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AFGHANISTAN

Performance Management Plan

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

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Common Acronyms

AO	Assistance Objective
CLIN	Contract Line Item Number
COP	Chief of Party
GDMA	General Directorate of Municipal Affairs (Office within IDLG)
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
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 November 13, 2010 the Regional Afghan Municipalities Program for Urban Populations, Regional Command West (RAMP UP West) was awarded; although, due to President Karzai's Private Security Company (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 four provincial capitals that comprise the International Security Assistance Force's (ISAF's) Regional Command West (RC-W), as well as in nine district municipalities. This performance management plan (PMP) lays out a conceptual and operational framework to measure progress toward, and success in, achieving this purpose.

RU-W began setting up operations, hiring staff and planning activities beginning in late March. By the beginning of June USAID had approved the initial project workplan (through March 16 2012 to coincide with actual operations beginning and not the project year), Performance Management Plan (PMP) and Public Relations and Outreach Strategy. In June USAID started providing verbal guidance on the possibility of a substantial budget reduction. As it became clearer that a budget reduction would occur, RU-W moved to curtail staff hiring and reducing program activities.

As the months progressed USAID provided more guidance to each of the RAMP UPs on how to move forward. The latest budget guidance necessitated a change in the project workplan and Performance Management Plan (PMP). On November 15, 2011 a revised workplan that takes into account a reduced scope of activities and staffing commensurate with anticipated budget was approved by USAID. For planning purposes, this workplan estimates a total budget of \$22 million for the Base Year plus Option Year 1. This PMP reflects this revised, approved workplan.

On November 13, 2012 a workplan was developed for Option Year #2 (through November 13 2013 to coincide with the project close). For planning purposes, this workplan estimates a total budget of \$31,159,939 million for Base Year plus Option Year 1 and Option Year 2. This PMP reflects this approved workplan.

RAMP UP West 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 West 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 West builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long term.

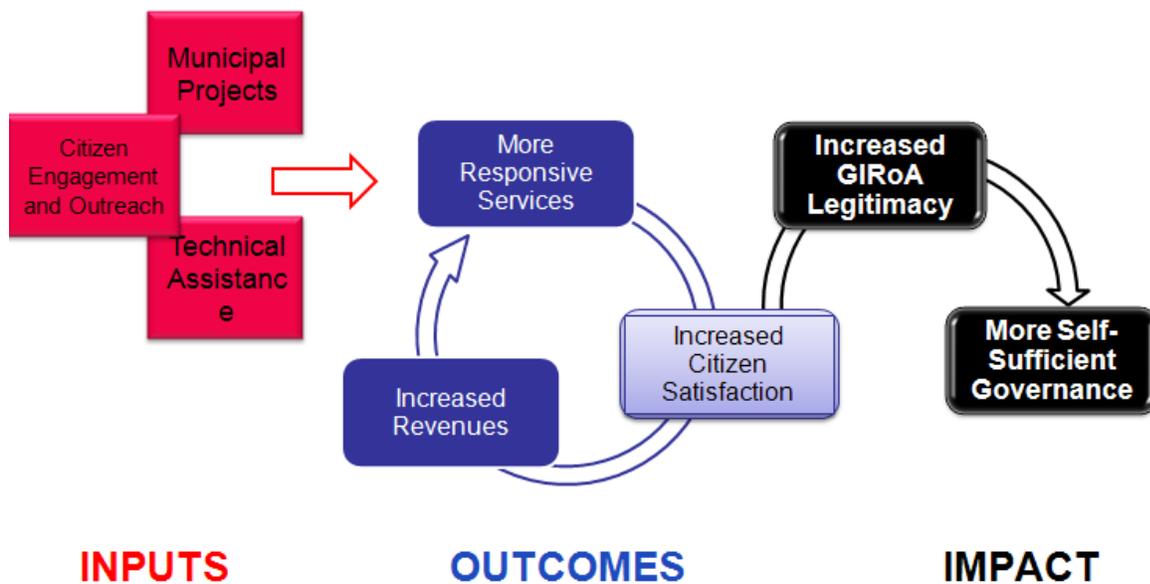
CLIN 3 ~ Support to the GIRoA to improve economic development and revenue generation at the Municipal level: Activities implemented under this CLIN directly support the growth of local economic development and strengthening of revenue generation, and thereby the municipality’s ability to finance its service offerings and operating costs. As RAMP UP West 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 West’s Objective and Development Proposition

The objective of RAMP UP West is to create effective, responsive, democratic, transparent, accountable, municipal governance in the four provinces that comprise the international Security Assistance Force’s (ISAF’s) Regional Command West. It will do so through its three intermediate results of: (a) Increased Capacity of GIRoA Municipal Institutions; (b) Delivery of Municipal Services to Citizens in Targeted Municipalities Improved; and (c) Increased Municipal Capacity to Enable, Support, and Sustain Economic Growth.

The RAMP UP West’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 West measures the outputs and outcomes of its activities.

FIGURE 1-RAMP UP West’s DEVELOPMENT PROPOSITION



To this end, RAMP UP West measures its outcomes in terms of 1) an increasing percentage of citizens who state that municipal officials are working to serve them at least sometimes or

almost always; 2) increases in the percentage of municipal citizens with access to municipal services; and 3) increases in the percentage of municipal revenues generated. Impact measurement is discussed below.

Measuring RAMP UP West’s Impact

RAMP UP West measures its project level *impact* in terms of three distinct and interrelated indicators derived from its External Survey of citizens’ perceptions. The indicators are as follows:

PO 1: % of citizens who state that their municipal government is doing a very good or somewhat good job in providing services (RU-W External Survey Question # 42). “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?” Responses: Very good job, somewhat good job, somewhat bad job, very bad job, don’t know, refused.

PO 2: % of citizens who state that their municipal government officials are working to serve them sometimes or almost always (RU-W External Survey Question 43). “How often do you think municipal government officials are working to serve people like you?” Responses: Almost always, sometimes, rarely, almost never, don’t know, refused.

PO 3: % of citizens who state that they think that they have some influence over municipal government decision making(RAMP UP West External Survey Question #44). “How much influence do you think someone like you can have over municipal government decisions?” Responses: A lot, a little, very little, none at all, don’t know and refused.

PO4: % of citizens who state they have confidence or high confidence that the municipality manages funds well (RU-W External Survey Question #11a). “How much confidence do you have on the municipality to do the following? a) manages funds well.” Responses: High confidence, confidence, low confidence, no confidence, don’t know, refused.

Measuring RAMP UP West’s Intermediate Results

RAMP UP West’s IR and CLIN structure can be understood as three overlapping means of measuring how effective RAMP UP West is in partnering with various municipal government and community stakeholders to contribute to increased legitimacy of GIRoA partners.

As RAMP UP West’s impact measurements will be tabulated on an annual basis, the RAMP UP West PMP adopts 8 complimentary indicators, which are used to more regularly measure the ongoing progress of RAMP UP West’s activities, and support the impact measurements noted above. These indicators are as follows:

IR 1: Increased Capacity of GIRoA Municipal Institutions (resulting from CLIN 1 activities)

- | | |
|------|---|
| 1.1: | # of municipalities using principles of performance budgeting systems |
| 1.2: | # of municipalities with functioning accounting systems |

1.3: # of types of local mechanisms supported with RU assistance for citizens to engage their sub-national government

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 (Reporting Indicator R5). For this purpose, performance budgeting is defined as ensuring municipalities are capable of managing their budgets to achieve particular results or objectives.

In Option Year #1 RU-W worked with partner municipalities on several budget improvements. RU-W provided assistance to Budget Commissions to prepare the 1391 budgets. This included citizen participation in the process for the first time. Municipalities conducted mid-year budget reviews to encourage timely project execution and minimize the amount of unspent funds remaining at the end of the year. Municipalities also utilized the SDIP as a tool to account for citizen preferences and use its data for developing the capital budget.

In Option Year #2, RU-W will continue and expand these activities. RU-W will again work with municipalities to conduct 3 public hearings on the budget. The first will occur at the beginning of the process (November) and provide input before the Budget Commission begins its work. The second will occur in December and outline the municipal proposal as a final draft. The final will occur after Kabul approval so the municipality can report what's in the final version and summarize the results from the previous fiscal year.

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.

In Option Year #1 RU-W worked on some basic financial management improvements. This included automating their recording of monthly expenditures and revenues. This allowed more reliable and accurate reporting to Kabul of their financial data. RU-W also assisted to automate municipal payroll.

In Option Year #2, RU-W will continue assisting the municipalities to improve the quality of their financial reporting and decreasing human errors. RU-W will maintain an emphasis on automated reporting for greater accuracy and transparency.

RU-W will assist partner municipalities to improve the quality and accuracy of their Payrolls. RU-W will train the municipal Finance staff to use the payroll template for recording and updating their payroll information and generate a more reliable monthly payroll. Municipalities do not possess an effective method to track their project implementation, including payments. RU-W will assist them to prepare a template and train the municipal finance staff to record their capital payments transactions.

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 West 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 West makes a concerted effort to implement activities with and through the GIRoA to identify community priorities and resolve community concerns.

Under the Option Year #2workplan, RU-W will work with the municipalities to finalize and implement a communications strategy. Participation of women, in a culturally appropriate manner, has been and will continue to be emphasized.

IR 2: Delivery of Municipal Services to Citizens in Targeted Municipalities Improved (resulting from CLIN 2 activities)

2.1:	% of projects completed with community and GIRoA involvement
2.2:	% of citizens with access to municipally-provided services
2.3	# of citizens participating in local mechanisms to engage their sub-national government

2.1: The performance measures under this IR help RAMP UP West track the magnitude and quantity of its inputs in helping municipalities deliver visible services to their citizens and communities. This indicator tracks the percentage of those projects implemented with USG assistance that incorporate both community and sub-national GIRoA participation.

2.2: RAMP UP West 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 West activities.

2.3: This indicator tracks the number of citizens who participate in mechanisms to engage their sub-national governance. The assumption is that this engagement will lead to improvements in service delivery by improving municipal accountability and providing feedback on citizen priorities.

In Option Year #2, RU-W will work with the municipalities on a second anchor service. Each municipality will again select based on significant citizen input. Municipalities will again establish a Service Delivery Advisory Group composed of municipal employees and citizens to look at the service and develop an action plan for improvement. RU-W will facilitate the process

and help them get the municipality to implement parts of the plan during 1392. RU-W will concentrate efforts to get municipal funding of improvements in the anchor service.

Based on USAID guidance, RU-W will make available CLIN 2 service delivery funds to support this second anchor service master plan and municipal service improvement plan. However, they will access these funds only through applying for assistance through the Municipal Incentive Fund (MIF). They must meet the minimum criteria of the MIF to receive any financial assistance toward implementing any improvements contained in their service plans. The municipal service improvement plan will also include other RU-W programming elements (capacity building, etc.) as well as municipal actions and support.

IR 3: Increased Municipal Capacity to Enable, Support, and Sustain Economic Growth (resulting from CLIN 3 activities)

- | | |
|------|---|
| 3.1: | % increase in municipal revenue generated |
| 3.2 | % of citizens who state that they would be willing to pay more taxes (“safayi”) for municipal services if the municipality provided better services |

3.1 and 3.2: Since municipalities in Afghanistan currently do not receive financial transfers from central government, own-source revenues must sustain municipal budgets and will be used to pay for municipal services. 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 a municipality’s ability to serve its citizens in the long term.

In Option Year #2, RU-W will continue process mapping with two other revenue sources: city and customs service charges (vehicle registration fee) and the billboard tax. RU-W will help them estimate revenues for the 1392 budget and then help them better monitor revenue collection and analyze trends.

RU-W will work with each partner municipality to develop a standardized revenue manual to systematize the collections process. This will also provide clear and transparent rules for citizens when paying municipal taxes and fees. RU-W will also continue assistance to approve recording and reporting of municipal revenues. RU-W will also work with municipalities to get approval for their Safayi and Business License Tax.

Reporting Indicators

RAMP UP West will have five reporting indicators through which it will report against the Foreign Assistance Framework’s Good Governance Indicators:

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

From the beginning, mainstreaming the assessment, preparation, planning, and implementation of RAMP UP West projects into GIRoA institutions has been a core principle of RAMP UP West. 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 West funds.

RAMP UP West also places a strong emphasis on the probity and integrity of government functions. Reporting indicators 2, and 5 track and quantify the amount of activities RAMP UP West have focused specifically on reducing corrupt practices throughout GIRoA institutions.

Finally, reporting indicator 3 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 undertook an External Survey to measure and establish baselines for: (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 was 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 West collect this information directly. The baseline data collection took 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 occurred in May, with the second phase of data collection, entry and analysis taking place in June and July. RAMP UP West subcontractor, National Research Council (NRC) performed the data analysis. A follow up survey was conducted in summer 2012, and will be repeated again on or about June 2013.

The remaining indicator data will be collected by RAMP UP West 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 West's Project Objective and Intermediate Results supports US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2, **Governing Justly and Democratically** (GJD). Five FAF indicators under GJD have been selected as appropriate and relevant to RAMP UP West activities, and will be used to report

progress to USAID. Below is a conversion table that explains how RAMP UP West indicators align with FAF indicators.

FAF Indicator	Indicator	Corresponding RAMP UP West Indicator
FAF GJD 2.2.3-5	# of sub national government entities receiving USG assistance to improve their performance	R3
FAF GJD 2.3	# of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization	R1
FAF GJD 2.3	# of sub national institutions receiving USG assistance to increase their annual own-source revenues	R4
FAF GJD 2.2.4-2	# of government officials receiving USG-supported anti corruption training.	R2
FAF GJD 2.2.4-4	# of mechanisms for external oversight of public resource use supported by RU-W assistance	R5

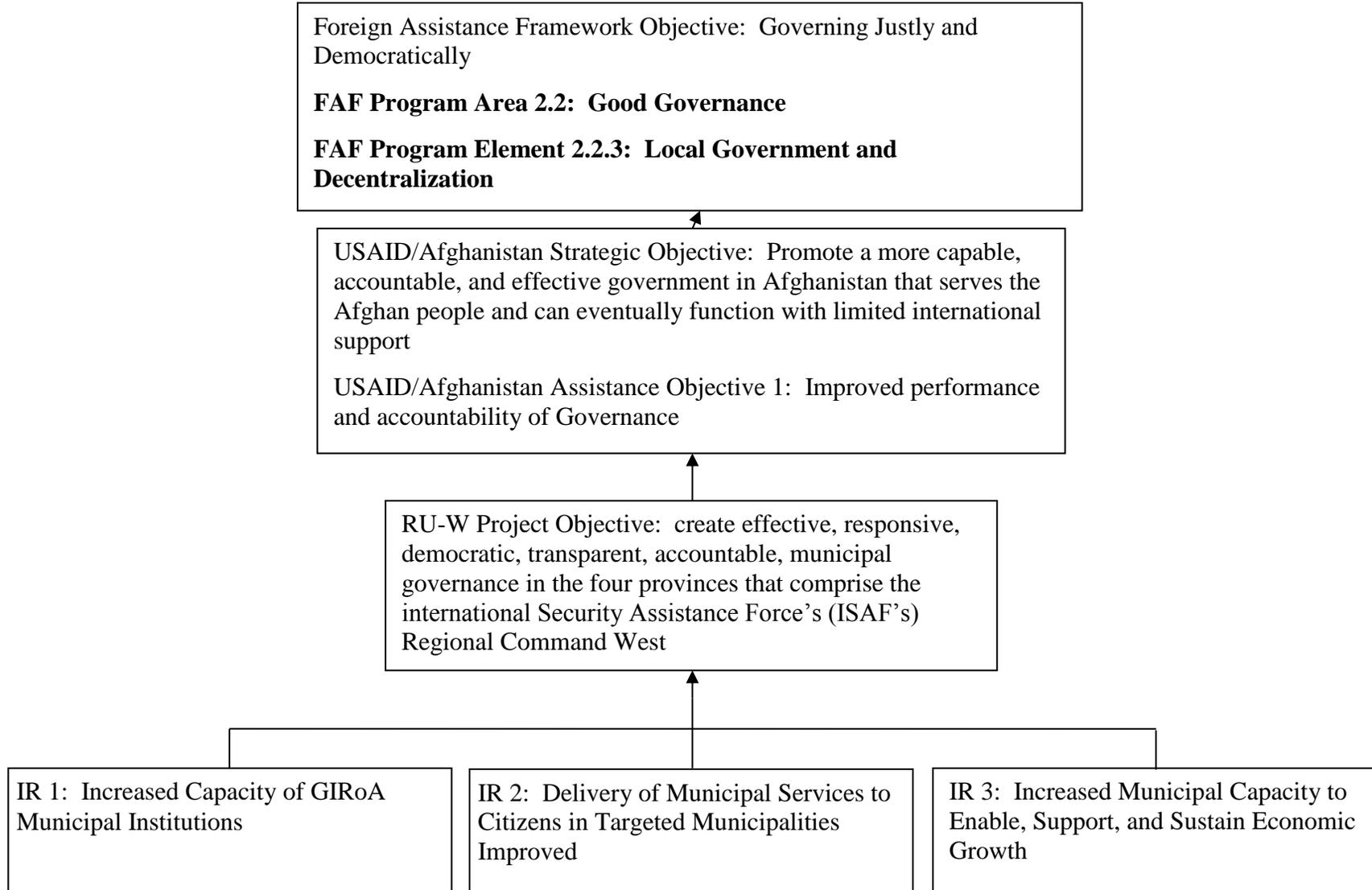
Special Studies

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 more qualitative manner, some of the change that is occurring as a result of RAMP UP West'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 West trainings
- Key Informant Interviews with supervisors of trainees to determine how employees who receive RAMP UP West 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

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 West Performance Management Plan: Project Results Framework



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

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

IMPACT INDICATORS

- PO 1:** % of citizens who state that their municipal government is doing a very good or somewhat good job in providing services
- PO 2:** % of citizens who state that their municipal government officials are working to serve them sometimes or almost always
- PO 3:** % of citizens who state that they think that they have some influence over municipal government decision making
- PO 4:** % of citizens who state they have confidence or high confidence that the municipality manages funds well

IR 1: INCREASED CAPACITY OF GIROA MUNICIPAL INSTITUTIONS

- 1.1:** # of municipalities using principles of performance budgeting systems
- 1.2:** # of municipalities with functioning accounting systems
- 1.3:** # of types of local mechanisms supported with RU assistance for citizens to engage their sub-national government

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

- 2.1:** % of projects completed with community and GIROA involvement
- 2.2:** % of citizens with access to municipally-provided services
- 2.3:** # of citizens participating in local mechanisms to engage their sub-national government

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

- 3.1:** % increase in municipal revenue generated
- 3.2:** % of citizens who state that they would be willing to pay more taxes (“safayi”) for services provided by the municipality if the municipality provided better services

REPORTING INDICATORS

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

Indicator Reference Sheets

RAMP UP WEST Indicator PO1: % of citizens who state that their municipal government is doing a very good or somewhat good job in providing services

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

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

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

Is this a USAID reporting indicator? No X Yes _____

DESCRIPTION

Precise Definition: The RAMP UP West External Survey asks citizens of target municipalities (where RAMP UP West 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: Numerator = # of respondent who responded "somewhat good job" or "very good job"

Denominator = Total # of respondents

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 West activities. If respondents perceive that GIROA provides better services after RAMP UP West 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 is collected through a public opinion poll conducted annually by a contracted Afghan firm with methodological oversight by RAMP UP West subcontractor, NRC, who has assisted RAMP UP West in developing statistically sound methods for RAMP UP West-wide opinion polls.

Data Source and Verification: RAMP UP West 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, June 2013

Frequency and timing of data reporting to USAID: FY 2011 Q4, FY 2012 Q3, FY 2013 Q3

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP West participating as survey team leaders, is \$200,000(inclusive of all questions)

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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 RUW control that will influence citizen's perception. The Margin of Error for the survey is 5 percent.

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

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP West survey data will be collected by an independent survey firm. Data analysis will be a collaboration of RAMP UP West 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	Baseline	Target	Actual	Notes
2011	55.15%	N/A	N/A	
2012	55.15%	+8%	51.37%	
2013		+8%		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST Indicator PO2: % of citizens who state that their municipal government officials are working to serve them sometimes or almost always

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

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

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

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: The RAMP UP West External Survey asks municipality members “How often do you think municipal government officials are working to serve people like you?” with possible answers “Almost always”, “sometimes”, “rarely”, “almost never”, “don’t know”, and “refused”. The questionnaire focuses on those needs/services that can be connected to RAMP UP West activities.

Unit of Measure: Percentage

Calculation: Numerator = Number of respondent who responded “at least sometimes” or “almost always”

Denominator = Total # of respondents

Disaggregated by: Gender, municipality

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 serve them after RAMP UP West 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 is collected through a public opinion poll on an annual basis by a contracted Afghan firm with methodological oversight by RAMP UP West subcontractor, NRC, who has assisted RAMP UP West in developing statistically sound methods for RAMP UP West-wide opinion polls.

Data Source and Verification: RAMP UP West 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, June 2013

Frequency and timing of data reporting to USAID: FY 2011 Q4, FY 2012 Q3, FY 2013 Q3

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP West participating as survey team leaders, is \$200,000(inclusive of all questions)

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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 RUW control that will influence citizen’s perception. Margin of Error is 5 percent

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

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data analysis will be a collaboration of RAMP UP West 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 serves as the baseline.

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual	Notes
2011	24.62%	N/A	N/A	
2012	24.62%	+8%	37.84%	
2013		+8%		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST Indicator PO3: % of citizens who state they think that they have some influence over municipal government decision making

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

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

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

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: The RAMP UP West External Survey asks "How much influence do you think someone like you can have over municipal government decisions? A lot, a little, very little, none at all, don't know and refused."

Unit of Measure: Percentage

Calculation: Numerator = # of citizens who respond "a little" or "a lot" Denominator = Total # of respondents

Disaggregated by: Gender, municipality, age

Activity(ies): All activities

Justification & Management Utility: Citizens should have the opportunity to influence municipal decision making. Part of RAMP UP West's mission involves capacitating citizens to effectively engage and influence municipal decision making and to work with municipal official to provide appropriate avenues and mechanisms for that engagement and influence. This indicator helps measure whether citizens believe they have that type of engagement and influence. RAMP UP West activities should allow for an increased percentage of citizens believing they have greater influence.

PLAN FOR DATA ACQUISITION

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

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

Frequency and timing of data collection by project: Annual - July 2011, June 2012, June 2013

Frequency and timing of data reporting to USAID: FY 2011 Q4, FY 2012 Q3, FY2013, Q3

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP West participating as survey team leaders, is \$200,000 (inclusive of all questions)

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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 RUW control that will influence citizen's perception. The margin of error is 5 percent

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

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP West activity data will be collected by an independent survey firm. Data analysis will be a collaboration of RAMP UP West 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	Baseline	Target	Actual	Notes
2011	17.46%	N/A	N/A	
2012	17.46%	+8%	28.05%	
2013		+8%		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST Indicator PO4: % of citizens who state they have confidence or high confidence that the municipality manages funds well

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

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

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

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: The RAMP UP West External Survey asks citizens “How much confidence do you have on the municipality to manage the funds well with the possible answers: a) High confidence, b) confidence, c) low confidence, d) no confidence, e) don’t know, f) refused.”

Unit of Measure: Percentage

Calculation: Numerator = # of respondents who have “confidence” or “high confidence”
 Denominator = # of respondents

Disaggregated by: Gender, municipality and age

Activity(ies): All activities

Justification & Management Utility: Citizens need to have trust and confidence in the municipality on a variety of issues, including their ability to manage municipal funds. Citizens cannot have trust and confidence in anything the municipality does unless they believe they handle their funds appropriately. If they don’t trust them to manage the funds they are also less likely to pay their municipal taxes and fees. RAMP UP West activities on budget, financial management and revenue all impact should build the capacity of municipal counterparts and communication and participation mechanisms should allow citizens to increase trust and confidence on how they manage their funds.

PLAN FOR DATA ACQUISITION

Data collection method: This information is collected through an annual public opinion poll by a contracted Afghan firm with methodological oversight by RAMP UP West subcontractor, NRC, who has assisted in developing statistically sound methods

Data Source and Verification: RAMP UP West 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, June 2013

Frequency and timing of data reporting to USAID: FY 2011 Q4, FY 2012 Q3, FY2013 Q3

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP West participating as survey team leaders, is \$200,000(inclusive of all questions)

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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 RUW control that will influence citizen’s perception. Margin of Error is 5 percent.

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

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP West activity data will be collected by an independent survey firm. Data analysis will be a collaboration of RAMP UP West M&E staff and the implementing partner, NRC. We will compile and track data over time to measure changes in perception.

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	Baseline	Target	Actual	Notes
2011	25.32%	N/A	N/A	
2012	25.32%	+8%	64.60%	
2013		+8%		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST Indicator 1.1: Number of municipalities using principles of performance budgeting systems

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

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

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

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

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: Performance budgeting is a systematic process that allows a municipality to manage their financial resources in order to achieve specific results or objectives.

Unit of Measure: Number of municipalities

Calculation: Counting

Disaggregated by: Province,

Activity(ies): All activities

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 selected performance budgeting process criteria and have created 2 custom indices. One index relates to Revenue Management, and another to Budgeting Process. If a municipality adopts 70% of these principles, the municipality will count as having achieved the indicator.

Data Source and Verification: Sources include index scoring 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

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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: N/A.

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual	Notes
2011	0	0	0	
2012		4	4	
2013		4		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

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

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

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

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

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

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: 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 both 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 accounting and financial management have selected performance accounting best practices and created a custom index. If a municipality adopts 70% of the principles, the municipality will count as having achieved the indicator.

Data Source and Verification: Sources include index scoring 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

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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: N/A

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual	Notes
2011	0	0	0	
2012		0	0	
2013		2		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

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

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

USAID Afghanistan Assistance Objective 7: Stability sufficient for basic governance and sustainable development.

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

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

Is this a USAID reporting indicator? No Yes

DESCRIPTION

Precise Definition: Types of mechanisms include citizen advisory committee, community councils, hearings, open meetings, web sites, report cards, citizen review boards, newsletters, mock school municipalities, radio talk shows and phone-ins, youth and municipality meetings.

Unit of Measure: Number of supported mechanisms

Calculation: Counting

Disaggregated by: Municipality, Type of mechanism, instances occurring within each 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. Formal criteria achievement documentation signed by RAMP UP West 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

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual	Notes
2011	0	2	0	
2012		5	7	
2013		7		

THIS SHEET LAST UPDATED ON: Jan 14, 2013



RAMP UP West Indicator 2.1: Percent of projects completed with community and GIRoA involvement

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

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

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

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

Is this a USAID reporting indicator? No ___ Yes

DESCRIPTION

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

Unit of Measure: Percentage

Calculation: Numerator: # of USG/RU-W-funded projects completed with community and GIRoA involvement

Denominator: # of all USG/RU-W-funded projects

Disaggregated by: Municipality

Activity(ies): All activities

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

PLAN FOR DATA ACQUISITION

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

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

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

Frequency and timing of data reporting to USAID: Quarterly

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

Individual responsible at USAID:USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: June, 2011

Known Data Limitations and Significance (if any):

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

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
2011	0	100%	0%	
2012		100%	100%	
2013		100%		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST Indicator 2.2: Percent of citizens with regular access to municipally-provided essential services

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

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

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

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

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. RUW will only target those services where assistance is being provided

Unit of Measure: Percentage

Calculation: Numerator = Total number of people that have access to regular services after RUW assistance

Denominator = Total number of people that have access at baseline level on that particular service

Disaggregated by: Municipality, province, gender, age

Activity(ies): All

Justification & Management Utility: The primary objective of RAMP UP West 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 West subcontractor, NRC, who has assisted RAMP UP West in developing statistically sound methods for RAMP UP West-wide opinion polls.

Data Source and Verification: RAMP UP West 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, June 2013

Frequency and timing of data reporting to USAID: FY 2011 Q3, FY 2012 Q2, FY 2013 Q3

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP West participating as survey team leaders, is \$250,000 (inclusive of all questions)

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP/ West M&E Advisor, Tristan Measures

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 West will field test questionnaires for internal validity.

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data analysis will be a collaboration of RAMP UP West 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	Baseline	Target	Actual	Notes
2011		
2012	N/A	+10%	57.15%	
2013		+10%		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST 2.3: Number of citizens participating in local mechanisms to engage their sub-national government

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

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

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

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

Is this a USAID reporting indicator? No Yes

DESCRIPTION

Precise Definition: Mechanisms include citizen advisory committee, community councils, hearings, open meetings, web sites, report cards, citizen review boards, newsletters, mock school municipalities, radio talk shows and phone-ins, youth and municipality meetings.

Unit of Measure: Number of citizens

Calculation: Counting

Disaggregated by: Gender, Municipality, type of local mechanism

Activity(ies): All

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

PLAN FOR DATA ACQUISITION

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

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

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: June, 2011

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

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

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
2011	0	500	0	
2012		4000	7980	
2013		6000		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST Indicator 3.1: Percent increase in municipal revenue generated

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

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

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

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

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: For the purposes of RAMP UP West, 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 = (Revenue collected in Year_{n+1} – revenue collected in Year_n)

Denominator = Revenue collected in Year_n

*100%

Disaggregated by: Municipality

Activity(ies): All.

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

PLAN FOR DATA ACQUISITION

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

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

Frequency and timing of data collection by project: Annually

Frequency and timing of data reporting to USAID: Annually

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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 West is negotiating compliance terms with IDLG to limit municipal non-participation in such activities.

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
2011	86.09%	0	98.11%	
2012		15%	228%	
2013		20%		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST Indicator 3.2: % of citizens who state that they would be willing to pay more taxes (“safayi”) for services provided by the municipality if the municipality provides better services

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

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

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

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

Is this a USAID reporting indicator? No X Yes

DESCRIPTION

Precise Definition: The RAMP UP West External Survey asks citizens in Question 10 e. “How strongly do you agree or disagree with the following statement about the Safayi tax: I would pay more safayi if the municipality provided better services” Strongly agree, agree, disagree, strongly disagree, don’t know, refused to answer.

Unit of Measure: Percentage

Calculation: Numerator = # of respondents who strongly agree or agree that they would pay more taxes each option year

Denominator = total # of respondents

Disaggregated by: Gender, municipality

Activity(ies): All activities.

Justification & Management Utility: In order to strengthen stability, the municipalities must be able to generate revenues. If respondents are willing to pay more taxes it shows that the trust in government in providing better services as well as service quality has increased.

PLAN FOR DATA ACQUISITION

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

Data Source and Verification: RAMP UP West 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, June 2013

Frequency and timing of data reporting to USAID: FY 2011 Q4, FY 2012 Q3, FY 2013 Q3

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP West participating as survey team leaders, is \$200,000(inclusive of all questions)

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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 Margin of Error for the survey is 5 percent.

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

Date of Future Data Quality Assessments: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP West survey data will be collected by an independent survey firm. Data analysis will be a collaboration of RAMP UP West 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	Baseline	Target	Actual	Notes
2011	89.82%	0	...	
2012	89.82%	+8%	83.01%	
2013		+8%		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST Indicator R1: Number of individuals who received RAMP UP West training, including management skills and fiscal management, to strengthen local government and/or decentralization

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

FAF Program Element: Good Governance

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

Is this a USAID reporting indicator? No Yes

DESCRIPTION

Precise Definition: Training refers to all training or education events whether short-term or long-term, in-country or abroad

Unit of Measure: Number of individuals

Calculation: Counting

Disaggregated by: Gender, Municipality

Activity(ies): All

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

PLAN FOR DATA ACQUISITION

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

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

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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 West 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: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual	Notes
2011	0	40	38	
2012		60	486	
2013		80		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

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

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

FAF Program Element: Good Governance

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

Is this a USAID reporting indicator? No Yes

DESCRIPTION

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

Unit of Measure: Number of individuals

Calculation: Counting

Disaggregated by: Gender, Municipality

Activity(ies): All

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

PLAN FOR DATA ACQUISITION

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

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

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Quarterly

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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 West 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: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual	Notes
2011	0	0	0	
2012		15	6	
2013		25		

THIS SHEET LAST UPDATED ON: Jan 14, 2013



RAMP UP WEST Indicator R3: Number of sub-national government entities receiving RAMP UP West assistance to improve their performance

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

FAF Program Element: Good Governance

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

Is this a USAID reporting indicator? No Yes

DESCRIPTION

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

Unit of Measure: Number of municipalities

Calculation: Counting

Disaggregated by: Province

Activity(ies): All activities

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

PLAN FOR DATA ACQUISITION

Data collection method: Program staff collection of activity reports

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

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
2011	0	4	4	
2012		4	4	
2013		4		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

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

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

FAF Program Element: Good Governance

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

Is this a USAID reporting indicator? No Yes

DESCRIPTION

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

Unit of Measure: Number of sub-national governments

Calculation: Counting

Disaggregated by: Municipality

Activity(ies): All.

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

PLAN FOR DATA ACQUISITION

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

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

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: TBD

Individual responsible at USAID: USAID/COTR

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
2011	0	4	4	
2012		4	4	
2013		4		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

RAMP UP WEST IndicatorR5: Number of mechanisms for external oversight of public resource use supported

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

FAF Program Element: Good Governance

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

Is this a USAID reporting indicator? No Yes

DESCRIPTION

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

Unit of Measure: Number of mechanisms

Calculation: Counting

Disaggregated by: Municipality, Province

Activity(ies): All

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

PLAN FOR DATA ACQUISITION

Data collection method: Program staff will identify mechanisms supported by RAMP UP West activities in TAMIS. One or more mechanisms can be selected. Formal mechanism achievement documentation will be signed by RAMP UP West 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

Individual responsible for providing data to USAID: RAMP UP West M&E Advisor, Tristan Measures

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: N/A – No DQA in Option Year #2

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual	Notes
2012	0	2	2	
2013	0	2		

THIS SHEET LAST UPDATED ON: Jan 14, 2013

Overview of all performance indicators, baseline and targets

Indicator No.	Performance Indicator	Data Disaggregation	Baseline FY Year	Baseline Value	Data Source	Data Collection Frequency	2011 Target	2012 Target	2013 Target
PO1	% of citizens who state that their municipal government is doing a very good or somewhat good job in providing services	Gender, Municipality	2011	49.25%	External survey	Annual	0	+8%	+8%
PO2	% of citizens who state that their municipal government officials are working to serve them sometimes or almost always	Gender, Municipality	2011	21.75%	External survey	Annual	0	+8%	+8%
PO3	% of citizens who state they have some influence over municipal government decision making	Gender, Municipality, Age	2011	14%	External survey	Annual	0	+8%	+8%
PO4	% of citizens who state they have confidence or high confidence that the municipality manages funds well	Gender, municipality, age	2011	23%	External survey	Annual	0	+8%	+8%
1.1	Number of municipalities using principles of performance budgeting systems	Province	2011	0	Municipal Team Leader reports & Index scoring	Quarterly	0	4	4
1.2	Number of municipalities with functioning accounting systems	Province	2011	0	Municipal Team Leader reports & Index scoring	Quarterly	0	0	2
1.3	Number of local mechanisms supported with RAMP UP assistance for citizens to	Municipality, Type of mechanism, instances occurring within each	2011	0	Municipal Team Leader	Quarterly		5	

	engage their sub-national government	mechanism			reports & TAMIS		2		7
2.1	Per cent of projects completed with community and GIRA involvement	Municipality	2011	0	Engineering reports and TAMIS	Quarterly	100%	100%	100%
2.2	Per cent of citizens with regular access to municipally-provided essential services	Municipality, province, gender, age	2011	0	External Survey	Annually	0	+10%	+10%
2.3	Number of citizens participating in local mechanisms to engage their sub-national government	Gender, Municipality, type of local mechanism	2011	0	Municipal Team Leader reports & TAMIS; Signed attendance sheets, pictures at ceremonies	Quarterly	500	4000	6000
3.1	Percent increase in municipal revenue generated	Municipality	2011	0	Program staff reports & TAMIS	Annually	0	15%	20%
3.2	% of citizens who state that they would pay more taxes ("safayi") for services provided by the municipality if the municipality provides better services	Gender, Municipality	2011	47%	External Survey	Annually	0	+8%	+8%
R1	Number of individuals who received RAMP UP West training, including management skills and fiscal management, to strengthen local government and/or decentralization	Gender, Municipality	2011	0	Training attendance sheets and TAMIS	Quarterly	40	60	80
R2	Number of government officials receiving USG-supported anti-corruption training	Gender, Municipality	2011	0	Training attendance sheets and TAMIS	Quarterly	0	15	25
R3	Number of sub-national government entities receiving RAMP UP West assistance	Province	2011	0	Municipal Team Leader	Quarterly	4	4	4

	to improve their performance				reports and TAMIS				
R4	Number of sub-national governments receiving RAMP UP West assistance to increase their annual own-source revenues	Province	2011	0	Municipal Team Leader reports and TAMIS	Quarterly	4	4	4
R5	Number of mechanisms for external oversight of public resource use supported	Municipality, Province	2011	0	Municipal Team Leader reports and TAMIS	Quarterly	N/A	2	2

RAMP UP West Task Schedule (Option Year 2012 - 2013)

PERFORMANCE MANAGEMENT TASKS	Q4			Q1			Q2			Q3			Q4		NOTES
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	
S= Conduct Survey, C= Collect/Collate, A=Analyze, R=Report, E=Evaluation/Data Quality Assessment															
COLLECT PERFORMANCE DATA: RESULTS-LEVEL INDICATORS															
<i>RAMP UP West PO: Impact Indicators</i>															
% of citizens who state that their municipal government is doing a very good or somewhat good job in providing services										S	S/A	A	R		This information will be collected through the annual external survey
% of citizens who state that their municipal government officials are working to serve them sometimes or almost always										S	S/A	A	R		This information will be collected through the annual external survey
% of citizens who state they have some influence over municipal government decision making										S	S/A	A	R		This information will be collected through the annual external survey
% of citizens who state they have confidence or high confidence that the municipality manages funds well										S	S/A	A	R		This information will be collected through the annual external survey
<i>RAMP UP West IR 1</i>															
Number of municipalities using principles of performance budgeting systems	C	C	C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	C	C,A&R	This information is regularly uploaded into the TAMIS Database.
Number of municipalities with functioning accounting systems	C	C	C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	C	C,A&R	This information is regularly uploaded into the TAMIS Database.
Number of local mechanisms supported with RAMP UP assistance for citizens to engage their sub-national government	C	C	C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	C	C,A&R	This information is regularly uploaded into the TAMIS Database.
<i>RAMP UP West IR 2:</i>															

PERFORMANCE MANAGEMENT TASKS	Q4			Q1			Q2			Q3			Q4		NOTES
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	
Per cent of projects completed with community and GIROA involvement									S	S/A	A	R			This information is regularly uploaded into the TAMIS Database.
Per cent citizens with regular access to municipally-provided essential services									S	S/A	A	R			This information is collected in the annual external survey
Number of citizens participating in local mechanisms to engage their sub-national government	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C			
RAMP UP West IR 3:															
Percent increase in municipal revenue generated					C	C	C,A&R								Revenue reconciliation only currently happens annually
% of citizens who state that they would pay more taxes (“safayi”) for services provided by the municipality if the municipality provides better services									S	S/A	A	R			This information is collected in the annual external survey
Reporting Indicators															
Number of individuals who received RAMP UP West training, including management skills and fiscal management, to strengthen local government and/or decentralization	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	C	C,A&R	This information is regularly uploaded into the TAMIS Database.
Number of government officials receiving USG-supported anti-corruption training	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	C	C,A&R	This information is regularly uploaded into the TAMIS Database.
Number of sub-national government entities receiving RAMP UP West	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	C,A&R	C	C	C	C,A&R	This information is regularly uploaded into the TAMIS Database.

PERFORMANCE MANAGEMENT TASKS	Q4			Q1			Q2			Q3			Q4		NOTES
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	
assistance to improve their performance															
Number of sub-national governments receiving RAMP UP West assistance to increase their annual own-source revenues	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	C,A & R	C	C	C	C,A&R	This information is regularly uploaded into the TAMIS Database.
Number of mechanisms for external oversight of public resource use supported													C	C,A&R	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															Data quality assessments are informally ongoing.

Custom Indices: Performance Budgeting and Accounting Systems

Indicators 1.1 and 1.2 are tracked using Custom Indices (see PIRS for details). These indices have been developed by program staff with experience in revenue management budgeting and accounting. These indices capture Best Practices that municipalities are expected to adopt, as a result of RU-W support.

Indicator 1.1 is measured through the use of 2 custom indices. One relates to Revenue Management, and another to the Budgeting Process. If a municipality adopts 70% of these principles, the municipality will count as having achieved the indicator.

Indicator 1.2 is measured through a single index. If a municipality adopts 70% of these principles, the municipality will count as having achieved the indicator.

Performance Budgeting Revenue Management Best Practices		Chaghchara	Farah	Herat	Qala-e-naw
1	Major revenue sources identified				
2	Collection processes documented for Major revenue source				
3	Revenue Process Improvement Plan developed				
4	Safayi and Business License rates and/or charges established and approved by IDLG and Governor				
5	Revenue Estimates developed in compliance with IDLG budget requirements				
6	Revenue Estimates reviewed and approved by Municipal Budget Committee and Mayor				
7	Quarterly tracking and reporting of Revenues against the approved budget				
Overall Score					

Performance Budgeting Budget Process Best Practices		Chaghchara	Farah	Herat	Qala-e-naw
1	Establishment of Municipal Budget Committee				
2	Creation of internal Budget Calendar (with tasks)				

3	Budget reviewed by Municipal Advisory Board				
4	Present Budget to Citizens: Present budget proposal in print/presentation				
5	Budget includes estimates of O&M costs				
6	Budget includes and reflects Municipal Tashkeel				
7	Budget plan includes items identified by Municipal Service Improvement Plan Performance Indicators				
8	Budget submitted to Governor and/or Provincial Council for review and approval on time				
9	Budget submission complies with required forms				
10	Quarterly Expenditure tracking and reporting				
11	Quarterly reports comply with IDLG requirements				
12	Periodic (at least annual) review of actual against approved plan				
Overall Score					

Functional Accounting System General Accounting Best Practices		Chaghchara	Farah	Herat	Qala-e-naw
1	Compliance with policies and procedures based on GIRoA requirements				
2	Accounting codes aligned with IDLG budget codes				
3	Use bank book to record daily Bank transactions and reconciled with bank statement				
4	Computerization of Payroll				
5	Municipality maintains list of Assets and Inventory				
Overall Score					

PMP Change Report

Item	Source Document/ Date and/or Version	Description as Listed Previously	Status	Revision	Comments	Date of Change/Date of approval
Assistance Objective	PMP, June 12, 2011.	Assistant Objective 1: Improved performance and accountability of governance	Revised	Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.	This should be the project objective	To go into effect upon approval of the revised PMP for Option Year 1.
AO1	PMP, June 12, 2011.	% increase in citizen satisfaction with municipal government	Revised	PO 1: % of citizens who state that their municipal government is doing a very good or somewhat good job in providing services	Indicator should not include direction change. This change also better matches up the indicator with the external survey question. Data Reference Sheet also revised accordingly.	To go into effect upon approval of the revised PMP for Option Year 1.
AO2	PMP, June 12, 2011.	% increase in citizen perception that local government officials are working to serve their needs	Revised	PO 2: % of citizens who state that their municipal government officials are working to serve them sometimes or almost always	Indicator should not include direction change. This change also better matches up the indicator with the external survey question.	To go into effect upon approval of the revised PMP for Option Year 1.
AO3	PMP, June 12, 2011.	% increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city	Revised	PO 3: % of citizens who state they have some influence over municipal government decision making	Indicator should not include direction change. This change also better matches up the indicator with the external survey question.	To go into effect upon approval of the revised PMP for Option Year 1.
Project Objective	n/a	n/a	Added	PO 4: % of citizens who state they have	This indicator helps to measure citizen trust in government which	To go into effect upon approval of the revised

PMP Change Report

Item	Source Document/ Date and/or Version	Description as Listed Previously	Status	Revision	Comments	Date of Change/Date of approval
				confidence or high confidence that the municipality manages funds well	ties into Mission Indicator 1.5b	PMP for Option Year 1.
CLIN 1 Indicators	PMP, June 12, 2011.	CLIN 1 Indicators	Revised	Intermediate Result 1: Increased capacity of GIRoA Municipal Institutions.	Changed to make the intermediate result clearer.	To go into effect upon approval of the revised PMP for Option Year 1.
1.1	PMP, June 12, 2011.	# of municipalities with functioning performance budgeting systems	Revised	# of municipalities using principles of performance budgeting systems	This is to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1.
1.3	PMP, June 12, 2011.	The number of local mechanisms supported with USG assistance for citizens to engage their sub-national government (disaggregated to include those mechanisms including women)	Revised	# of local mechanisms supported with RU assistance for citizens to engage their sub-national government	Changed to specify that it should result from project assistance.	To go into effect upon approval of the revised PMP for Option Year 1.
CLIN 2 Indicators	PMP, June 12, 2011.	CLIN 2 Indicators	Revised	IR 2: Delivery of Municipal Services to Citizens in Targeted Municipalities Improved	Changed to make the intermediate result clearer.	To go into effect upon approval of the revised PMP for Option Year 1.

PMP Change Report

Item	Source Document/ Date and/or Version	Description as Listed Previously	Status	Revision	Comments	Date of Change/Date of approval
2.1	PMP, June 12, 2011.	# of sub-national government entities receiving USG assistance to improve their performance	Revised	R3: # of sub-national government entities receiving RU-W assistance to improve their performance; 2.1: % of projects completed with community and GIROA involvement	Moved R3 to be with other FAF reporting indicators; revised 2.1 captures the number of municipal service delivery projects implemented, focusing on those implemented with community and GIROA involvement	To go into effect upon approval of the revised PMP for Option Year 1.
2.2	PMP, June 12, 2011.	The number of municipal service delivery projects implemented	Deleted		2.1 can account for this	To go into effect upon approval of the revised PMP for Option Year 1.
2.3	PMP, June 12, 2011.	% of RAMP UP activities involving government officials in project planning, implementation, and/or evaluation	Deleted		2.1 can present percent of projects that are done with community and GIROA involvement.	To go into effect upon approval of the revised PMP for Option Year 1.
2.5	PMP, June 12, 2011	% of citizens who believe that their access to municipally-provided services has increased	Revised	2.2: % of citizens with access to municipally-provided services	This better measures results of sub-project activities that have changed in the workplan due to current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1.
2.6	PMP, June 12, 2011	% of targeted communities reporting increased availability of GIROA	Deleted		This is to reflect changes to the workplan that have been made into order to reflect current budget	To go into effect upon approval of the revised PMP for Option Year

PMP Change Report

Item	Source Document/ Date and/or Version	Description as Listed Previously	Status	Revision	Comments	Date of Change/Date of approval
		delivered basic services			realities.	1.

PMP Change Report

Item	Source Document/ Date and/or Version	Description as Listed Previously	Status	Revision	Comments	Date of Change/Date of approval
IR 2 Indicator			Added	2.3: # of citizens participating in local mechanisms to engage their sub-national government	This relates to indicator 1.3 but counts the number of citizens participating in the local mechanisms.	To go into effect upon approval of the revised PMP for Option Year 1.
CLIN 3 Indicators	PMP, June 12, 2011.	CLIN 2 Indicators	Revised	IR 3: Increased Municipal Capacity to enable, support and sustain economic growth.	Changed to make intermediate result clearer.	To go into effect upon approval of the revised PMP for Option Year 1.
3.1	PMP, June 12, 2011.	# of public private partnerships established as a result of USG assistance	Revised	# of public-private partnerships formed as a result of RU-W assistance	Changed to specify that it should result from project assistance.	To go into effect upon approval of the revised PMP for Option Year 1.
3.2	PMP, June 12, 2011.	# of person days of employment	Deleted		This is to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1.
3.3	PMP, June 12, 2011.	# of sub-national institutions receiving USG assistance to increase their annual own-source revenue	Revised	IR4: # of sub national governments receiving RU-W assistance to increase their annual own-source revenues	Moved to be with other FAF reporting indicators	To go into effect upon approval of the revised PMP for Option Year 1.

PMP Change Report

Item	Source Document/ Date and/or Version	Description as Listed Previously	Status	Revision	Comments	Date of Change/Date of approval
3.4	PMP, June 12, 2011.	3.4 % increase in revenue generated	Revised	3.2: %increase in municipal revenue generated	Numbering changed.	To go into effect upon approval of the revised PMP for Option Year 1
IR 3 Indicator	PMP, June 12, 2011.		Added	3.3: % of citizens who state that they would pay more taxes (“safayi”) for services provided by the municipality if the municipality provided better services	Measures outcome of this IR.	To go into effect upon approval of the revised PMP for Option Year 1
C1	PMP, June 12, 2011.	The number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization	Revised	R1: # of individuals who received RU-W training, including management skills and fiscal management, to strengthen local government and/or decentralization	Changed to specify that it should result from project assistance and that it reports information that feeds into the FAF.	To go into effect upon approval of the revised PMP for Option Year 1
C2	PMP, June 12, 2011.	The number of government officials receiving USG-supported anti corruption training	Revised	R2: # of government officials receiving RU-W-supported anti corruption training	Changed to specify that it should result from project assistance and that it reports information that feeds into the FAF.	To go into effect upon approval of the revised PMP for Option Year 1
C3	PMP, June	The number of	Revised	R4: # of sub national	Renumbered and changed to	To go into effect upon

PMP Change Report

Item	Source Document/ Date and/or Version	Description as Listed Previously	Status	Revision	Comments	Date of Change/Date of approval
	12, 2011.	mechanisms for external oversight of public resource use supported		governments receiving RU-W assistance to increase their annual own-source revenues	specify that it should result from project assistance and that it reports information that feeds into the FAF.	approval of the revised PMP for Option Year 1
C4	PMP, June 12, 2011.	The number of USG-supported anti-corruption measures implemented	Deleted		This is to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1
C5	PMP, June 12, 2011.	The number of key-infrastructure rehabilitated or improved.	Deleted		This is to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1
Indicator Reference Sheets	PMP, June 12, 2011.		Revised		All indicator reference sheets were updated to reflect all of the above. Targets were also revised to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 1
1.3	PMP, February 12, 2012	# of local mechanisms supported with RU assistance for citizens to engage their sub-national government	Revised	# of types of local mechanisms supported with RU assistance for citizens to engage their sub-national government	Changed to make intermediate result clearer.	To go into effect upon approval of the revised PMP for Option Year 2
3.1	PMP, February 12, 2012	The number of Public-Private Partnerships formed as a result of RU-W assistance	Deleted		This is to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 2

PMP Change Report

Item	Source Document/ Date and/or Version	Description as Listed Previously	Status	Revision	Comments	Date of Change/Date of approval
3.2	PMP, February 12, 2012	3.2 % increase in Municipal revenue generated	Revised	3.1 % increase in Municipal revenue generated	Numbering changed.	To go into effect upon approval of the revised PMP for Option Year 2
3.3	PMP, February 12, 2012	3.3 % of citizens who state that they would be willing to pay more taxes (Safayi) for services provided by the municipality if the municipality provided better services	Revised	3.2 % of citizens who state that they would be willing to pay more taxes (Safayi) for services provided by the municipality if the municipality provided better services	Numbering changed.	To go into effect upon approval of the revised PMP for Option Year 2
Indicator Reference Sheets	PMP, February 12, 2012		Revised		All indicator reference sheets were updated to reflect all of the above. Targets were also revised to reflect changes to the workplan that have been made into order to reflect current budget realities.	To go into effect upon approval of the revised PMP for Option Year 2