achieving this purpose.

RAMP UP North is broken into three distinct components, each labeled as a distinct Contract Line Item Number (CLIN) and tied to a specific goal. More precisely:

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 municipal service delivery projects (Municipal Projects). These projects simultaneously fill two purposes: (1) municipal projects 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 directly 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 CLINs 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity, service improvements, and infrastructure to facilitate business growth and job creation. The resulting increases in municipal revenues will enable municipalities to sustain and expand these services.

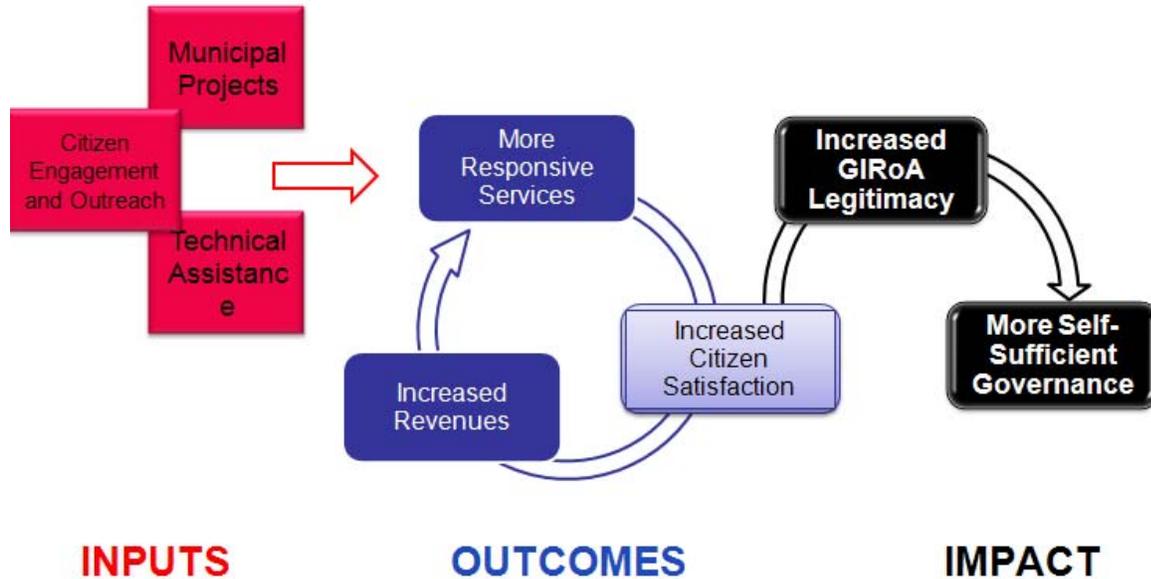
RAMP UP North's Assistance Objective and Development Proposition

RAMP UP North's primary Assistance Objective (AO) is improved performance and accountability of governance. It will do so by: (a) Increasing the capacity of GIRoA municipal officials; (b) Markedly improving the delivery of municipal services to citizens in target municipalities; and (c) increasing 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 1-RAMP UP North’s DEVELOPMENT PROPOSITION



To this end, RAMP UP North measures its outcomes in terms of 1) an increasing percentage of citizens who trust municipal officials; 2) increases in the percentage of municipal citizens with access to municipal services; and 3) increases in the percentage of municipal revenues. Impact measurement is discussed below.

Measuring RAMP UP North’s Impact

RAMP UP North measures its *impact* in terms of three distinct and interrelated indicators, documented as part of RAMP UP North’s two internal assistance objectives. They are as follows:

RAMP UP North Assistance Objective 1 - Increase Citizen Satisfaction: A central tenant of RAMP UP North’s development proposition is that increases in access to and quality of services will directly lead to an increase in citizen satisfaction with GIRoA entities; in particular, the municipal government. Increases in citizen satisfaction will be measured against the baseline survey and subsequent annual surveys:

- 1.1 % increase in citizen satisfaction with municipal government (RAMP UP North External Survey Question # 37) “Overall, do you think the municipal government is doing a very good job, somewhat good job, somewhat bad job or a very bad job providing the services you think they should provide?”

RAMP UP North Assistance Objective 2 - Increase GIRoA Legitimacy: One of the underlying objectives of RAMP UP North activities is to help citizens to see local governance structures as legitimate. Increased GIRoA legitimacy has the potential to reduce citizen support

for insurgent groups and increase confidence in GIRoA institutions at both local and national levels. Legitimacy will be measured based on the results of two distinct survey questions.

2.1 % increase in citizen perception that local government officials are working to serve their needs (RAMP UP North External Survey Question #38) “How often do you think local government officials are working to serve people like you?”

2.2 % of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city. (RAMP UP North External Survey Question # 42) “To what extent do you trust each of the following to conduct its activities to benefit the people in your city? Do you have a great deal of trust; some trust; little trust; or no trust for: Businesses in the local market; The religious leaders here; The U.S. Government; The local government; The provincial government; the Afghanistan national government?”

Measuring RAMP UP North’s Intermediate Results

RAMP UP North’s IR and CLIN structure can be understood as three overlapping means of measuring 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 impact measurements will be tabulated on an annual basis, the RAMP UP North PMP adopts 13 complimentary indicators, which are used to more regularly measure the ongoing progress of RAMP UP North’s activities, and support the impact measurements noted above. These indicators are as follows, listed by CLIN:

CLIN 1

- | | |
|------|--|
| 1.1: | The number of municipalities with functioning performance budgeting systems |
| 1.2: | The number of municipalities with functioning accounting systems |
| 1.3: | The number of participatory citizen engagement mechanisms implemented by municipal officials (disaggregated to include those mechanisms including women) |

1.1: In order to develop a sustainable capacity to deliver legally-mandated services to citizens, municipalities must be able to properly plan, project, analyze, and revise their budgets. More importantly, however, is the municipality’s ability to use the budget as a tool to manage, improve, and monitor performance and to tie such performance to available resources. Performance budgets, when managed properly, should hold governing officials accountable for resource allocation in measurable ways. One indication that performance budgeting systems are achieving their objective is whether communities and individual citizens can effectively use the municipal budget year end reports for external oversight of public resources (Common Indicator C4). For this purpose, performance budgeting is defined as ensuring municipalities are capable of managing their budgets to achieve particular results or objectives.

1.2: An inherently linked companion to functioning performance budgeting systems (1.1) is a municipality’s ability to transparently, consistently and verifiably account for their resources, both in terms of financial resources and physical assets. Error-prone or

falsified records not only make it impossible for municipal officials and staff to remain accountable; they undermine the GIRoA's legitimacy in the eyes of citizens. 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. When this occurs, communities are more likely to see municipal representatives as accountable to them.

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. 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.

CLIN 2

2.1:	The number of sub-national government entities receiving USG assistance to improve their performance
2.2:	The number of municipal service delivery projects implemented
2.3:	The percentage of RAMP UP North's activities involving government officials in project planning, implementation, and/or evaluation
2.4	Number of projects completed with community and GIRoA involvement
2.5	The percentage of citizens with access to municipally-provided services
2.6	The percentage of targeted communities reporting increased availability of GIRoA delivered basic services

2.1: The performance measures under CLIN 2 help RAMP UP North track the magnitude and quantity of its inputs in helping municipalities deliver visible services to their citizens and communities. Measuring the number of sub-national government entities receiving USG assistance to improve performance helps track how many municipalities are being assisted against the overall target (14). It mirrors the USAID Foreign Assistance Framework indicator 2.3 under "Governing Justly and Democratically", helping USAID/Afghanistan to report on the quantity of activities carried out through RAMP UP North annually.

2.2: 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. A basic measure of the quantity of service delivery projects being implemented provides a rough measure of the scope and scale of RAMP UP North's activities to improve services in target municipalities.

2.3: Integrating GIRoA officials in RAMP UP North’s project planning, implementation and/or evaluation is an essential component of ensuring that RAMP UP North not only provides services but also ensures that resources are continuously dedicated to building GIRoA planning, implementation, and M&E capacity in the long term. While RAMP UP North is able to provide reliable assessments of target municipality personnel and assets, the GIRoA must be brought alongside in order to buy into and accept any recommendations made in partnership with RAMP UP North staff. Moreover, RAMP UP North staff will facilitate municipalities to produce Service Delivery Plan, Municipal Management Plans and Capacity Building Plans and Municipal Economic Development Plans that are endorsed by GIRoA officials and define planning, execution, and oversight.

2.4: Active cooperation between GIRoA and the communities they serve will help to better meet the needs of constituents through fostering constructive dialogue and engaging in joint implementation and project evaluation. 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.

2.5: RAMP UP North Service Delivery projects must result in demonstrable increases in services that are provided to municipal citizens; and as a result, the assumption is that citizen access to services should increase as a result of RAMP UP North activities.

2.6: Linked to the previous indicator, this measurement, from the Afghanistan Mission PMP’s section on Stability, will focus on targeted communities with access to services.

CLIN 3

- | | |
|------|--|
| 3.1: | The number of public private partnerships established |
| 3.2: | The number of man-days/hours of labor (<i>recommend revision to person days of employment</i>) |
| 3.3: | The number of sub national governments receiving USG assistance to increase their annual own-source revenues |
| 3.4 | The percentage increase in revenue generated |

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. It is not a determination that PPPs are inherently better than establishing capacity or improving existing capacity within a municipality to carry out governmental functions; rather, the significance of this indicator is to ensure PPPs are used as a learning exercise for municipalities to weigh the benefits and drawbacks of outsourcing, collaboration, or other

forms of partnerships and to continuously analyze whether business can or should play a participating role in assisting the municipality to carry out its functions.

3.2: RAMP UP North's service delivery and small-scale infrastructure municipal projects and other activities provide a means of generating short-term labor opportunities in the form of cash for work projects that directly benefit many citizens and provide an alternative legitimate source of income. Correspondingly, in urban communities where conflict potential exists, short-term employment opportunities can also unite potentially at-risk groups to work on community-oriented activities instead of supporting insurgent groups.

3.3 and 3.4: 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.

Cross-Cutting (Common) RAMP UP North Activities

In addition to measuring the progress of RAMP UP North's IRs, this PMP also establishes a framework for gauging a number of cross-cutting (or "common") program activities that feed into RAMP UP North.

Common Indicators

- C1: The number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization
- C2: The number of government officials receiving USG-supported anti corruption training
- C3: The number of mechanisms for external oversight of public resource use supported
- C4: The number of USG-supported anti-corruption measures implemented
- C5: The number of key-infrastructure rehabilitated or improved.

From the beginning, mainstreaming the assessment, preparation, planning, and implementation of RAMP UP North projects into GIRoA institutions will be a core principle of RAMP UP North. This operating principle necessitates building institutional capacity, which will result in providing better services to citizens. Municipal improvement planning is an inherently collaborative, Afghan-owned process in which GIRoA institutions are leading the development of needs, priorities, and plans for the use of RAMP UP North funds.

RAMP UP North also dedicates considerable effort to restoring community and public

infrastructure (Indicator C5) activities by rehabilitating roads, or irrigation systems, for example, which enable both GIRoA officials and community members to reestablish normal economic, governmental and social functions.

RAMP UP North also places a strong emphasis on the probity and integrity of government functions. Common indicators 2, 3, and 4 track and quantify the amount of activities RAMP UP North have focused specifically on reducing corrupt practices throughout GIRoA institutions.

Finally, common indicator 1 tracks overall program inputs into improving sub-national governance, and can easily be reported for Foreign Assistance Framework indicator reporting by USAID.

Operationalizing the PMP

During start-up, RAMP UP North is working rapidly to prepare an assessment instrument to measure: (a) citizen perceptions of and experiences with municipal government; and (b) an expert evaluation of municipal processes, procedures, skills, practices, and assets. With implementation underway, these assessments will produce data needed to measure progress related to all outcome and impact indicators. The citizen perception survey will be administered by a third party enumeration and data collection firm in Afghanistan in order to bolster impartiality and mitigate the potential for raising false expectations should RAMP UP North collect this information directly. The baseline data collection will take place in 2 phases – the first phase which consists of translation and back translation of the survey instrument, field testing and instrument refinement, and training of enumerators will occur in May, with the second phase of data collection, entry and analysis taking place in June and July.

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.

Foreign Assistance Framework

The achievement of the RAMP UP North IRs and AO supports US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2, **Governing Justly and Democratically** (GJD). Six FAF indicators under GJD have been selected as appropriate and relevant to RAMP UP North activities, and will be used to report progress to USAID. Below is a conversion table that explains how RAMP UP North indicators align with FAF indicators.

FAF Indicator	Indicator	Corresponding RAMP UP North Indicator
FAF GJD 2.3	# of sub national governments receiving USG assistance to increase their annual own-source revenues	3.3
FAF GJD 2.3	# of sub national government entities receiving USG assistance to improve their performance	2.1
FAF GJD 2.3	# of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization	C1
FAF GJD 2.4	# of government officials receiving USG-supported anti corruption training.	C2
FAF GJD 2.4	# of mechanisms for external oversight of public resource use supported	C3
FAF GJD 2.4	# of USG-supported anti-corruption measures implemented	C4

Special Studies

Periodically, throughout the life of the project, special studies will be conducted to determine the impact of various activities within the project. These special studies will illuminate in a qualitative manner some of the change that is occurring as a result of RAMP UP North's work. These Special Studies might include but are not limited to:

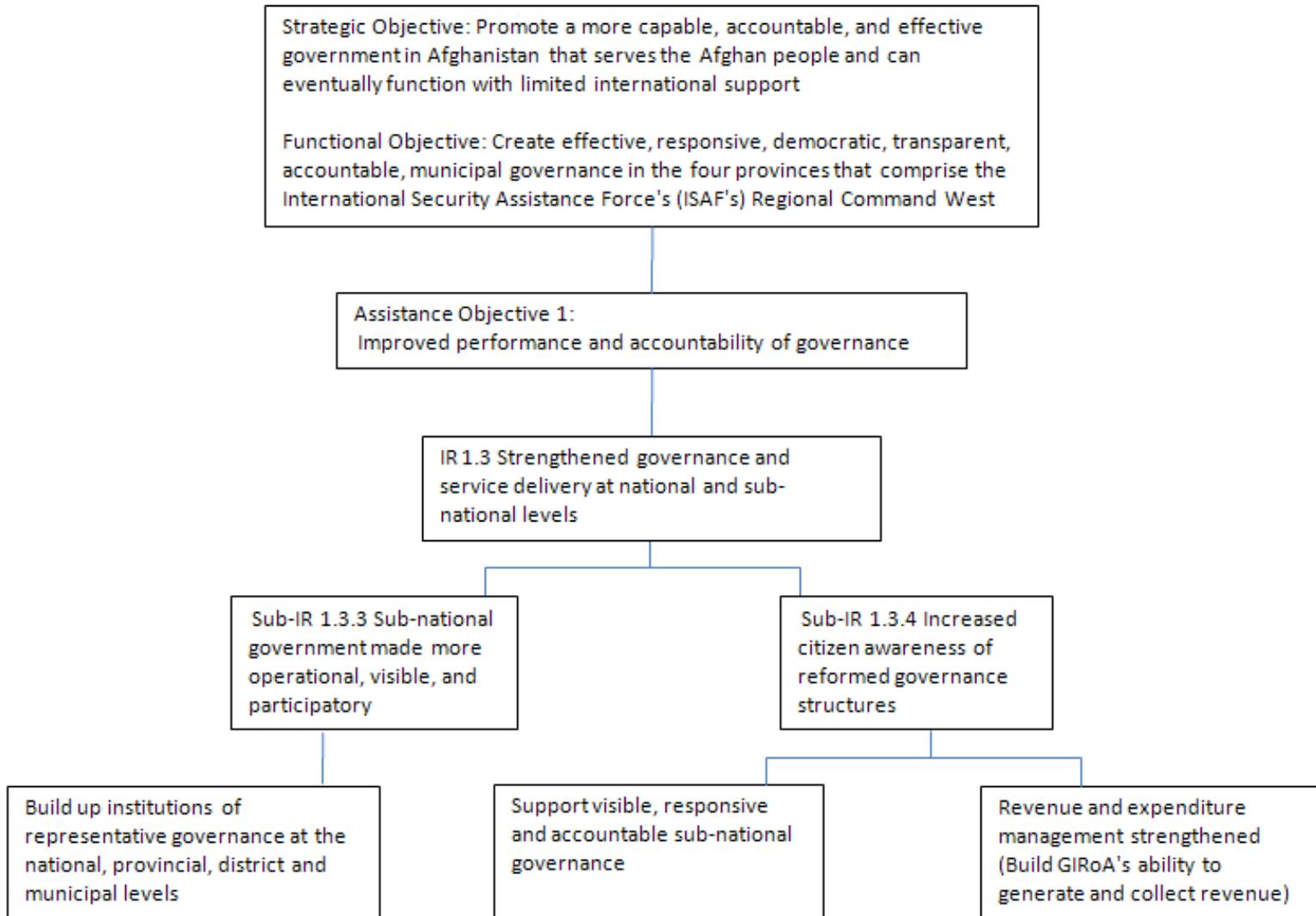
- Focus groups with subsets of trainees to determine how trainings received are impacting their work and how they are implementing topics learned in RAMP UP North trainings
- Key Informant Interviews with supervisors of trainees to determine how employees who receive RAMP UP North training are integrating those topics into their work and if, as a result of the training and mentoring, employees are performing at a higher level
- Short surveys in three to nine targeted municipalities to determine mid-way through the project if citizen's perceptions of the municipal governments are changing due to RAMP UP North's work

The final section of the PMP presents a report on changes to the PMP over time. Although the PMP is new (and thus there are no changes at this time), any changes will be documented to enable RAMP UP North to conduct trend analyses and assessments of changes to desired outcomes.

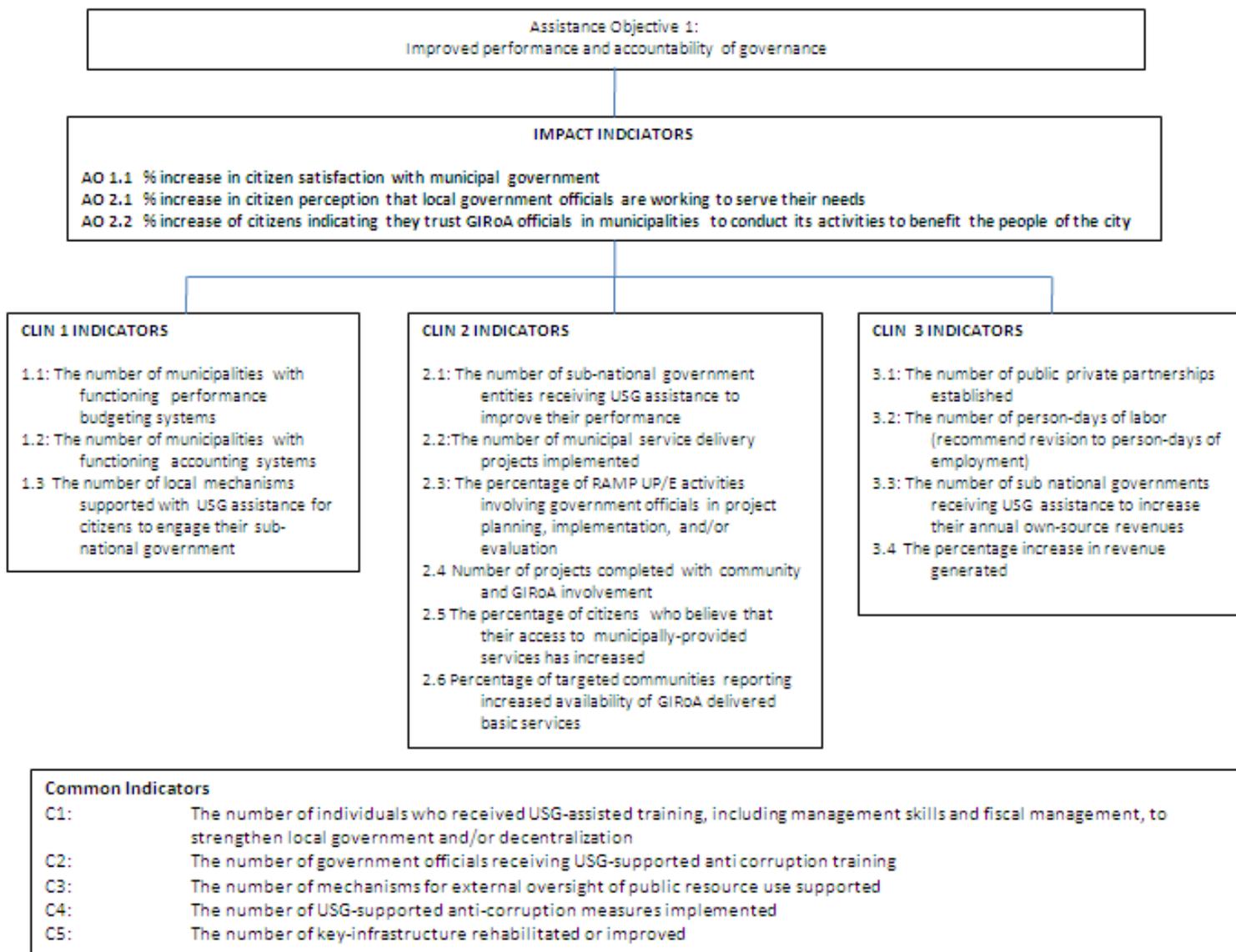
The rest of this PMP is structured as follows: Following this introduction, there is a detailed performance results framework depicting the new intermediate results and indicators. This is followed by a graphic depiction of the performance indicators associated with key elements of the results framework. The next section then includes 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 at the end.

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



RAMP UP NORTH Indicator A01.1: Percentage increase in citizen satisfaction with municipal government

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator A01.1: %increase in citizen satisfaction with municipal government

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: The RAMP UP North External Survey asks citizens of target municipalities (where RAMP UP North activities are in place) "Overall, do you think the municipal government is doing a very good job, somewhat good job, somewhat bad job or a very bad job providing the services you think they should provide?".

Unit of Measure: Percentage

Calculation: $\text{Numerator} = (\text{Year One results} - \text{Baseline})$
 $\text{Denominator} = \text{Baseline}$

Disaggregated by: Gender, municipality

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 municipalities 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 public opinion poll on an annual basis by a contracted Afghan firm with methodological oversight by RAMP UP North subcontractor, NRC, who has assisted RAMP UP North in developing statistically sound methods for RAMP UP North-wide opinion polls.

Data Source and Verification: RAMP UP North External Survey. Data analysis section of opinion poll results will include discussion on data quality.

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, excluding full time RAMP UP North participating as survey team leaders, is \$250,000(inclusive of all questions)

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): 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: RAMP UP North activity data will be collected by an independent survey firm. Data analysis will be a collaboration of RAMP UP North M&E staff and the implementing partner, NRC. 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	Target	Actual	Notes
2012	20%	---	

THIS SHEET LAST UPDATED ON: May 24, 2011



RAMP UP NORTH Indicator A02.1: Percentage increase in citizen perception that local government officials are working to serve their needs

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator A02.1: % increase in citizen perception that local government officials are working to serve their needs

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: The RAMP UP North External Survey asks RAMP UP North municipality members whether they believe that local government officials ability are at working to serve citizen's needs. "Needs" are defined as those which the respondents themselves identify as necessary, but the questionnaire will focus on those needs/services that can be connected to RAMP UP North activities.

Unit of Measure: Percentage

Calculation: Numerator = (Year One results – Baseline)

Denominator = Baseline

Disaggregated by: Gender, municipality, province

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 meet citizen's needs. If respondents perceive that municipal officials are striving to meet their needs after RAMP UP North activities are completed, it shows that the citizens believe 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 public opinion poll on an annual basis by a contracted Afghan firm methodological oversight by RAMP UP North subcontractor, NRC, who has assisted RAMP UP North in developing statistically sound methods for RAMP UP North-wide opinion polls.

Data Source and Verification: RAMP UP North External Survey. Data analysis section of opinion poll results will include discussion on data quality.

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, excluding full time RAMP UP North participating as survey team leaders, is \$250,000(inclusive of all questions)

Individual responsible at USAID: USAID/COTR, Thomas White

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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: RAMP UP North activity data will be collected by an independent survey firm. Data analysis will be a collaboration of RAMP UP North M&E staff and the implementing partner, NRC. 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	Target	Actual	Notes
2012	20%	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator A02.2: Percentage increase of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city.

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator A02.2: % increase of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city.

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: The RAMP UP North External Survey asks citizens whether they trust the GIROA officials in municipalities to conduct activities to benefit the people of the city.

Unit of Measure: Percentage

Calculation: Numerator = (Year One results – Baseline)

Denominator = Baseline

Disaggregated by: Gender, municipality, province, age and government body

Activity(ies): All activities

Justification & Management Utility: Municipal officials must be active participants in development activities and perceived as trustworthy in conducting the activities of the municipality to benefit the people of the city. If respondents indicate that they trust municipal officials to conduct activities to benefit the people of the city after RAMP UP North activities are completed, it shows the degree of trust (based on % increase over baseline) and confidence citizens have that municipalities are working on their behalf, and are responsive to their needs.

PLAN FOR DATA ACQUISITION

Data collection method: This information will be collected through a public opinion poll on an annual basis by a contracted Afghan firm methodological oversight by RAMP UP North subcontractor, NRC, who has assisted RAMP UP North in developing statistically sound methods for RAMP UP North-wide opinion polls.

Data Source and Verification: RAMP UP North External Survey. Data analysis section of opinion poll results will include discussion on data quality.

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, excluding full time RAMP UP North participating as survey team leaders, is \$250,000(inclusive of all questions)

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): 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: RAMP UP North activity data will be collected by an independent survey firm. Data analysis will be a collaboration of RAMP UP North M&E staff and the implementing partner, NRC. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

Presentation of Data: Table, Narrative

Review of Data: Quarterly

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

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2012	20%	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator 1.1: Number of municipalities with functioning performance budgeting systems

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator 1.1: Number of municipalities with functioning performance budgeting systems increases

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. Functioning in this case means there is such a system in place.

Unit of Measure: Number of municipalities

Calculation: Counting

Disaggregated by: Municipality, Province

Activity(ies): All.

Justification & Management Utility: In order to develop sustainable capacity to deliver legally-mandated services to citizens, officials must be able to properly plan, project, analyze, implement, account for and revise their budget. More importantly, however, is the municipality's ability to use this process as a tool to manage, improve, monitor, and report performance and the citizens' ability to require accountability for specific performance based on the allocation of financial resources. As citizens have a process for holding local officials accountable for specific results or objectives, their trust level in the GIRoA's ability to legitimately and actively provide them with services also increases.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff with experience in finance and budgeting will select the performance budgeting process criteria and enter this information into TAMIS. One or more criteria can be selected. 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.

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, 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): Criteria must be established prior to reporting on indicator.

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

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
2012	3	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator 1.2: Number of municipalities with functioning accounting systems

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator 1.2: Number of municipalities with functioning accounting systems increases

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: A functioning accounting system is a method of transparently, consistently and verifiably recording the collection and use or disposition of financial resources (i.e. cash, revenues, expenditures, or physical assets.)

Unit of Measure: Number

Calculation: Counting

Disaggregated by: Municipality, 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 either CLIN 1 or CLIN 3.

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 will select the functioning accounting system criteria and enter this information into TAMIS. One or more criteria can be selected. 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.

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, 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): 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: 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, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2012	3	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

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

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 7.2.1 Community participating in local governance and development

RAMP UP North Indicator 1.3: Number of participatory citizen engagement mechanisms implemented by municipal officials increases

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

DESCRIPTION

Precise Definition: Mechanisms include shuras, jirgas, community councils, hearings, open meetings, web sites, report cards, citizen review boards

Unit of Measure: Number of supported mechanisms

Calculation: Counting

Disaggregated by: Gender, Municipality, Province, Type of mechanism

Activity(ies): All participatory 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. One or more mechanisms can be selected. 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: TBD

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): 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: 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, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2012	TBD	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator 2.1: Number of sub-national government entities receiving USG assistance to improve their performance

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator 2.1: Number of sub-national government entities receiving USG assistance to improve their performance increases

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 entities

Calculation: Counting

Disaggregated by: Municipality, 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. Data will be maintained in the project TAMIS.

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: TBD

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): 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, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2012	9	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator 2.2: Number of municipal service delivery projects implemented

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator 2.2: Number of municipal service delivery projects implemented increases

Is this a USAID reporting indicator? No Yes

DESCRIPTION

Precise Definition: In this case, municipal service delivery projects are municipal projects that provide citizens with improvements in daily life, such as waste disposal projects. Requests for these activities may come from the municipality or via the municipality from citizen groups.

Unit of Measure: Number of municipal service delivery projects

Calculation: Counting

Disaggregated by: Type of activity, municipality, province

Activity(ies): Service delivery projects are undertaken using CLIN 2 funding.

Justification & Management Utility: This indicator measures RAMP UP North output and ability to provide services to citizens.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff review and collection of service project documentation

Data Source and Verification: All service delivery projects will be tracked and documented in the project TAMIS.

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Monthly

Estimated Cost of Data Acquisition: N/A

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): 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, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2012	9	---	

THIS SHEET LAST UPDATED ON: May 24, 2011



RAMP UP NORTH Indicator 2.3: Percentage of RAMP UP North activities involving government officials in project planning, implementation, and/or evaluation

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3.3 Sub-national government made more operational, visible, and participatory

RAMP UP North Indicator 2.3: % of RAMP UP North activities involving government officials in project planning, implementation, and/or evaluation increases

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: Government officials include IDLG, other GIROA ministry staff as well as municipal officials. Involvement in planning means the identification and/or endorsement of projects by Government officials including identifying beneficiaries, identifying project site locations, possible implementing partners. Involvement in implementation means GIROA makes site visits to the project sites and is involved in dealing with the community as the project progresses, solving project issues as they arise and monitoring the project. Evaluation is the comparison of actual project impact with the agreed activity outcomes.

Unit of Measure: Percentage

Calculation: **Numerator** = Total number of RAMP UP North activities where Government officials were involved
Denominator = Total number of RAMP UP North completed activities

Disaggregated by: Municipality, province

Activity(ies): All activities

Justification & Management Utility: In order to strengthen stability, the GIROA must not only be active participants in development activities, but also participate in a number of substantive ways.

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. 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, 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): GIROA officials involved at times leave office before the activity is completed, and therefore their signature is not always easy to obtain.

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

Date of Future Data Quality Assessments: December 2012

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Letters from GIROA actors 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	Target	Actual	Notes
2012	75%	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator 2.4: Number of projects completed with community and GIROA involvement

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 7.2 Basic local governance established

RAMP UP North Indicator 2.4: # of projects completed with community and GIROA involvement

Is this a USAID reporting indicator? No _____ Yes _____

DESCRIPTION

Precise Definition: Involvement is defined as active participation across the activity life cycle according to three separate components: planning, implementation and evaluation. Planning means the identification and/or endorsement of projects by Government officials and community representatives including identifying beneficiaries, identifying project site locations, and possible implementing partners. Implementation means GIROA and 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

Unit of Measure: number

Calculation: counting

Disaggregated by: Municipality, province, type of project

Activity(ies): All activities

Justification & Management Utility: In order to strengthen stability, the GIROA must not only be active participants in development activities, but also participate in a number of substantive ways.

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. 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, 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): GIROA officials involved at times leave office before the activity is completed, and therefore their signature is not always easy to obtain.

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 2012

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Letters from GIROA actors 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	Target	Actual	Notes
2012	TBD	---	

THIS SHEET LAST UPDATED ON: May 24, 2011



RAMP UP NORTH Indicator 2.5: Percentage of citizens who believe that their access to municipally-provided services has increased

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3.4 Increased citizen awareness of reformed government structures

RAMP UP North Indicator 2.5: % of citizens who believe that their access to municipally-provided services has increased

Is this a USAID reporting indicator? No X 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. Access is defined as sufficient to meet everyday needs (depending on service).

Unit of Measure: Percentage

Calculation: Numerator = Total number of times respondents gave a poor rating for the municipal services index

Denominator = Total number of respondents surveyed.

The municipal services index would consist of variables from survey questions regarding trash, drainage, roads and parks. Positive trends in responses from survey respondents indicating perceptions of increased access will signify a positive correlation to justify that actual increases in services have taken place.

Disaggregated by: Municipality, province, gender, age

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: This information will be collected through a public opinion poll on an annual basis by a contracted Afghan firm with methodological oversight by RAMP UP North subcontractor, NRC, who has assisted RAMP UP North in developing statistically sound methods for RAMP UP North-wide opinion polls.

Data Source and Verification: RAMP UP North External Survey. Data analysis section of opinion poll results will include discussion on data quality.

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, excluding full time RAMP UP North participating as survey team leaders, is \$250,000(inclusive of all questions)

Individual responsible at USAID: USAID/COTR, Thomas White

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): The index uses the rating of poor perception of services to indicate a lack of access because if there is a road through the village, but it is poor to drive on, it really is like no access. There is a difficulty in collecting data in areas that are in the outlying areas of the municipality

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: RAMP UP North activity data will be collected by an independent survey firm. Data analysis will be a collaboration of RAMP UP North M&E staff and the implementing partner, NRC. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

Presentation of Data: Table, GIS Map, Narrative

Review of Data: Ongoing

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

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2012	20%	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator 2.6: Percentage of targeted communities reporting increased availability of GIROA delivered basic services

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3.4 Increased citizen awareness of reformed government structures

RAMP UP North Indicator 2.6: % of targeted communities reporting increased availability of GIROA delivered basic services

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: Targeted communities are those identified by USAID as those areas that afford a marked advantage to GIROA and other stability stakeholders. These may include, but are not limited to, communities in Key Terrain Districts and those targeted under GIROA's District Development Plan. Increased availability is indicated by an increase in the municipal services index as outlined in project indicator 2.5. GIROA delivered basic 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.

Unit of Measure: Percentage

Calculation: Numerator = Total number of times respondents gave a poor rating for the municipal services index
Denominator = Total number of respondents surveyed.

The municipal services index would consist of variables from survey questions regarding trash, drainage, roads and parks. Positive trends in responses from survey respondents indicating perceptions of increased access will signify a positive correlation to justify that actual increases in services have taken place.

Disaggregated by: Municipality, province, type of service

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: This information will be collected through a public opinion poll on an annual basis by a contracted Afghan firm with methodological oversight by RAMP UP North subcontractor, NRC, who has assisted RAMP UP North in developing statistically sound methods for RAMP UP North-wide opinion polls.

Data Source and Verification: RAMP UP North External Survey. Data analysis section of opinion poll results will include discussion on data quality.

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, excluding full time RAMP UP North participating as survey team leaders, is \$200,000 (inclusive of all questions)

Individual responsible at USAID: USAID/COTR, Thomas White

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): The index uses the rating of poor perception of services to indicate a lack of access because if there is a road through the village, but it is poor to drive on, it really is like no access. There is a difficulty in collecting data in areas that are in the outlying areas of the municipality

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: RAMP UP North activity data will be collected by an independent survey firm. Data analysis will be a collaboration of RAMP UP North M&E staff and the implementing partner, NRC. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

Presentation of Data: Table, GIS Map, Narrative

Review of Data: Ongoing

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

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2012	TBD	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator 3.1: Number of public private partnerships established

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator 3.1: Number of public private partnerships established increases

Is this a USAID reporting indicator? No X 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, province.

Activity(ies): CLIN 3 activities related to municipal economic development.

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: TBD

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): 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	Target	Actual	Notes
2012	3 in different municipalities	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator 3.2: Number of person-days of labor

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator 3.2: Number of person-days of labor

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: Person days of labor is defined as 8 hours of labor by an individual participating in the RAMP UP North program. Every 8 hours of labor is considered to be a "day" of employment. Data from both underway and completed activities will be reported.

Calculation: Aggregation of the number of employees per day across the life of the activity

Disaggregated by: Municipality, Province, Gender, person hours, sector, source (public vs. private)

Activity(ies): Infrastructure, cash for work

Justification & Management Utility: A stable environment for development requires that citizens have employment and are able to support their families and themselves.

PLAN FOR DATA ACQUISITION

Data collection method: Site engineers, grantees & subcontracts will regularly collect attendance sheets that capture actual laborers and days worked. These documents will be centralized at the regional level as a data source to support payment sheets & disbursements for direct implementations. For grants and subcontracts, attendance sheets will be cross checked with proposed and reported amounts of labor used, and discrepancies will be noted in regularly scheduled reports. For direct implementation, attendance sheets are used for payment. Project data is entered by Project Managers into TAMIS.

Data Source: Daily work attendance registers signed by each laborer & verified by site foreman. Payment/disbursement sheets will also be documented to demonstrate proof of payment at the individual level

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Monthly

Estimated Cost of Data Acquisition: N/A

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): 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 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
2012	120,000	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator 3.3: Number of sub-national governments receiving USG assistance to increase their annual own-source revenues

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3.4 Increased citizen awareness of reformed governance structures

RAMP UP North Indicator 3.3: Number of sub-national governments receiving USG assistance to increase their annual own-source revenues

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, Province.

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, 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): 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	Target	Actual	Notes
2012	9	---	

THIS SHEET LAST UPDATED ON: May 24, 2011



RAMP UP NORTH Indicator 3.4: Percentage increase in revenue generated

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3.4 Increased citizen awareness of reformed governance structures

RAMP UP North Indicator 3.3: % increase in revenue generated

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 annually

Denominator = reported and documented baseline figures of revenue generated in Internal survey

Disaggregated by: Municipality, Province, revenue source

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: TBD

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): 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 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	Target	Actual	Notes
2012	20% in 3 municipalities	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator C1: Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator C1: Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.

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, Province

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: Project managers 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: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

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): 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: December 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
2012	TBD	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator C2: Number of government officials receiving USG-supported anti-corruption training

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator C2: Number of government officials receiving USG-supported anti-corruption training

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.

Unit of Measure: Number of individuals

Calculation: Counting

Disaggregated by: Gender, Municipality, Province

Activity(ies): All

Justification & Management Utility: Captures the work of a number of anti-corruption programs. More highly trained officials are essential to anti-corruption strategies.

PLAN FOR DATA ACQUISITION

Data collection method: Project managers 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: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

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): 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 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
2012	45	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator C3: Number of mechanisms for external oversight of public resource use supported

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3.3 Sub-national government made more operational, visible, and participatory

RAMP UP North Indicator C3: Number of mechanisms for external oversight of public use supported

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
2012	TBD	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator C4: Number of USG-supported anti-corruption measures implemented

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3.3 Sub-national government made more operational, visible, and participatory

RAMP UP North Indicator C4: Number of USG-supported anti-corruption measures supported

Is this a USAID reporting indicator? No Yes

DESCRIPTION

Precise Definition: Anti-corruption measures may include new laws, regulations, procedures, consultative mechanisms, oversight mechanisms, investigative/prosecutorial initiatives, public information initiatives, civil society initiatives, and other measures taken (in any sector) with the objective of increasing transparency about public decision making, conflict of interest, resource allocation, etc. decreasing impunity for corrupt acts; increasing demand for reform or awareness of the problem; increasing knowledge about corruption and its costs; and reducing opportunities for corruption. Implementation requires that the measure be adopted, that organizational arrangements be put in place, financial and human resources allocated, and that observable steps are taken to initiate implementation and repeated, continued or/and expanded to demonstrate that implementation is continuing.

Unit of Measure: Number of anti-corruption measures implemented.

Calculation: Counting

Disaggregated by: Municipality, province

Activity(ies): All

Justification & Management Utility: This indicator captures progress on a broad range of program approaches to fighting corruption.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff will identify the anti-corruption measures supported by RAMP UP North activities and enter this information into TAMIS. One or more measure can be selected. Formal achievement documentation signed by RAMP UP North as well as local government officials are scanned and attached by the programming team of TAMIS.

Data Source and Verification: Sources include Municipal Team Leader reports and 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 project 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): 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: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2012	TBD	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

RAMP UP NORTH Indicator C5: Number of key-infrastructure rehabilitated or improved

Functional Objective: Democracy and Governance

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

RAMP UP North Intermediate Result: 1.3 Strengthened governance and service delivery at national and sub-national levels

RAMP UP North Indicator C5: Number of key-infrastructure rehabilitated or improved

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: "Number of key infrastructure rehabilitated" refers to the number of instances of infrastructure, e.g. a 5 km road rehabilitation project would count as one instance and a hand dug well subproject that dug five wells would count as five instances. Rehabilitated is defined as any infrastructure improvements. Examples of rehabilitation include repair, reconstruction, mending, restoration, recovery, clearing, and/or cleaning. Key is defined as the priority of RAMP UP North municipalities. Instances of infrastructure are measured as follows: roads (kms), bridges (number), land (hectares), buildings (number), Irrigation (kms), walls (number), wells (number). Only completed activities will be reported.

Unit of Measure: Number

Calculation: N/A

Disaggregated by: Location, Type of Activity: Roads (Gravel, Paved), Irrigation (Kareez, Canals, Pipeline Extension), Bridges (Foot, Suspension, Vehicle), Land (Government, Parks, Sports fields, Bazaars, Other), Walls (Boundary, Retaining), and Buildings.

Activity(ies): Rehabilitation of municipal structures.

Justification & Management Utility: This indicator measures the extent to which municipal infrastructures are restored in order for normal functions to be reestablished (economic, governmental, political, social).

PLAN FOR DATA ACQUISITION

Data collection method: Project managers and engineers will review the regular forwarded by implementing partners to RAMP UP North to determine the number of infrastructure project completed.

Data Source: Data sources include completion reports, final inspection reports, handover documents, and before and after photos, which are available in soft and hard copy files within the engineering department, as well as M&E and program field site reports and certificates. All of these reports are entered into TAMIS. To verify data, RAMP UP North project engineers make site-visits to verify that reported infrastructure projects have been completed.

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, 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: September 2010

Known Data Limitations and Significance (if any): Quality of handover reports may become an issue due to RAMP UP North working in increasingly semi-permissive areas especially because of the fluid nature of security

Actions Taken or Planned to Address Data Limitations: Before large rehabilitations start RAMP UP North will ensure in conjunction with the FPOs that security is relatively stable in the medium term. Regular spot checks and field visits by M&E staff will help verify activities.

Date of Future Data Quality Assessments: December 2012

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: N/A, documented as part of individual subprojects.

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2012	TBD	---	

THIS SHEET LAST UPDATED ON: May 24, 2011

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

Indicator No.	Performance Indicator	IR Number	Data Disaggregation	Baseline FY Year	Baseline Value	Data Source	Data Collection Frequency	2012 Target
A01.1	% increase in citizen satisfaction with municipal government	1.3	Gender, Municipality, Province	2011	TBD	External survey	Annual	20%
A02.1	% increase in citizen perception that local government officials are working to serve their needs	1.3	Gender, Municipality, Province	2011	TBD	External survey	Annual	20%
A02.2	% increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city.	1.3	Gender, Municipality, Province, Age and Government Body	2011	TBD	External survey	Annual	20%
1.1	#of municipalities with functioning performance budgeting systems	1.3	Municipality, Province	2011	TBD	Municipal Team Leader reports & TAMIS	Quarterly	3
1.2	# of municipalities with functioning accounting systems	1.3	Municipality, Province	2011	TBD	Municipal Team Leader reports & TAMIS	Quarterly	3
1.3	# of local mechanisms supported with USG assistance for citizens to engage their sub-national government	7.2.1	Gender, Municipality, Province, Type of mechanism	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	TBD
2.1	# of sub-national government entities receiving USG assistance to improve their performance	1.3	Municipality, Province	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	9
2.2	# of municipal service delivery projects implemented	1.3	Type of activity, Municipality, Province	2011	0	Project Reports & TAMIS	Quarterly	9
2.3	% of RAMP UP North activities involving government officials in project planning, implementation, and/or evaluation	1.3.3	Municipality, Province,	2011	0	Gov't Involvement forms & TAMIS	Quarterly	75%

2.4	# of projects completed with community and GIROA involvement	7.2	Municipality, Province, type of project	2011	0	Gov't Involvement forms, community participation forms & TAMIS	Quarterly	TBD
2.5	% of citizens with access to municipally-provided services	1.3.4	Gender, Municipality, Province, age	2011	TBD	External Survey	Annually	20%
2.6	% of targeted communities reporting increased availability of GIROA delivered basic services	1.3.4	Municipality, Province, type of service	2011	TBD	External Survey	Annually	TBD
3.1	# of public private partnerships established	1.3	Municipality, Province	2011	0	Project Reports & TAMIS	Quarterly	3 in different municipalities
3.2	# of person-days of labor	1.3	Gender, Municipality, Province, person hours, sector, source (public vs. Private)	2011	0	Attendance records & TAMIS	Quarterly	120,000
3.3	# of sub-national governments receiving USG assistance to increase their annual own-source revenues	1.3.4	Municipality, Province	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	9
3.4	% increase in revenue generated	1.3.4	Municipality, Province, revenue source	2011	0	Internal survey for baseline and & TAMIS	Annually	20% in 3 municipalities
C1	# of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.	1.3	Gender, Municipality, Province	2011	0	Attendance records & TAMIS	Quarterly	TBD
C2	# of government officials receiving USG-supported anti-corruption training	1.3	Gender, Municipality, Province	2011	0	Attendance records & TAMIS	Quarterly	45
C3	# of mechanisms for external oversight of public use supported	1.3.3	Municipality, Province	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	TBD
C4	# of USG-supported anti-corruption measures implemented	1.3.3	Municipality, Province	2011	0	Municipal Team Leader reports & TAMIS	Quarterly	TBD
C5	# of key-infrastructure rehabilitated or improved	1.3	Location, Type of Activity	2011	0	Project Reports & TAMIS	Quarterly	TBD

RAMP UP North Task Schedule (FY 2011 - 2012)

PERFORMANCE MANAGEMENT TASKS	Q2			Q3			Q4			Q1			NOTES
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
S= Conduct Survey, C= Collect/Collate, A=Analyze, R=Report, E=Evaluation/Data Quality Assessment													
COLLECT PERFORMANCE DATA: RESULTS-LEVEL INDICATORS													
RAMP UP North AO: Impact Indicators													
Percentage increase in citizen satisfaction with municipal government			S	S, C&A	R								
Percentage increase in citizen perception that local government officials are working to serve their needs			S	S, C&A	R								
Percentage increase of citizens indicating they trust GIRA officials in municipalities to conduct its activities to benefit the people of the city.			S	S, C&A	R								
RAMP UP North CLIN 1:													
Number of municipalities with functioning performance budgeting 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.
Number 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.
The number of local mechanisms supported with USG 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.
RAMP UP North CLIN 2:													
Number of sub-national government entities receiving USG 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.
Number of municipal service delivery projects implemented			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.

PERFORMANCE MANAGEMENT TASKS	Q2			Q3			Q4			Q1			NOTES
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Percentage of RAMP UP North activities involving government officials in project planning, implementation, and/or evaluation			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.
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.
Percentage of citizens with access to municipally-provided services			S	S, C&A	R								
Percentage of targeted communities reporting increased availability of GIRoA delivered basic services			S	S, C&A	R								
RAMP UP North CLIN 3:													
Number of public private partnerships established			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.
Number of person-days of labor / employment			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.
Number of sub-national governments receiving USG 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 regularly uploaded into the TAMIS Database.
Percentage increase in revenue generated			C	C,A&R							C	C	Revenue reconciliation only currently happens annually
Common Indicators / Cross Cutting													
Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.			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.

PERFORMANCE MANAGEMENT TASKS	Q2			Q3			Q4			Q1			NOTES
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Number of government officials receiving USG-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.
Number of mechanisms for external oversight of public 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.
Number of USG-supported anti-corruption measures 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.
Number of key-infrastructure rehabilitated or improved			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.
Person days of 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.
EVALUATIONS & SPECIAL STUDIES													
													Methodology TBD
ASSESS DATA QUALITY													
Assess the quality of performance data for all indicators			E						E				Data quality assessments are also informally ongoing.