



USAID | **ARMENIA**
FROM THE AMERICAN PEOPLE

Country Development Cooperation Strategy

Armenia

Fiscal Year 2013 – 2017

Performance Management Plan

March 2014

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ABBREVIATIONS & ACRONYMS

CDCS	Country Development Cooperation Strategy
CSO	Civil Society Organizations
DO	Development Objective
F	Office of U.S. Foreign Assistance Resources
FH	Freedom House
GDP	Gross Domestic Product
Gini	Gini Coefficient
GOAM	Government of Armenia
IR	Intermediate Result
IREX	The International Exchanges and Research Board
M&E	Monitoring and Evaluation
NDI	National Democratic Institute
NGO	Non-governmental Organization
NIT	Nations in Transit
PAD	Project Appraisal Document
PMP	Performance Management Plan
PIRS	Performance Indicator Reference Sheet
PO	Program Office at USAID/Armenia
RF	Results Framework
TB	Tuberculosis
DHS	Demographic and Health Survey

RESULTS FRAMEWORK AND ASSOCIATED INDICATORS

The Country Development Cooperation Strategy (CDCS) for Armenia was approved on August 27, 2013. USAID/Armenia selected two Development Objectives (DOs) and a Special Objective for the CDCS which will guide USAID investments for five years.

This Performance Management Plan (PMP) is the tool that USAID/Armenia will use to assess progress toward achievement of CDCS results. The main purpose of the PMP is to provide a systematic and objective way of assessing program performance and thereby support to programmatic decision-making and resource allocation. This PMP will enable the Mission to monitor and manage a core set of performance indicators that reflect appropriate targets, baselines, and data collection and analysis approaches. The PMP is a living document that will be reviewed and updated annually after the end of each fiscal year. The performance management cycle will include ongoing project monitoring, semi-annual Mission Portfolio Reviews, annual reporting on indicators and outputs, and periodic project evaluations.

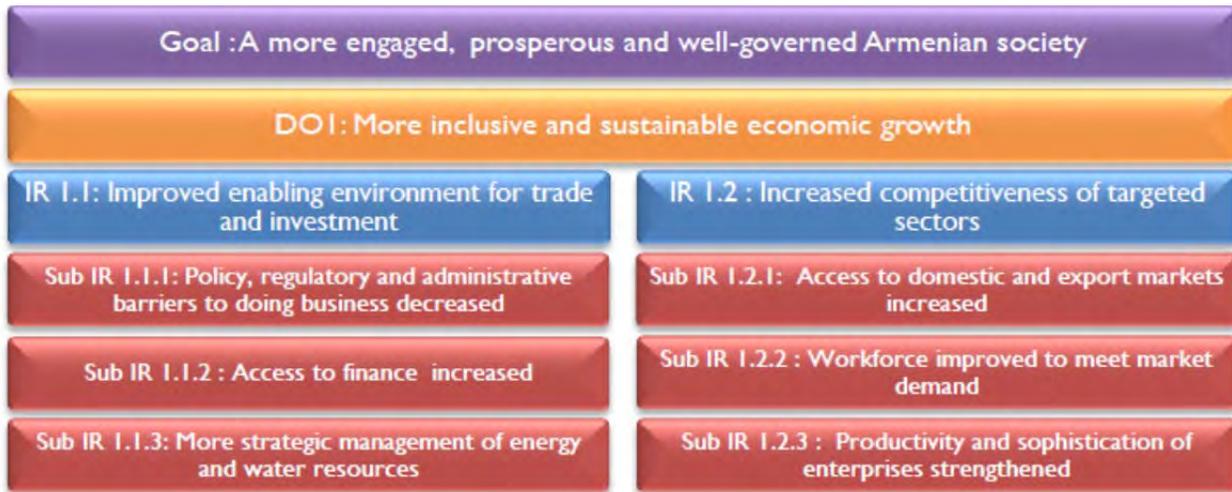
The PMP was developed from January to April 2014 with the support of Washington staff from the bureau for Europe and Eurasia and a TDY from Bosnia and Herzegovina Mission. Through a series of facilitated Development Objective Team meetings, the Mission has identified a list of PMP indicators and evaluation questions associated with each CDCS result that we propose to use to track performance and to determine project effectiveness. Implementing Partner (IP) M&E plans support the Mission's PMP and will continue to be developed according to Agency and Mission policy. In some instances, IPs will supply the data for selected Mission PMP indicators.

The Armenia CDCS Results Framework is pasted below. For additional information on the CDCS development hypothesis or other elements of the strategy, please review the CDCS document itself that is available online: <http://www.usaid.gov/sites/default/files/documents/1863/Armenia-CDCS.pdf>

Armenia CDCS Results Framework



DO 1 Detailed Results Framework



DO 2 Detailed Results Framework



SPO Detailed Results Framework



Goal Performance Indicators

GOAL	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
A more engaged, prosperous, and well-governed Armenia	WB, Voice and Accountability Score	Third party	World Bank	Website	Annual	
	WEF, Human Capital Index Rank	Third party	World Economic Forum	Website	Annual	
	GNI Per Capita, PPP (constant 2005 international \$)	Third party	World Bank	Website	Annual	Subject to the results of the PAD Development for EG

DO 1 Performance Indicators

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
1			Inclusive and sustainable economic growth	GDP % Growth	Third party	IMF	Website	Annual	Input for consideration. Subject to the results of the PAD Development for EG
1			Inclusive and sustainable economic growth	Top 10%/Bottom 40% or GINI Score	Third party	World Bank	Website	Annual	Input for consideration. Subject to the results of the PAD Development for EG
	1.1		Improve enabling environment for trade and investment	Environmental Performance Index (EPI) – Ecosystem Vitality Score	Third party	Yale	Website	Annual	Input for consideration. Subject to the results of the PAD Development for EG
	1.1		Improve enabling environment for trade and investment	Doing Business Rank	Third party	World Bank	Website	Annual	Input for consideration. Subject to the results of the PAD Development for EG
	1.2		Increased competitiveness of targeted sectors	Global Competitiveness Index (WEF) – Business Sophistication	Third party	World Economic Forum	Website	Annual	Input for consideration. Subject to the results of the PAD Development for EG
	1.2		Increased competitiveness of targeted sectors	Size of Target Sectors Relative to Traditional Sectors (% GDP)	Third party	National Statistical Service	Website	Annual	Input for consideration. Subject to the results of the PAD Development for EG

DO 2 Performance Indicators

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
2			More participatory, effective and accountable governance	CSOSI Index Score	F	USAID	Website	Annual	
				WB, Governance Matters, Government Effectiveness Score	Third party	World Bank	Website	Annual	
				Freedom House, Nations in Transit, National Democratic Governance Score	Third party	Freedom House	Website	Annual	
	2.1		Increased civic engagement in and oversight of reforms improved and sustained	% of population reporting positive perceptions on their engagement and oversight in selected reform implementation process	Custom	Implementer	Survey	Baseline and end of project	
			Increased civic engagement in and oversight of reforms improved and sustained	% of citizens who participate in selected reform implementation	Custom	Implementer	Survey	Baseline and end of project	

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
			Increased civic engagement in and oversight of reforms improved and sustained	# or % of policies introduced, adopted, repealed, changed or implemented consistent with citizen input	Custom	Implementer	Records	Annual	
		2.1.1	Civil society's ability to engage citizens and articulate their interests improved and sustained	Dimension of NGO Sustainability Index: Advocacy	F	NGO Sustainability Index Report	Website	Annual	
				% of population reporting trust toward CSOs	Custom	Implementer Survey or Caucasus Barometer	Survey	Baseline and end of project	
				Dimension of NGO Sustainability Index: Financial Viability	F	NGO Sustainability Index Report	Website	Annual	
		2.1.2	Mechanisms for monitoring of government institutions, officials, and policy process strengthened	% increase of civil society stakeholders reporting effectiveness of mechanisms to monitor target government institutions, officials and policy processes	Custom	Implementer	Survey	Baseline and end of project	

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
				# targeted reform specific CSO-GOAM mutually agreed upon monitoring action items that have passed a specific threshold or milestone	Custom	Implementer Milestone Index	Records	Annual	
				# out of target group or % of target CSOs that they can obtain needed information from key counterpart government agencies on a scale of 1 (never); 2 (rarely); 3 (sometimes); 4 (usually); 5 (always) (could also present average score across CSOs.)	Custom	Implementer	Survey	Baseline and end of project	
				Extent to which systematic, evidence-based, and participatory approaches are used by CSOs to monitor, assess impact of and report on implementation of reforms (benchmarks, scale etc.)	Custom	Implementer	TBD	TBD	

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
		2.1.3	Citizen access to independent and reliable information increased	E&E Media Sustainability Index, Plurality of News Sources	F	USAID	Website	Annual	
				Dimension of Media Sustainability Index: Professionalism	F	USAID	Website	Annual	
				% of population reporting they are informed of targeted reforms (will require significant definition of informed)	Custom	Implementer	Survey	Baseline and end of project	
	2.2		More open and responsive policymaking and implementation	# of Target reforms passed according to reform-specific benchmarks and or milestones	Custom	Implementer Milestone Index	Records	Annual	
		2.2.1	Government policy process more transparent and participatory	# of USG-supported measures and mechanisms for more transparent policymaking and public reporting implemented	F	Implementer	Survey	Baseline and end of project	

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
				# of target GOAM entities and public institutions employing established civic participation mechanisms frequently (frequently benchmark to be defined)	Custom	Implementer	Survey	Baseline and end of project	
				Frequency of Use of Targeted Mechanisms	Custom	Implementer	Records	Annual	
		2.2.2	Technical capacity to implement and monitor national reforms strengthened	# of targeted GOAM entities with improved performance	Custom	Implementer	Survey	Baseline and end of project	
				Organizational Capacity Assessment Tool or Scorecard	Custom	Implementer	Records	Annual	disaggregated across dimensions

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
		2.2.3	Municipal capacity, service delivery and participatory decision-making strengthened	Nations in Transit, Local Democratic Governance Score	Third party	Freedom House	Website	Annual	
				# of sub-national entities receiving USG assistance that improve performance (institutional capacity and participatory part as dimensions of performance)	F	Implementer	Records	Baseline and end of project	
				Level of satisfaction with service delivery among citizens in target communities	Custom	Implementer	Survey	Baseline and end of project	
				Municipal Capacity Index	Custom	Implementing Partner Reports	TBD	TBD	Probably for later in project. Needs additional thinking.

SPO Performance Indicators

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
3			Quality and utilization of selected healthcare services improved in priority areas	Under Five Mortality	Third Party	DHS Report	Survey	Every five years	
				Prevalence of underweight children under five years of age	Third Party	DHS Report	Survey	Every five years	
				TB treatment success rate	Custom	Implementer	NTP records	Annual	
	3.1		Health resources effectively targeted to address priority areas	Percent of sputum smear negative patients hospitalized for TB treatment	Custom	Implementer	State Health Agency (SHA) records National TB Program (NTP) records		
				Out-of-pocket expenditures as a percent of total health expenditures	Custom	Implementer	MOH records	Annual	

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
				Government Share of Total Spending for Public Sector Contraceptives	Custom	Implementer	MOH records	Annual	
	3.2		Public and private sector capacity to deliver quality services in priority areas improved	Percent of health facilities adhering to Evidence-Based MCH approaches	Custom	Implementer	MOH records	Annual	
				Percent of health facilities adhering to the components of the WHO Stop TB Strategy	Custom	Implementer	NTP records	Annual	
				Percent of USG-assisted service delivery points (SDPs) that experience a stockout at any time during the defined reporting period of any contraceptive method that the SDP is expected to provide	F	Implementer	Facility Records	Annual	
	3.3		Public health surveillance in priority areas improved	Percent of accurate TB case-finding and treatment outcome reports	Custom	Implementer	NTP records	Annual	

DO	IR	Sub-IR	RESULT	INDICATOR	INDICATOR Type	DATA SOURCE	METHOD OF DATA COLLECTION	FREQUENCY OF DATA COLLECTION	DISAGGREGATED BY
				Percent of children under five that had child growth monitoring during the well-child check-up.	Custom	Implementer	Facility records	Annual	

ROLES & RESPONSIBILITIES

	Program Office	Technical Office	Context-Specific Information
Performance Management Procedures	Identify monitoring point of contact (PMPOC) that will be responsible for managing the PMP and ensuring compliance with performance monitoring across the breadth of the Mission's portfolio, in partnership with the DO team staff in the Mission.	Stay up to date on M&E requirements and assist with team specific M&E processes.	The M&E Specialist has been identified to serve as the PMPOC

	Program Office	Technical Office	Context-Specific Information
Performance Management Plan	Lead the overall PMP process. The PMPOC and other staff from the program office work with technical staff to ensure that indicators for Goal, DO, and IRs are defined using Performance Indicator Reference Sheets (PIRS). The PMPOC should also ensure that any currently planned evaluations are incorporated into the PMP Evaluation Plan. PMPOC will ensure latest Mission-wide PMP is stored in a common location	Develop indicators at DO, IR and sub-IR levels, and develop DO evaluation plan. Ensures that PIRS are completed.	This requirement has been met with the subject PMP. PIRS completed for all PMP indicators. For the Goal and DO indicators, baseline data are collected and targets set prior to initial approval of the PMP. For IR indicators, baseline data need to only be planned.

	Program Office	Technical Office	Context-Specific Information
Activity/Award Level M&E Plans	Serve as a resource to Contracting Officer's Representatives (CORs) and Agreement Officer's Representatives (AORs) to review or comment on activity level M&E plans. PMPOC assists in this process by providing advice, official guidance and best practice, sharing information, and providing early review and advice. They use their "bird's eye view" of data collection and performance indicators across the Mission to ensure consistency and efficiency. They also ensure the collection of any indicators that cut across offices or DOs.	Approves activity M&E plans submitted by partners; and, ensures activity level plans feed into the project M&E plan and meet contractual requirements.	<ul style="list-style-type: none"> • COR/AOR/AM/G2G is responsible for the quality of Activity/IM M&E Plans submitted by implementing partners, and work with implementing partners to ensure that they are consistent with and meet the data collection needs of the Project M&E Plan and the PMP, as well as the PPR. This includes working with OAA (or RLAs and others in the case of G2G) to ensure that relevant indicators are included in solicitation documents, negotiations with host government entities, etc. before awards are made. • Office Directors ensure that Activities/IMs include Project indicators and that use of the same indicator across different Activities/IMs is consistent in definition and collection methodology. They also ensure collection of appropriate Initiative indicators and coordinate, as needed, with other USG agencies on indicators related to initiative and/or PPR reporting. • The COR/AOR/AM/G2G approves Activity/IM M&E Plans submitted by the implementer. The Office Director and PMPOC clear Activity/IM M&E Plans. • COR/AOR/AM/G2G provides the PMPOC with data from the Activity/IM M&E Plan into performance monitoring information.

	Program Office	Technical Office	Context-Specific Information
Project M&E Plans	Confirms that Project M&E plans align with the Project Logframe and results specified in the CDCS Results Framework, and are reflected in mission-wide PMP.	Prepare project M&E plan as part of the project design process. Ensure that Project M&E plans measure progress toward the results specified in the Project Logframe.	<p>The DO team will designate a project manager who will be responsible for tracking project progress toward the IR. The project manager will be responsible for aggregating monitoring data received from each implementing partner/activity awarded under the project/PAD. In addition, the project manager will be responsible for gathering any third party data from other donors, host government entities, or USAID-managed survey instruments. The project manager will be responsible for gathering data on critical assumptions included in the logical framework and on the country context. All monitoring data will be saved electronically on the p/public drive. Activities/implementing mechanisms that are responsible for tracking the same performance indicator should use identical methodologies for data collection, so that the performance data can be aggregated at the project level.</p> <p>PMPOC will establish a common location for all Project M&E Plans and Activity/IM M&E Plans to be electronically stored in their latest version. The PMPOC will establish naming conventions and practices to make it easy to find the latest version of each plan.</p> <p>Project Manager or designer will ensure that latest Project M&E Plan is stored there; COR/AOR/AM/G2G will ensure that latest Activity/IM M&E Plan is stored there.</p>

	Program Office	Technical Office	Context-Specific Information
Collecting performance information	Ensures each technical office or project manager has arranged for collection of indicator data, as needed. May ensure collection of certain contextual or high-level indicator data. The PMPOC must ensure cross-office coordination for the collection of data shared by different projects to minimize costs and rationalize efforts.	Responsible for ensuring data is collected and reliable. May collect data directly, from implementers, or other sources. Works to resolve any data problems.	<p>The collection of baseline data should begin as soon as possible after the approval of the Project or Activity/IM M&E plans (note that baselines for the Goal and DO levels should be collected prior to initial Mission-wide PMP approval). Baseline data should be used to establish performance targets (or revise initial targets) and used as a reference point to monitor progress toward the results outlined in the PMP and/or Project and Activity/IM M&E Plans.</p> <p>Given the need to rationalize data collection, COR/AOR/AM/G2G should coordinate with PMPOC and the Office Director to minimize baseline data collection time and cost. The Performance Monitoring and Evaluation Task Schedule in the PMP can assist in this coordination.</p> <p>COR/AOR/AM/G2G is responsible for ensuring timely data collection of performance data along the schedule outlined in the award agreement and Activity/IM's M&E plan (quarterly, semi-annual or annual), as well as for verifying implementing partner performance reports and working with implementing partners, and others in the Mission as needed, to resolve data collection or quality issues.</p> <p>DO Team Leaders/Office Directors should periodically review Project performance data, checking for consistency and quality across activities.</p> <p>The Program Office is responsible for ensuring that DO/Project Managers and COR/AOR/AM/G2G collect and review indicator data consistently, and that these data are entered in the performance monitoring information system on a timely basis. The Program Office will periodically review COR/AOR/AM/G2G and DO/Project Manager indicator data to ensure data quality and consistency. The Program Office may also engage in data collection as needed and appropriate (e.g., indicators collected directly by Mission staff or third-party data in the PMP).</p>
Maintaining performance information	Plans, develops and maintains mission wide performance information systems.	Shares data with the program office or contributes data to performance information systems on regular basis.	Performance information will be maintained by AORs/CORs, project managers and PO on P/Public drive. COR/AOR/AMs/G2G, DO team leaders, PMPOCs, or others responsible for a performance indicator as described in a PIRS should enter baseline data and new/revised targets into the performance monitoring information system for the indicators for which they are responsible.

	Program Office	Technical Office	Context-Specific Information
Reviewing Performance Information	<p>Sets up the overall mission process for reviewing and analyzing performance results, particularly portfolio reviews. Reviews and analyzes DO indicators and identifies/solicits appropriate issues for portfolio reviews.</p>	<p>Reviews data and identifies issues and corrective action as necessary for activity, project, or DO. Reviews performance data, particularly prior to portfolio reviews. Conducts activity level oversight, such as site visits, in accordance with USAID policy and AOR/COR responsibilities.</p>	<p>Periodic reviews of the Mission portfolio are necessary for the Mission to understand its progress toward the desired results outlined in its CDCS Strategy and Project Logframes. These reviews include:</p> <p>Activity/IM Reviews: COR/AOR/AM/G2G, once they have verified implementing partner periodic reports (quarterly/semi-annual/annual), should analyze the information, and determine if any changes are necessary to workplans, budgets, and/or schedules. These analyses can be done informally, in collaboration with the relevant stakeholders such as the implementer, host government staff, other COR/AOR/AM/G2G, PMPOC or other M&E specialists, as desired. Any changes to workplans, budget and/or schedules for A&A awards must be within the terms and conditions of the award. Only the CO/AO is authorized to make changes that result in modifications of the award.</p> <p>Project Reviews: The DO Team Leader should conduct Project Reviews with COR/AOR/AM/G2G, in collaboration with the partners, M&E POC(s), Initiative managers, and Program Office. Missions will consider timing to inform the DO-level Portfolio Review, Quarterly Financial Reviews, or PPR.</p> <p>Stakeholder, Host Government, and Sectoral Reviews: As needed, the Program Office and/or DO/Project Teams will conduct reviews with stakeholders, host government partners, or technical sectors.</p> <p>Portfolio Reviews: The PO, at least annually, will coordinate a Mission-wide review of the DOs</p>

	Program Office	Technical Office	Context-Specific Information
Data Quality Assessments	Ensures the data reported to Washington meets USAID data quality standards. Provides input into data quality assessments. Flags data quality issues and limitations and maintains documentation on data quality issues.	Leads DQAs and identifies quality issues and solutions on the basis of the DQAs or as they become apparent during the life of the strategies and projects.	<p>The procedures below are based on the principles that analysis of data quality should be performed by the individual closest to management while following common procedures to ensure consistency and efficiency.</p> <p>COR/AOR/AM/G2G is responsible for conducting the data quality assessments (DQAs) for indicators in their Activity/IM's M&E Plan that will be reported to Washington. If the COR/AOR/AM /G2G does not conduct the DQA, they are responsible for certifying the DQA, once done, and for addressing findings with the implementer and ensuring that corrective actions are taken. They are assisted by the PMPOC who provides guidance on formats, best practice, and Agency and Mission requirements, as well as the Office Director.</p> <p>Office Directors or their designees are responsible for ensuring the comparability of data for the same indicator collected by different mechanisms and performing DQAs for indicators in the Project M&E plan that will be reported to Washington that are not collected by activities (e.g. data from third-party sources, host country government, etc.) They should ensure that COR/AOR/AM/G2G is on track for conducting DQAs and following up on corrective actions.</p> <p>PMPOC is responsible for conducting the DQA of indicators that will be reported to Washington in the Mission-wide PMP that are not contained in Project and Activity/IM M&E Plans. The PMPOC is responsible for ensuring that the mission-wide PMP section on data quality assessment procedures includes the following information: 1) common Mission formats for DQAs (see recommended DQA checklist), 2) a common location for approved DQAs, and 3) Mission-specific procedures and best practices for conducting DQAs. The PMPOC has the responsibility to ensure that the Mission tracks important findings and follow-up actions from DQAs.</p> <p>In case of gaps, CORs/AORs and/or project managers will be requested to conduct the missing DQAs prior to PPR submission</p>

	Program Office	Technical Office	Context-Specific Information
Annual Performance Plan and Report	Leads overall process, reviews information provided by technical offices, and clears/submits report. Ensures that revisions identified during the Washington PPR review process are addressed.	Provides performance information to PO, including indicator data and narrative. Helps make revisions identified during the Washington review.	
Semi-Annual Portfolio Review	See Reviewing Performance Information section above.	See Reviewing Performance Information section above.	<p>It is USAID/Armenia policy that two Portfolio Reviews will be conducted per year with somewhat different purposes and procedures behind each. One must be a Strategic Portfolio Review focused on the higher levels of the Results Framework conducted around October/November, while the other will focus on the implementation/operational issues and will be conducted around March/April.</p> <p>The Portfolio Review focused on the higher levels of the results framework, the Strategic Portfolio Review, should focus on DO performance and examine a sample of indicators at the DO, Intermediate Result (IR), and sub-IR levels contained in the Mission-level Performance Management Plan (PMP) as well as relevant evaluation findings and action plans based on those findings.</p>
Alignment with Interagency Data Needs	Coordination with other USG Agencies to ensure consistency of PMP indicator selection and reporting with inter-agency data needs for USG Initiative Reporting (GHI, GCC, FTF, etc).		<i>PO coordinates indicator selection and reporting with inter-agency as part of PPR exercise. PPR templates along with required indicators are distributed to all USG partners. "PPR Objective Leads" who are responsible for consolidating various agencies' input into single narratives/templates also aggregate indicator data received from all contributing USG agencies. PO serves as a final clearing house for reviewing and checking the quality of consolidated USG narratives and the associated indicators reporting.</i>

EVALUATION AND LEARNING PLAN

A. Evaluation Roles & Responsibilities (ADS 203.3.2.2)

	Program Offices	Technical Offices	Comments
Leadership	Identify an evaluation point of contact		PO has an evaluation POC.
Training & Learning	Invest in training of key staff		PO holds periodic in-house training on evaluation policies and the Mission Order for CORs/AORs. The Mission will continue to invest in training opportunities for key staff.
	Encourage staff to participate in evaluation community of practice		COR responsibility distributed across program office staff. Technical office staff actively involved in SOW development, fieldwork support, and report review.
Planning	Ensure planning for evaluation questions in context of CDCS development. Ensure Mission compliance with the Agency's Evaluation Policy across the Mission's projects, and interact with USAID/W regional or technical bureaus and the Bureau of Policy, Planning, and Learning, Office of Learning, Evaluation, and Research (PPL/LER).	Project relevant technical support	Requirement met.
	Ensure adequacy of Evaluation section of Mission portfolio-wide	Project relevant technical support	Addressed by PMP.

	Program Offices	Technical Offices	Comments
	PMP		
	Ensure M&E Plans are incorporated in Project Designs	Project relevant technical support	The Mission Order on Project Design requires that all new PADs have a comprehensive M&E section that lists a full set of performance indicators (both indicators from the Mission's PMP and project-specific indicators from logical frameworks). In addition, to ensure that implementing partners harmonize data collection methodologies for identical indicators and that this data can be aggregated, PADs will address performance indicator definitions and data collection methodologies.
	Develop a budget estimate for evaluations.		PADs include a budget line item for evaluations.
	Allocate 3%program funds for external evaluation.		The Evaluation Plan includes the estimated budget for each evaluation. As part of Evaluation Plan maintenance, the EPOC will update those budget estimates (including updating with actual figures) on an ongoing basis. Based on this work, the PO will calculate on an annual basis a budget estimate for the external evaluations to be undertaken during the following fiscal year. The purpose of this exercise is to compare Mission evaluation plans with the 3% goal stated in the ADS, and to inform Mission decision-making about the extent and cost of an evaluation versus an Agency standard.
Evaluation SOWs & Reports	Ensure that final SOWs for external evaluations meet Evaluation Policy Section 4 standards.	Provide technical support to ensure that SOWs adhere to Evaluation Policy standards.	All evaluation SOWs are reviewed by the Mission's evaluation officer and Washington evaluation specialist(s) to ensure that they adhere to Evaluation Policy Section 4 standards. Technical offices that originate evaluation SOWs receive technical guidance from the Mission evaluation specialist on how to meet standards and how to address Washington peer review comments.
	Manage, in most cases, required external evaluations		PO staff members will manage all external evaluation.
	Organize technical reviews to assess quality of evaluation SOWs & draft reports	Participate in technical reviews	Practice ongoing.

	Program Offices	Technical Offices	Comments
Evaluation Technical Support	Develop contractual mechanisms to access evaluation expertise		Mission uses Washington-run IQC's or other contractual mechanisms to access high quality evaluation services.
Reporting & Knowledge Management	Include evaluation reporting & plans in the Performance Plan and Report (PPR).		Armenia PPRs include the evaluation registry annex that describes the evaluations conducted during the FY as well as how the evaluation findings were used.
	Warehouse evaluation data		All evaluation contracts include a requirement to submit evaluation reports to the DEC. Evaluation reports are cleared by the evaluation contract COR and the Mission evaluation specialist and later submitted to the DEC by the implementer and/or the Mission. All evaluation contracts require that raw data be submitted to USAID in a readily usable format.

B. Mission Approaches to Monitoring and Evaluation

Monitoring will be an on-going, collaborative process with the participation of the implementing partner(s), USAID, counterparts, and other stakeholders. The Mission plans to implement the key principles and tasks outlined in the updated ADS 203 through a variety of measures. The Mission has already updated the Mission Orders dealing with monitoring, evaluation and learning. The Mission has also assigned monitoring roles and responsibilities to technical and program office personnel. Other tasks include but are not limited to the following: incorporating new monitoring requirements, PMP indicators and PIRS into new PADs and associated new awards; assisting with harmonizing data collection methodology across multiple implementing partners; when necessary engaging the Contracting Office to modify the existing awards to include the new monitoring requirements; consolidating activity and project-level monitoring information into a centralized data repository and keeping the data current and updated to inform management decisions; refining the PMP document to reflect the outcomes of analyses/synthesis undertaken during project design/ PAD development, revisiting PMP indicators to address the lessons learned during project implementation, and organizing events and meetings to share and analyze monitoring data internally within the Mission and externally with in-country stakeholders. More information is available in section V of this document.

Consistent with USAID's Evaluation Policy, the Mission will perform a series of performance evaluations for each DO over the course of the CDCS. A multi-year Evaluation Plan identifies evaluations that will be completed during the life of the CDCS. The Evaluation Plan includes evaluations to address the requirements of the USAID policy for each DO. The Evaluation Plan will include the required information about each planned evaluation as described in ADS 203.3.3.1

Determination of Evaluations to Include in a Mission Evaluation Plan

In identifying evaluations for inclusion in the PMP Evaluation Plan, USAID/Armenia has considered a number of factors including:

1. Which projects will be required to be evaluated as per the Evaluation Policy of January 2011;
2. Illustrative evaluation questions included in the Mission's CDCS; and
3. Additional learning or management decision needs as well as other triggers for initiation of evaluations as described in ADS 203.

For each project, consideration was given during design to the performance evaluation(s) or impact evaluation(s) that will be undertaken, including identification of key evaluation questions. The PO determined if the project under design is subject to the "large projects" evaluation requirement or the "pilot activities" evaluation requirement. Those requirements are stated fully in ADS 203.3.1.3, but are restated briefly here:

- Large projects: Each large project should undergo at least one external evaluation. Project is defined, not as implementing mechanism, but according to the current ADS definition (see Definitions). A large project is one that equals or exceeds the mean (average) project size in dollar value for the DO.
- Pilot activities: Any activity/IM within a project involving untested hypotheses or demonstrating new approaches that are anticipated to be expanded in scale or scope through U.S. Government foreign assistance or other funding sources will, if feasible, undergo an external impact evaluation. DO teams should identify pilot activities at the design stage. If pilot activities are added to a project after the design stage, the EPOC must be notified. If it is not possible to effectively undertake an impact evaluation, the DO team may instead propose a performance evaluation, with PO approval.
- Non-required Evaluations: Projects/programs/activity/IMs that are not subject to the “large project” or “pilot activities requirement” may still be evaluated. This may include, for instance, DO level evaluations or evaluations based on the high-priority evaluation questions identified in the CDCS. In such a case, DO teams, the PO, or the front office may propose either external or internal evaluations to the PO for inclusion in the Mission Evaluation Plan.

To ensure timely and quality implementation of evaluation work, the Mission will use Washington-led evaluation mechanisms, such as IQC’s or other contractual mechanisms. It will enable the Mission to obtain services of conducting external/independent evaluations over the course of five years (in parallel to CDCS) in line with USAID evaluation policy, based on USAID requirements. The Mission will encourage inclusion of local organizations/ individual consultants in the study.

C. Required Evaluations

Evaluations are required for large projects and innovative development initiatives. The Mission has identified “large projects” that will require one evaluation during their lifetime. USAID/Armenia has designed its two projects at the DO level, therefore both DO’s are categorized as large projects per the USAID Evaluation Policy. The Mission plans to conduct at least five external performance evaluations for the duration of the CDCS at the activity level to fulfill the Evaluation Policy’s requirements of accountability and learning. The CDCS identified illustrative evaluation questions for the sectors covered by the strategy. The performance evaluations will be chosen so that they focus on activities that pose the most questions in terms of the success of their overall designed projects. Items to be evaluated include the development hypothesis behind activity and the activity’s importance in the contribution to the overall DO. For example, the approach of combining efforts of the PIO implementing partner, the GOAM and the CSO consortia to achieve participatory changes in the policies and in their implementation is one area that needs verification of the effectiveness of the hypothesis and the approach. Therefore, an evaluation will be designed around one of the three policy change areas under the DO2 of the CDCS. Other evaluations under DO2 will look at how successfully the CSO consortia approach has worked in terms of engaging the citizens in open and participatory policymaking and implementation.

Under DO1 since inclusive economic growth through rural development is a major theme, the two activities under Partnership for Rural Development program will be evaluated. Other evaluations under DO1 may include those of activities dealing with IR1.1 Improved Enabling Environment for Trade and Investment.

Due to the significant reorganization of the EG portfolio, USAID/Armenia will identify additional evaluations during periodic updating of the evaluation plan to identify those that will be most relevant.

Identifying Innovative Development Initiatives: USAID/Armenia is not currently implementing activities that meet the definition of innovative development initiatives as defined in the Evaluation Policy.¹

¹ “Any activity within a project involving untested hypotheses or demonstrating new approaches that are anticipated to be expanded in scale or scope will, if feasible, undergo an impact evaluation” (USAID Evaluation Policy, p.8).

and Schedule

POCs	Project/ activity/ program to be Evaluated	P/A/P Start/ End Dates	Required (and reason required) or Optional	Evaluation Type (performance or impact), and Projected Use	Internal or external	Estimated Evaluation budget	Evaluation Start/ End Dates
M&E specialist, EG	Partnership for Rural Development/ ARDI	3 rd Q13-3 rd Q18	Required – large project	Performance; to decide whether the projects are achieving their objectives	External	\$150.000	January-May 2015
M&E specialist, EG	IR1.1 Improved Enabling Environment for trade and investment	TBD	Required – large project	Performance; to decide whether the projects are achieving their	External	\$150.000	TBD

TBD		TBD			objectives			
<p>DO 2 Evaluation of More Participatory, Effective and Accountable Governance</p> <p>What are the successes and lessons learned from the approach of working through PIO, G2G and CSO Consortia in achieving a) policy change; 2) policy implementation according to defined benchmarks; 3) engaging society in policy making and implementation processes?</p> <p>To what extent does the process of cooperation and coordination work among the three entities involved in the implementation</p>	M&E spec., DG	<p>Social Sector Reform/ Deinstitutionalization (Child Protection Reform: Deinstitutionalization; TA for Child Protection/ Deinstitutionalization; Advanced Civil Society for Accountable Governance/ Social Reform</p>	3 rd Q14-3 rd Q-17	Required Large project	Performance, to decide whether the proposed model works	External	\$150.000	May-Sept. 2015

<p>DO 2 Evaluation of More Participatory, Effective and Accountable Governance</p> <p>How effective has the CSO consortium approach been in informing the citizens of the policy process and implementation?</p> <p>Has the consortium approach been successful in engaging the citizens into a dialogue with the government?</p> <p>To what extent has the consortium been able to carry out the monitoring function of the government entities?</p>	M&E spec., DG	Advanced Civil Society for Accountable Governance - Decentralization	3 rd Q 14-3 rd Q 17	Required Large project	Performance, to decide whether the proposed model works	External	\$100.000	May-Sept 2015
<p>DO 2 Evaluation of More Participatory, Effective and Accountable Governance</p> <p>How effective has the CSO consortium approach been in informing the citizens of the policy process and implementation?</p> <p>Has the consortium approach been successful in engaging the citizens into a dialogue with the</p>	M&E spec., DG	Advanced Civil Society for Accountable Governance – Transparency and Accountability	3 rd Q 14-3 rd Q 17	Required Large project	Performance, to decide whether the proposed model works	External	\$100.000	May-Sept 2015

government? To what extent has the consortium been able to carry out the monitoring function of the government entities?								
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E. Learning Plan

The Mission will use a variety of approaches to assess project performance implementing the USAID/Armenia CDCS. The Mission will regularly collect, analyze, review, and use information gathered through its performance management systems, evaluations, after action reviews, partners' meetings, and other sources. By using these approaches, the Mission will improve its ability to learn from experience and plan for continuous performance improvement.

This USAID/Armenia CDCS PMP was developed using a participatory process, which resulted in strong DO team ownership of the PMP. As noted in Section II: Roles and Responsibilities, portfolio reviews will serve as a major venue for learning based on and using performance management information collected during previous months. The Portfolio Reviews that will be focused on the higher levels of the results framework, the Strategic Portfolio Review, will focus on DO performance and examine a sample of indicators at the DO, Intermediate Result (IR), and sub-IR levels contained in the Mission-level Performance Management Plan (PMP) as well as relevant evaluation findings and action plans based on those findings.

A list questions of issues that will be considered in the higher level review are the following :

- Status of critical assumptions and the Development Hypothesis defined in the Results Framework, along with the related implications for performance
- Country and regional trends and how the context is evolving
- Evidence that projects are leading to the achievement of the DO
- Status of cross-cutting themes and/or synergies between DOs
- Status of related partner efforts that contribute to the achievement of IRs and DOs
- What has been learned during project implementation from monitoring data, evaluations, partners, or other sources of evidence

Per the Budget MO, financial data and performance, (pipelines, burn-rates, additional funding needs, budget reallocations) will be reviewed on a quarterly basis through Quarterly Financial Reviews (QFR).

Concerning the PMP, the portfolio reviews will specifically involve reviewing progress against PMP indicators, as well as results of implemented evaluations. With regards to indicators, the issues discussed will include how the set of indicators under each result are suitable to measure the progress towards achieving the result; which indicators make most sense and which need to be replaced; which indicators are too costly to collect data on and how that can be changed, etc. On the evaluation side, while the teams will discuss specific evaluation findings and identify/prioritize findings that need immediate attention, they will also discuss lessons learned from evaluation planning and implementation process and any changes that might be needed to improve this process. On the other hand, discussions at portfolio reviews will review informational gaps and issues that need more attention and lead to planning future evaluations.

Annual Performance Plan and Report (PPR) preparation process will serve as another trigger for initiating review of results, as well as review of indicators and issues connected with data collection, reporting, etc.

The PMP will be reviewed and updated annually. Learning will also be promoted through evaluation team debriefs, along with more formal training sessions on new developments in agency policies, strategies, etc., that might be of direct relevance to the CDCS implementation and learning.

Data Quality Assessment (DQA) Procedures

The goal of the DQA is to ensure that decision makers are fully aware of data strengths and weaknesses and the extent to which data can be trusted when making management decisions and reporting. DQAs are required for any indicators reported externally (i.e. those included in the PPR). For the Armenia PMP, standard F indicators have been used when they are a valid measurement of the result. Custom indicators have been developed when standard indicators are not valid, or when standard indicators capture only outputs.

The Mission plans to report on all standard F indicators included in this PMP as part of the PPR. However, only a few Custom indicators (typically those measuring IRs) from this PMP are expected to be included in the PPR. A decision as to which Custom indicator will be included in the FY 2014 PPR and beyond will be made by the Mission during the fall 2014 Portfolio Reviews, after baselines have been collected and targets have been set for all PMP indicators. The Mission will roll out the PMP to existing implementing partners and to integrate PMP indicators into their activity-level M&E plans, which will allow the DO teams to reassess the adequacy and usefulness of these indicators based on the implementing partners' experience and other considerations, such as time and costs involved in data collection.

Timing of DQAs: DQAs must be conducted within six months prior to reporting data to Washington for new indicators. The next scheduled PPR for the USAID Mission (following the finalization of this PMP) is December 2014. In November 2014, the Mission will conduct DQAs for all standard F indicators included in this PMP, as well as identify and conduct DQAs for those Custom indicators from this PMP that will be included in the PPR. It is necessary to keep in mind that the PMP is a living document and that the indicators will need to be fine-tuned, dropped or replaced as new PADs and the associated logical frameworks are developed. This will also be necessary if the Mission changes its strategic approaches and/or modifies its portfolio, or if a new set of required standard F indicators is introduced. The next scheduled DQA exercise will take place in October 2017.

DQA Procedure: DQA procedures will be agreed upon between the AORs, CORs, the project manager and the implementing partners. Data will be checked against five standards of quality, including validity, integrity, precision, reliability and timeliness. For the Mission, this will entail the review of the partners' systems and approaches for collection of data and determining whether they are likely to produce data of an acceptable quality over time. In some situations, implementing partners may be requested to complete DQA checklists. It will be a primary responsibility of DO teams, AORs/CORs and project managers that DQAs are conducted

and filed electronically on a shared drive (P/Public/Public) in accordance with the requirements listed above. As a result of DQAs, AORs/CORs and project managers, in close coordination with the implementing partners, will flag data quality issues and limitations and ensure that necessary steps are taken to resolve any data quality problems.

PO monitoring and evaluation points of contact will provide training to the DO teams on data quality standards and DQA procedures prior to each scheduled DQA exercise, and also provide guidance to the DO teams on an as needed basis. The DQA template is available at:

<http://f.state.sbu/PPR2012/DQA%20Checklist.docx>.

		FY 14				FY 15				FY 16				FY 17			
Task	Comment	Q1	Q2	Q3	Q4												
Implementing Partners submit Activity indicator data to AORs/CORs as part of their quarterly reports	Quarterly	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
AORs/CORs review and enter Activity indicator data electronically on shared drive	Depending on the frequency of each indicator	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Project managers review, analyze and use Activity indicator data to update relevant Project logframes and update/populate project-level indicator data on shared drive	Semi-annually	X		X		X		X		X		X		X		X	
PO reviews, analyzes and comments on Activity and Project M&E plans, reviews new PADS as they are designed and works with DO teams to refine the Mission PMP indicators and/or targets (if necessary)	Ongoing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
PO updates the performance data table(see annex 2) for Mission PMP based on Project and Activity M&E plans and the new PADS	November	X				X				X				X			

		FY 14				FY 15				FY 16				FY 17			
Task	Comment	Q1	Q2	Q3	Q4												
PO and TOs use performance information to develop portfolio review materials and PPR	November	X		X		X		X		X		X		X		X	
Conduct full portfolio reviews with USAID leadership. Review all performance data for all indicators; determine if any modifications in approach are needed	November (indicator data will be reviewed during November portfolio review)	X				X				X				X			
Prepare and Submit PPR	December	X				X				X				X			
DO team performance briefings for key stakeholders, including government counterparts and donors contributing to USAID DO results.	As needed																
Conduct Data Quality Assessments and implement recommendations	Every 3 years					X											X
Conduct performance evaluations of key projects or particular components							X	X	X								

ANNEXES

Annex 1: Performance Indicator Reference Sheets by DOs

Annex 2: Performance Data Table

Annex: Performance Indicator Reference Sheets

USAID Performance Indicator Reference Sheet
<p>Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): Goal: A more prosperous, engaged and well-governed Armenia</p>
<p>Name of Indicator: Worldwide Governance Indicators (WGI): Voice and Accountability</p>
<p>Is this a Performance Plan and Report indicator? No <input type="checkbox"/> Yes <input checked="" type="checkbox"/>, for Reporting Year(s) If yes, link to foreign assistance framework:</p>
DESCRIPTION
<p>Precise Definition(s): One of the six dimensions of the WGI definition of governance, Voice and Accountability (VA) captures perceptions of the extent to which a country's citizens are able to participate in selecting their government, as well as freedom of expression, freedom of association, and a free media.</p>
<p>Unit of Measure: The indicator has both a number and percentile ranking. Governance Score: Estimate of governance measured on a scale from approximately -2.5 to 2.5. Higher values correspond to better governance. Percentile Rank: Rank of a country among all countries of the world. 0 corresponds to lowest rank and 100 corresponds to highest rank. Both score and percentile ranking will be tracked to determine the countries performance in isolation and among other countries.</p>
<p>Disaggregated by: N/A</p>
<p>Rationale or Justification for indicator: One of the three “if” prongs of the DO2 development hypothesis is: <i>citizens are engaged in and exercise oversight over the policy process and reform.</i> A number of activities under DO2 aim at fostering civic input and debate in governance and improving access to information. This broad contextual indicator will help track and understand whether Armenians’ perception of having a say in decision-making processes improves over time.</p>
PLAN FOR DATA COLLECTION BY USAID
<p>Data Source: The World Bank Group, available at the World Bank’s WGI website: www.govindicators.org http://info.worldbank.org/governance/wgi/index.aspx#home</p>

<p>Method of data collection and construction: Publicly available at the WGI website: www.govindicators.org</p> <p>The WGI are based on a large number of different data sources, capturing the views and experiences of survey respondents and experts in the public and private sectors, as well as various NGOs. VA is a composite indicator aggregated based on a number of perception-based sources (13 in the case of Armenia). These include:</p> <ul style="list-style-type: none"> • BTI – Bertelsmann Transformation Index • EIU – Economist Intelligence Unit • FRH – Freedom House • GCS – World Economic Forum Global Competitiveness Survey • GII – Global Integrity Index • GWP – Gallup World Poll • HUM – Cingranelli-Richards (CIRI) Human Rights Database • IFD – IFAD Rural Sector Performance Index • IPD – Institutional Profiles Database • MSI – IREX Media Sustainability Index • PRS – Political Risk Services International Country Risk Guide • RSF – Reporters Without Borders Press Freedom Index • WMO – Global Insight Business Conditions and Risk Indicators <p>A statistical methodology known as an Unobserved Components Model is used to (i) standardize the data from diverse sources into comparable units, (ii) construct an aggregate indicator of governance as a weighted average of the underlying source variables, and (iii) construct margins of error that reflect the unavoidable imprecision in measuring governance.</p>
<p>Reporting Frequency: Annual, updated every September (data released in September of a given year reflect the situation of the prior year). USAID will download the data as soon as it is publicly available, i.e. by the end of September of each year.</p>
<p>Individual(s) responsible at USAID: Anahit Khachatryan, Transparency and Accountability Team Lead</p>
<p>DATA QUALITY ISSUES</p>
<p>Dates of Previous Data Quality Assessments and name of reviewer: N/A</p>
<p>Date of Future Data Quality Assessments: N/A</p>
<p>Known Data Limitations:</p> <p>This is a standard indicator administered by the WBG; data quality has been addressed by the WBG and a common methodology applied. As a result, no major data quality limitations are noted. Methodology issues, including limitations, are summarized in <i>The Worldwide Governance Indicators: Methodology and Analytical Issues</i> working paper available at: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1682130.</p> <p>As far as validity of this indicator in terms of attribution to USAID activities is concerned, the following should be taken into account:</p> <ol style="list-style-type: none"> 1. The score reflects the situation with a one year lag. 2. While USAID/Armenia DO2 activities can potentially contribute to the improvement of VA aspect of governance, they cannot be directly attributed for progress: (a) USAID/Armenia activities focus on a limited number of reform areas and will reach a limited segment of the population; and (b) there are other donor projects in this area that may also contribute to changes in perceptions. 3. Changes over time in the aggregate scores may be too small relative to margins of error to be interpreted as a statistically or practically significant change.
<p>TARGETS AND BASELINE</p>
<p>Baseline timeframe:</p> <p>2013 score/percentile ranking to be available in September 2014 will serve as baseline for this DO-level indicator, since most activities contributing to the DO will either just have been launched or will be at the point of launching.</p>

Rationale for Targets:

This is a contextual indicator to track overall trends in voice and accountability. The target should be in line with those set in the Armenia Development Strategy (ADS) for 2012-2025. The ADS target set for VA is 64/100 by 2017 (2012 score is 30/100). The following targets are based on a preliminary analysis of potential progress, with the ADS target for 2017 taken as the end of CDCS reporting period target:

- 2013 – 40/100
- 2014 – 45/100
- 2015 – 55/100
- 2016 – 60/100
- 2017 – 64/100

CHANGES TO INDICATOR**Changes to indicator:****Other Notes:****THIS SHEET LAST UPDATED ON: 3/19/14**

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): Goal: A more engaged, prosperous, and well-governed Armenia
Name of Indicator: WEF Human Capital Index
Is this a Performance Plan and Report indicator? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> , for Reporting Year(s) _____ If yes, link to foreign assistance framework:
DESCRIPTION
<p>Precise Definition(s): The Human Capital Index explores the contributors and inhibitors to the development and deployment of a healthy, educated and productive labor force. The Index provides country rankings that allow for effective comparisons across regions and income groups. First, the Index measures a broader set of indicators than the traditional definitions of human capital. Traditionally, human capital has been viewed as a function of education and experience, but in recent years, health (including physical capacities, cognitive function and mental health) has come to be seen as a fundamental component of human capital. Additionally, the value of human capital is critically determined by the physical, social and economic context of a society. The Index is thus based on four pillars: three core determinants of human capital (education, health and employment) plus those factors that allow these three core determinants to translate into greater returns.</p> <p>In addition to providing a snapshot of the state of a country’s human capital today through measures that reflect the results of a country’s past practices, it includes indicators resulting from practices and policy decisions impacting the children of today and which will shape the future workforce. Third, the Index aims to take into account the individual life course. The Index thus includes measures indicating quality of early childhood. Furthermore, the Index captures the extent to which investments made in earlier years in health and education are being realized in the working age population.</p> <p>The four pillars of the Index are:</p> <ul style="list-style-type: none"> • The Education pillar contains indicators relating to quantitative and qualitative aspects of education across primary, secondary and tertiary levels and contains information on both the present workforce as well as the future workforce. • The Health and Wellness pillar contains indicators relating to a population’s physical and mental well-being, from childhood to adulthood. • The Workforce and Employment pillar is designed to quantify the experience, talent, knowledge and training in a country’s working-age population. • The Enabling Environment pillar captures the legal framework, infrastructure and other factors that enable returns on human capital. <p>The Index contains 51 indicators in total, spread across the four pillars, with 12 indicators in the Education pillar, 14 in the Health and Wellness pillar, 16 in the Workforce and Employment pillar and nine in the Enabling Environment pillar. The values for each of the indicators come from publicly available data produced by international organizations such as the World Health Organization (WHO), the United Nations Educational Scientific and Cultural Organization (UNESCO) and the International Labour Organization (ILO). In addition to hard data, the Index uses qualitative survey data from the World Economic Forum’s Executive Opinion Survey and Gallup’s wellness perception survey data.</p> <p>The indicators used in the Index are measured on different scales. To standardize the data, we used the z-score statistic as it preserves the distribution of the data, a feature most relevant for a comparative international composite index. Z-scores are expressed as standard deviations from the mean. The mean is zero and has a standard deviation of one. This means that all data points above the mean are expressed as positive scores and all data below the mean are expressed as negative scores.</p>
Unit of Measure: Country rank and score
Disaggregated by: None

Rationale or Justification for indicator: The CDCS goal states the vision for a more engaged, prosperous and well-governed Armenia. USAID intends to work through two DO's and an SPO to reach this ultimate goal. Human Capital Index touches upon four pillars of prosperous population, which is education, health, employment and enabling environment. USAID/Armenia intends to work on three of the four pillars constituting the Human Capital Index. The Health and Wellness Pillar is composed of Survival, Health, Well-Being and Services; the Workforce and Employment Pillar is comprised of Participation, Talent and Training; and the Enabling Environment is comprised of Infrastructure, Collaboration, Legal Framework, and Social Mobility components. USAID/Armenia DO's and the SPO will affect a large part of the components comprising the sub-pillars.
PLAN FOR DATA COLLECTION BY USAID
Data Source: http://reports.weforum.org/human-capital-index
Method of data collection and construction: Download from website
Reporting Frequency: Annually
Individual(s) responsible at USAID: TBD
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: n/a
Date of Future Data Quality Assessments: n/a
Known Data Limitations: The index contains the Education Pillar, where USAID program does not work directly.
TARGETS AND BASELINE
Baseline timeframe: rank 73, score -0.218
Rationale for Targets: TBD
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON:

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): Goal: A more engaged, prosperous , and well-governed Armenia
Name of Indicator: GNI per capita based on purchasing power parity (PPP)
Is this a Performance Plan and Report indicator? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> , for Reporting Year(s) _____
If yes, link to foreign assistance framework:
DESCRIPTION
Precise Definition(s): PPP GNI is gross national income (GNI) converted to international dollars using purchasing power parity rates. An international dollar has the same purchasing power over GNI as a U.S. dollar has in the United States. GNI is the sum of value added by all resident producers plus any product taxes (less subsidies) not included in the valuation of output plus net receipts of primary income (compensation of employees and property income) from abroad. Data are in current international dollars.
Unit of Measure: International dollars
Disaggregated by: None
Rationale or Justification for indicator: One of the composites of the Goal statement is prosperity. The PPP GNI is a standardized measure that shows how well of the population is. Even though USAID programs are not intended to directly affect poverty levels, the economic development activities are intended to improve prosperity and well-being. This should have an effect on the GNI Purchasing Power Parity measure. GNI is used instead of GDP because in the case of Armenia money transfers from abroad are a large part of the economy and have a major impact on the overall prosperity.
PLAN FOR DATA COLLECTION BY USAID
Data Source: http://data.worldbank.org/indicator/NY.GNP.PCAP.PP.CD
Method of data collection and construction: Download from website
Reporting Frequency: Annual
Individual(s) responsible at USAID: TBD
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: n/a
Date of Future Data Quality Assessments: n/a
Known Data Limitations: This is a per capita measure, and does not take into consideration the disparities between the very rich and the very poor.
TARGETS AND BASELINE
Baseline timeframe: \$8820 (2012 data)
Rationale for Targets: TBD
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON:

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): DO: Inclusive and sustainable economic growth
Name of Indicator: GDP % Growth
Is this a Performance Plan and Report indicator? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> , for Reporting Year(s) _____ If yes, link to foreign assistance framework:
DESCRIPTION
Precise Definition(s): Gross domestic product (GDP) is the market value of all officially recognized final goods and services produced within a country in a year. Gross domestic product (GDP) at constant prices refers to the volume level of GDP. Constant price estimates of GDP are obtained by expressing values in terms of a base period. GDP % growth is calculated as % change in GDP annually.
Unit of Measure: %
Disaggregated by: none
Rationale or Justification for indicator: This is a standard measure demonstrating the growth of the economy. USAID/Armenia economic growth activities target specific sectors, and therefore should contribute to the GDP growth.
PLAN FOR DATA COLLECTION BY USAID
Data Source: http://www.imf.org/external/pubs/ft/weo/2013/02/weodata/weorept.aspx?pr.x=77&pr.y=9&sy=2011&ey=2018&scsm=1&ssd=1&sort=country&ds=.&br=1&c=911&s=NGDP_R%2CNGDP_RPCH&grp=0&a=#cs2
Method of data collection and construction: Download from IMF website
Reporting Frequency: Annual
Individual(s) responsible at USAID: EGO
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: n/a
Date of Future Data Quality Assessments: n/a
Known Data Limitations: GDP is not a measure of the overall standard of living or well-being of a country. Increased output may come at the cost of environmental damage or other external costs. The quality of life may also depend on the distribution of GDP among the residents of a country, not just the overall level.
TARGETS AND BASELINE
Baseline timeframe: 7.180% (2012 data)
Rationale for Targets: IMF projections: 2013 - 4.600%; 2014 - 4.800%; 2015 - 5.502%; 2016 - 5.536%; 2017 - 5.500%
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON:

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): DO: Inclusive and sustainable economic growth
Name of Indicator: Top 10% share/bottom 40% share
Is this a Performance Plan and Report indicator? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> , for Reporting Year(s) _____
If yes, link to foreign assistance framework:
DESCRIPTION
Precise Definition(s): Percentage share of income or consumption is the share that accrues to subgroups of population indicated by deciles or quintiles. This particular indicator is constructed to look at the ratio of % share of the top 10% to % share of the bottom 40% of the population. This is a more direct measure of inequality of distribution of wealth than the GINI coefficient which has a number of limitations in interpreting the data.
Unit of Measure: ratio
Disaggregated by: none
Rationale or Justification for indicator: One of the dimensions of this DO is inclusive economic growth. Inclusion means participation and improved economic opportunities for different groups of the society, including rural vs. urban, poorer vs. wealthier segments of the population, as well as inclusion of women, and youth in the Economic Growth activities. These activities should lead to a more equitable distribution of wealth among the different population groups.
PLAN FOR DATA COLLECTION BY USAID
Data Source: http://data.worldbank.org/indicator/SI.DST.FRST.20/countries
Method of data collection and construction: Download from website
Reporting Frequency: Annual
Individual(s) responsible at USAID: EGO
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: n/a
Date of Future Data Quality Assessments: n/a
Known Data Limitations: Data is not consistently available on an annual basis. The latest data available is from 2010.
TARGETS AND BASELINE
Baseline timeframe: 26.4%/21.6% (data from 2010)
Rationale for Targets: TBD
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON:

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

IR1.1 Business Enabling Environment

Name of Indicator: Environmental Performance Index (EPI)/ Ecosystem Vitality Score

Is this a Performance Plan and Report indicator? No Yes , for Reporting Year(s)

If yes, link to foreign assistance framework:

DESCRIPTION

Precise Definition(s): Ecosystem Vitality measures ecosystem protection and resource management. These two objectives are further divided into nine issue categories that span high-priority environmental policy issues, including water resources, agriculture, forests, fisheries, and climate and energy, among others. Underlying the nine issue categories are 20 indicators calculated from country-level data and statistics. Water Resources tracks how well countries treat wastewater from households and industrial sources before releasing it back into the environment. Energy tracks a trend in CO2 Emissions per kilowatt hour (kWh) of electricity produced, For middle-income countries (GNP per capita between US\$1,036 and US\$12,615), the primary measure is the rate at which their carbon intensity growth has slowed. Agriculture tracks agricultural score, pesticide regulation score, subsidies in agriculture score. Calculating the EPI begins with transforming raw datasets to standardized, comparable performance indicators. Doing so requires standardizing raw values according to population, gross domestic product, or other denominators, which makes data comparable across countries. The transformed data are then used to calculate performance indicators. EPI indicators use a “proximity-to-target” methodology, which assesses how close a particular country is to an identified policy target. That target, a high performance benchmark, is defined primarily by international or national policy goals or established scientific thresholds. For example, the benchmarks for protected areas are determined through international policy targets established by the Convention on Biological Diversity (CBD). Scores are then converted to a scale of 0 to 100 by simple arithmetic calculation, with 0 being the farthest from the target (worst observed value) and 100 being closest to the target (best observed value). See Figure below. In this way, scores convey similar meaning across indicators, policy issues, and the overall EPI.

Unit of Measure: Country score and rank

Disaggregated by: None

Rationale or Justification for indicator: The index measures the level of ecosystem protection and resource management. Water Resources related indicator tracks how well countries treat wastewater from households and industrial sources before releasing it back into the environment. Energy tracks a trend in CO2 Emissions per kilowatt hour (kWh) of electricity produced, For middle-income countries (GNP per capita between US\$1,036 and US\$12,615), the primary measure is the rate at which their carbon intensity growth has slowed. Agriculture tracks agricultural score, pesticide regulation score, subsidies in agriculture score. Because USAID Project will have a focus on water resources, on energy and on agriculture, the index is well suited to demonstrate whether USAID project in general contributes to the improvement of the score. Depending on the specifics of the project, the indicator may further be customized to look at the scores of only those sub-indices where the USAID project has the most contribution.

PLAN FOR DATA COLLECTION BY USAID

Data Source: EPI annual report: <http://epi.yale.edu/>

Method of data collection and construction: Download from website

Reporting Frequency: Annually

Individual(s) responsible at USAID: TBD

DATA QUALITY ISSUES

Dates of Previous Data Quality Assessments and name of reviewer: N/A

Date of Future Data Quality Assessments:
Known Data Limitations: Armenia not always scored or ranked
TARGETS AND BASELINE
Baseline timeframe: TBD
Rationale for Targets: TBD
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 3/14/14

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

Goal:

(SPO): IR1.1 Business Enabling Environment

Name of Indicator: Armenia's Doing Business Rank

Is this a Performance Plan and Report indicator? No Yes , for Reporting Year(s)

If yes, link to foreign assistance framework:

DESCRIPTION

Precise Definition(s): Doing Business measures business regulations for local firms. The project focuses on small and medium-size companies operating in the largest business city of an economy. Based on standardized case studies, it presents quantitative indicators on the regulations that apply to firms at different stages of their life cycle. The results for each economy can be benchmarked to those for 188 other economies and over time. Doing Business captures several important dimensions of the regulatory environment as it applies to local firms. It provides quantitative measures of regulations for starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency. Doing Business also measures regulations on employing workers.

In constructing the indicators the Doing Business project uses 2 types of data. The first comes from readings of laws and regulations in each economy. The Doing Business team, in collaboration with local expert respondents, examines the company law to find, for example, the disclosure requirements for related-party transactions. Data of the second type serve as inputs into indicators on the complexity and cost of regulatory processes. These indicators measure the efficiency in achieving a regulatory goal, such as the number of procedures to obtain a building permit or the time taken to grant legal identity to a business. In this group of indicators cost estimates are recorded from official fee schedules where applicable.

Unit of Measure: Country Rank and Score

Disaggregated by: N/A

Rationale or Justification for indicator: Sound business regulations are important for a thriving private sector—and a thriving private sector is important for overall development economic growth. In Armenia the private sector is the largest employer, providing an estimated ¾ of jobs. Having the right business regulations and related institutions is therefore essential for the health of an Armenia economy, its sustainability and growth. These indicators will shed a bright light on regulatory aspects of the host government business climate and hence help to come up with corrective actions. On the other hand, for business, it will help to catalyze debates and dialogue about reform. Overall, the reduced and streamlined regulatory barriers will reduce the costs of doing business and increase access to resources, hence create a level playing field for all players, enhance their ability to compete and sustain.

PLAN FOR DATA COLLECTION BY USAID

Data Source: World Bank Doing Business Report

The WB Doing Business annual publications. <http://www.doingbusiness.org/>

Method of data collection and construction: Download from the World Bank website.

Reporting Frequency: Annually. Usually the report comes in October and covers the progress over the last year.

Individual(s) responsible at USAID: TBD

DATA QUALITY ISSUES

Dates of Previous Data Quality Assessments and name of reviewer: N/A

Date of Future Data Quality Assessments: N/A
<p>Known Data Limitations: The report has limited scope, studies only formal sector, and limited to standardized case scenario. In addition, the Doing Business does not cover the following</p> <ul style="list-style-type: none"> • DB does not measure all aspects of the business environment that matter to firm or investors, such as the macroeconomic conditions, corruption, stability or poverty, in every country. • DB does not consider the strengths and weakness neither of the global financial system, nor the financial system of every country. It also doesn't consider the state of the finances of the government of every country. • DB does not cover all the regulation, or all the regulatory requirements. Other types of regulation such as financial market, environment, or intellectual property regulations that are relevant for the private sector are not considered. <p>However, this indicator by large captures a primary goal within the DO. To complement this limitation USAID may consider using indicators measuring access to finance or inclusion indicator, as well as environment related indicator. To address the limited scope and formality related issues, more targeted surveys will be conducted at the lower result levels.</p>
TARGETS AND BASELINE
Baseline timeframe: 2014 Doing Business ranks and scores For Armenia : 37
<p>Rationale for Targets: The presented below targets are based on the past trend (a simple linear regression) and the fact that well performing countries (those in the second quartile) cannot progress at the same pace that they used to. Therefore, the realistic targets for the upcoming years are 2 rank-increases per year.</p> <ul style="list-style-type: none"> • 2015- 35; • 2016-33; • 2017-30.
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 3/21/14

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

Goal: IR 1.2. Increased Competitiveness of Targeted Sectors

Name of Indicator: GCR Business Sophistication Index

Is this a Performance Plan and Report indicator? No Yes , for Reporting Year(s)

If yes, link to foreign assistance framework:

DESCRIPTION

Precise Definition(s): The Global Competitiveness Report assesses the ability of countries to provide high levels of prosperity to their citizens. It relies on a large set of data sources from various international organizations and from its own annual Executive Opinion Survey. The report is based on the latest theoretical and empirical research and is made up of over 110 variables, of which two thirds come from the Executive Opinion Survey, and one third comes from publicly available sources such as the United Nations. Therefore, the Global Competitiveness Index measures the set of institutions, policies, and factors that set the sustainable current and medium-term levels of economic prosperity. The variables are organized into twelve pillars, with each pillar representing an area considered as an important determinant of competitiveness. The Business Sophistication is a composite index and is the 11th pillar under the Index. The pillar itself is composed of 9 different sub-indices, namely: local suppliers quantity; local suppliers quality; state of cluster development; nature of competitive advantage; value chain breadth; control of international distribution; production process sophistication; extent of marketing; and willingness to delegate authority (definitions of each sub-index is attached in a separate sheet.

Unit of Measure: country rank and country score

Disaggregated by: None

Rationale or Justification for indicator: This indicator informs on how well the country is doing in various factors that collectively constitute the business sophistication index listed above. This indicator provides information for measuring the Productivity and Sophistication of Enterprises Strengthened sub-IR and feeds data for the Increased Competitiveness for Targeted Sectors IR. Since the project will work on increasing sophistication level in targeted sectors, this indicator provides a general understanding of whether or not the project interventions contribute to the sophistication levels. One caveat is that this indicator measures business sophistication in the country in general, while the project will only deal with targeted sectors, and will contribute to separate sub-indices, rather than the full index. Therefore, it might be more useful to use several of the sub-indices above and adjust them for specific sectors that the DO targets.

PLAN FOR DATA COLLECTION BY USAID

Data Source: World Economic Forum Global Competiveness Report <http://www.weforum.org/reports>

Method of data collection and construction: Download from website

Reporting Frequency: annually, in September

Individual(s) responsible at USAID: TBD

DATA QUALITY ISSUES

Dates of Previous Data Quality Assessments and name of reviewer: N/A

Date of Future Data Quality Assessments: N/A

Known Data Limitations: The data covers all sectors and not just the targeted sectors of USAID programming.

TARGETS AND BASELINE

Baseline timeframe: 3.8 (GCR – 2013-2014)

Rationale for Targets: TBD
CHANGES TO INDICATOR
Changes to indicator: N/A
Other Notes:
THIS SHEET LAST UPDATED ON: 3/14/14

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): IR 1.2: Increased competitiveness of targeted sectors
Name of Indicator: %GDP of targeted sectors relative to traditional sectors
Is this a Performance Plan and Report indicator? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> , for Reporting Year(s) _____
If yes, link to foreign assistance framework:
DESCRIPTION
Precise Definition(s): Gross domestic product (GDP) is the market value of all officially recognized final goods and services produced within a country in a year. % of GDP of targeted sectors vs. traditional sectors is a measure of the relative size of the targeted sectors in the economy, and will show the trend of growth of the targeted sectors relative to the rest of the economy. This will also serve as a proxy for diversification of economy
Unit of Measure: %
Disaggregated by: by sectors
Rationale or Justification for indicator: USAID program is going to target specific sectors of the economy to help increase their competitiveness which will in turn contribute to sustainable economic growth through diversification. As a result, it is expected that the share of these targeted sectors in the GDP will grow, and the share of traditional sectors will decrease. Therefore this measure will be a direct measure of success of USAID program.
PLAN FOR DATA COLLECTION BY USAID
Data Source: http://docs.armstat.am/nsdp/
Method of data collection and construction: Download from website
Reporting Frequency: Annual
Individual(s) responsible at USAID: EGO
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: n/a
Date of Future Data Quality Assessments: n/a
Known Data Limitations: Data may show trends that are not attributable to USAID interventions.
TARGETS AND BASELINE
Baseline timeframe: TBD (depending on the sectors to be targeted)
Rationale for Targets: TBD (depending on the sectors to be targeted)
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON:

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

DO2 - More participatory, effective, and accountable governance

Name of Indicator: Freedom House, Nations In Transit National Democratic Governance Score

Is this a Performance Plan and Report indicator? No Yes , for Reporting Year(s)

If yes, link to foreign assistance framework:

DESCRIPTION

Precise Definition(s):

One of the seven dimensions of the Democracy Score. National Democratic Governance considers the democratic character and stability of the governmental system; the independence, effectiveness, and accountability of legislative and executive branches; and the democratic oversight of military and security services.

Nations in Transit is Freedom House's comprehensive, comparative study of democratic development in 29 countries from Central Europe to Eurasia. Nations in Transit is the only comprehensive, comparative, and multidimensional study of reform in the former Communist states of Europe and Eurasia. The annual edition covers events from January through December for each calendar year. Nations in Transit's country reports follow an essay format providing a broad analysis of the democratic progress in each country. Freedom House's guidelines for ratings and a checklist of questions cover the following seven categories: electoral process; civil society; independent media; national democratic governance; local democratic governance; judicial framework and independence; and corruption. Numeric ratings accompanying the reports are based on a scale of 1 to 7, with 1 representing the highest and 7 the lowest level of democratic progress. The ratings for all categories reflect the consensus of Freedom House, the Nations in Transit advisers, and the report authors. Nations in Transit is an independent assessment measuring transatlantic-agreed upon standards of democratic governance with a methodology rooted in the Universal Declaration of Human Rights. The ratings follow a quarter-point scale. Minor to moderate developments typically warrant a positive or negative change of a quarter point (0.25), while significant developments warrant a half point (0.50). It is rare for any category to fluctuate more than a half point in a single year. Nations in Transit does not rate governments per se, nor does it rate countries based on governmental intentions or legislation alone. Rather, a country's ratings are determined by considering the practical effect of the state and nongovernmental actors on an individual's rights and freedoms.

Unit of Measure: The ratings are based on a scale of 1 to 7, with 1 representing the highest level of progress and 7 the lowest. The 2013 ratings reflect the period 1 January through 31 December 2012.

Disaggregated by: None

Rationale or Justification for indicator: This is an aggregate indicator gathered annually that's suitable for evaluating progress and setbacks in the countries. A number of activities under IR2.2 - More Open and Responsive Policymaking and Implementation, are aimed at improving democratic governance and accountability. The indicator will help track the changes in the governance situation of Armenia.

PLAN FOR DATA COLLECTION BY USAID

Data Source: Freedom House Nations In Transit: <http://www.freedomhouse.org/report/nations-transit/nations-transit-2013#.Uyf8fPmSyyY>

Method of data collection and construction Download from Freedom House website.

Reporting Frequency: Annual

Individual(s) responsible at USAID: Arev Movsisyan, Transparency and Accountability Team

DATA QUALITY ISSUES

Dates of Previous Data Quality Assessments and name of reviewer: N/A

Date of Future Data Quality Assessments: N/A
Known Data Limitations: a) The score reflects the situation in the previous year; b) While USAID/Armenia DO2 activities can potentially contribute to the improvement of national democratic governance, they cannot be directly attributed for progress: (a) USAID/Armenia activities focus on a limited number of reform areas and will reach a limited segment of the population; and (b) there are other donor projects in this area that may also contribute to changes in perceptions.
TARGETS AND BASELINE
Baseline timeframe: 2013 data will serve as baseline for this DO-level indicator, since most activities contributing to the DO will either just have been launched or will be at the point of launching.
Rationale for Targets: Targets will include the period of 2013-2017. 2013 – 5.75 2014 – 5.50 2015 – 5.25 2016 – 5.00 2017 – 4.75
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 03/21/2014

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

DO2: More participatory, effective, and accountable governance

Name of Indicator: Civil Society Organization Sustainability Index (CSOSI)

Is this a Performance Plan and Report indicator? No ___ Yes X , for Reporting Year(s) 2013-2017

If yes, link to foreign assistance framework: 2.4.1-10

DESCRIPTION

Precise Definition(s): The CSO Sustainability Index assesses the state of the NGO sector (the organizational, institutional and environment aspects of participation) in up to 55 countries. The Index measures seven dimensions of sustainability of the civil society sector: Legal Environment, Organizational Capacity, Financial Viability, Advocacy, Service Provision, Civil Society Infrastructure, and Public Image. The assessment is based on observations of the sector’s level of sustainability, rather than on a causal theory of development. The seven dimensions are clustered into three categories of sustainability of the civil society sector: Sustainability Enhanced, Sustainability Evolving, and Sustainability Impeded.

Unit of Measure: Index Score - The CSO Sustainability Index provides an overall “CSO sustainability” score, by country. Comparable to Freedom House scoring methodology. The score ranges from 0 to 7 – 7 being low/poor level of sustainability and 1 being very advanced. Sustainability Enhanced, the highest level of sustainability, corresponds to a score between 1 and 3 points; Sustainability Evolving corresponds to a score between 3 and 5 points; and Sustainability Impeded corresponds to a score of 5 to 7 points on the scale.

Disaggregated by: The seven dimensions of NGO sustainability are: legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image.

Rationale or Justification for indicator: The success of DO2 is anchored upon a viable and sustainable civil society engagement. USAID/Armenia’s Advance Civil Society for Accountable Governance Project aims to increase civic engagement and oversight of selected government reforms. Result 4 of the said program and CSO Development Program funded through Development Grants Program specifically aim at improving the CSO enabling environment and strengthening the organizational and institutional capacities of CSOs.

The CSO Sustainability Index assesses the state of the NGO sector (the organizational, institutional and environment aspects of civic participation), It is therefore an appropriate meta-indicator measuring changes in the state of the CSO sector’s sustainability over the period of the DO2 interventions.

PLAN FOR DATA COLLECTION BY USAID

Data Source: USAID CSO Sustainability Index for Central and Eastern Europe and Eurasia, available at: <http://www.usaid.gov/europe-eurasia-civil-society>

Method of data collection and construction: Publicly available at <http://www.usaid.gov/europe-eurasia-civil-society>

The CSOSI's local implementing partners in each country lead the process of organizing and convening a diverse and representative panel of CSO experts. Country panels discuss the seven dimensions for the year being assessed, and reach consensus on the scores corresponding to each dimension. With the information provided by the expert panel along with desk research, the CSO implementing partner then develops a narrative report.

Reporting Frequency: NGO Sustainability Index is published annually, with the report usually issued in April for the previous year.

Individual(s) responsible at USAID: TBD, DHSRO

DATA QUALITY ISSUES

<p>Dates of Previous Data Quality Assessments and name of reviewer: This is a standard indicator administered by the E&E Bureau, data quality has been addressed by Bureau and a common methodology is applied. As a result, no major data quality limitations are noted.</p>
<p>Date of Future Data Quality Assessments: This is a standard indicator administered by the E&E Bureau, data quality will be addressed by the E&E Bureau.</p>
<p>Known Data Limitations: Attribution challenges – Positive changes in results reflect USG contribution rather than attribution; the USG is one of many actors that contribute to Development Objective-level changes.</p>
<p>TARGETS AND BASELINE</p>
<p>Baseline timeframe: Annual data since 2000 for E&E CSO SI. 2013 ranking available in April 2014 will serve as baseline for this DO2-level indicator, since civil society activities contributing to the DO will launch in/a September 2014.</p>
<p>Rationale for Targets: This is a contextual indicator to track trends in NGO development in the country. Targets TBD.</p>
<p>CHANGES TO INDICATOR</p>
<p>Changes to indicator:</p>
<p>Other Notes:</p>
<p>THIS SHEET LAST UPDATED ON: 7/31/14</p>

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

DO2: More participatory, effective, and accountable governance

Name of Indicator: Worldwide Governance Indicators (WGI): Governance Effectiveness

Is this a Performance Plan and Report indicator? No Yes , for Reporting Year(s) 2013-2017

If yes, link to foreign assistance framework: 2.2.2

DESCRIPTION

Precise Definition(s):

One of the six dimensions of the WGI definition of governance, Governance Effectiveness (GE) is defined as the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies. This is a composite indicator, which includes surveys of perceptions, leading to some degree of subjectivity. Detailed definition available at:

<http://info.worldbank.org/governance/wgi/pdf/ge.pdf>

Unit of Measure: The indicator has both a number and percentile ranking.

Governance Score: Estimate of governance measured on a scale from approximately -2.5 to 2.5. Higher values correspond to better governance.

Percentile Rank: Rank of a country among all countries of the world. 0 corresponds to lowest rank and 100 corresponds to highest rank.

Both score and percentile ranking will be tracked to determine the countries performance in isolation and among other countries.

Disaggregated by: N/A

Rationale or Justification for indicator: The development hypothesis underlying this project and DO 2 is that more participatory, effective and accountable governance will result IF: (1) citizens are engaged in and exercise oversight over the policy process and reform; and (2) policymaking and reform implementation are transparent and responsive to the citizenry; and (3) decision making authority is decentralized to the lowest competent level in government. USAID's strategy is to enhance the competition of ideas through access to information and mechanisms that foster civic input and debate in governance. To test this hypothesis, USAID/Armenia has targeted reform areas where government and civil society interests converge. Several activities will therefore strengthen the government's capacity to more productively engage in policymaking and reform implementation. It is expected that as a result of DO2 interventions, targeted Government entities will be better skilled in effective planning, resource allocation, participatory decision-making, and policy implementation. Government will exert more effort to protect vulnerable groups including the elderly, disabled and institutionalized children.

This broad contextual indicator will help track and understand whether Armenians' perception of governance effectiveness improves over time.

PLAN FOR DATA COLLECTION BY USAID

Data Source: The World Bank Group, available at the World Bank's WGI website: www.govindicators.org

(<http://info.worldbank.org/governance/wgi/index.aspx#home>, <http://info.worldbank.org/governance/wgi/pdf/ge.pdf>)

<p>Method of data collection and construction: Publicly available at the WGI website: www.govindicators.org</p> <p>The WGI are based on a large number of different data sources, capturing the views and experiences of survey respondents and experts in the public and private sectors, as well as various NGOs. GE is a composite indicator aggregated based on a number of perception-based sources (11 in the case of Armenia). These include:</p> <ul style="list-style-type: none"> • ASD – Asian Development Bank Country Policy and Institutional Assessments • BPS – Business Enterprise Environment Survey • BTI – Bertelsmann Transformation Index • EIU – Economist Intelligence Unit • GCS – World Economic Forum Global Competitiveness Survey • GWP – Gallup World Poll • IFD – IFAD Rural Sector Performance Index • IPD – Institutional Profiles Database • PIA – World Bank Country Policy and Institutional Assessments • PRS – Political Risk Services International Country Risk Guide • WCY – Institute for management & development World Competitiveness Yearbook • WMO – Global Insight Business Conditions and Risk Indicators <p>A statistical methodology known as an Unobserved Components Model is used to (i) standardize the data from diverse sources into comparable units, (ii) construct an aggregate indicator of governance as a weighted average of the underlying source variables, and (iii) construct margins of error that reflect the unavoidable imprecision in measuring governance.</p>
<p>Reporting Frequency: Annual, updated every September (data released in September of a given year reflect the situation of the prior year). USAID will retrieve the data as soon as it is available.</p>
<p>Individual(s) responsible at USAID: TBD, DHSRO</p>
<p>DATA QUALITY ISSUES</p>
<p>Dates of Previous Data Quality Assessments and name of reviewer: This is a standard indicator administered by the WBG; data quality has been addressed by the WBG and a common methodology applied. As a result, no major data quality limitations are noted N/A</p>
<p>Date of Future Data Quality Assessments: This is a standard indicator administered by the WBG; data quality will be addressed by the WBG.</p>
<p>Known Data Limitations:</p> <ol style="list-style-type: none"> 4. The score reflects the situation with a one year lag. 5. While USAID/Armenia DO2 activities can potentially contribute to the improvement of effectiveness aspect of governance, they cannot be directly attributed for progress: (a) USAID/Armenia activities focus on a limited number of reform areas and will reach a limited government entities; and (b) there are other donor projects in this area that may also contribute to changes in perceptions. 6. Changes over time in the aggregate scores may be too small relative to margins of error to be interpreted as a statistically or practically significant change. <p>Key DQ issue is “validity” in terms of attribution to USAID activities because the index ranks the broader country environment as opposed to specific interventions by USAID programs. USAID will have to analyze the relationship between program activities and changes in the index.</p>
<p>TARGETS AND BASELINE</p>
<p>Baseline timeframe:</p> <p>2013 score/percentile ranking to be available in September 2014 will serve as baseline for this DO-level indicator, since most activities contributing to the DO will be on the point of launching.</p>
<p>Rationale for Targets:</p> <p>This is a contextual indicator to track overall trends in governance effectiveness. The target should be in line with those set in the Armenia Development Strategy (ADS) for 2012-2025. The ADS target set for VA is 62/100 by 2017 (2012 score is 56/100).</p>
<p>CHANGES TO INDICATOR</p>
<p>Changes to indicator:</p>

Other Notes:

THIS SHEET LAST UPDATED ON: 8/1/14

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

Sub-IR 2.1.1 - Civil Society's Ability to Engage Citizens and Articulate their Interests Improved and Sustained

Name of Indicator: E&E Civil Society Organization Sustainability Index: Advocacy

Is this a Performance Plan and Report indicator? No ___ Yes X, for Reporting Year(s)

If yes, link to foreign assistance framework:

DESCRIPTION

Precise Definition(s): The CSO Sustainability Index measures the strength and overall viability of civil society sectors. The Index is not intended to gauge the sustainability of individual CSOs, but to fairly evaluate the overall level of development of the CSO sector as a whole. Seven different dimensions of the CSO sector are analyzed in the CSO Sustainability Index: Legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure and public image. The political and advocacy environment must support the formation of coalitions and networks, and offer CSOs the means to communicate their messages through the media to the broader public, articulate their demands to government officials, and monitor government actions to ensure accountability. The advocacy dimension of the CSO Sustainability index looks at CSOs' record in influencing public policy. The prevalence of advocacy in different sectors, at different levels of government, as well as with the private sector is analyzed. The extent to which coalitions of CSOs have been formed around issues is considered, as well as whether CSOs monitor party platforms and government performance.

The Advocacy indicator includes:

- COOPERATION WITH LOCAL AND FEDERAL GOVERNMENT. Are there direct lines of communication between CSOs and policy makers? Do CSOs and government representatives work on any projects together?
- POLICY ADVOCACY INITIATIVES. Have CSOs formed issue-based coalitions and conducted broad-based advocacy campaigns? Have these campaigns been effective at the local level and/or national level at increasing awareness or support for various causes? (Please provide examples, if relevant.)
- LOBBYING EFFORTS. Are there mechanisms and relationships for CSOs to participate in the various levels of government decision-making processes? Are CSOs comfortable with the concept of lobbying? Have there been any lobbying successes at the local or national level that led to the enactment or amendment of legislation? (Please provide examples, if relevant.)
- LOCAL ADVOCACY FOR LEGAL REFORM. Is there awareness in the wider CSO community of how a favorable legal and regulatory framework can enhance CSO effectiveness and sustainability? Is there a local CSO advocacy?

Unit of Measure: Index Score - The indicator is measured on a scale from 1 to 7, with a score of 1 indicating a very advanced civil society sector with a high level of sustainability, and a score of 7 indicating a fragile, unsustainable sector with a low level of development. A score of 1 to 3 means sustainability has been enhanced. A score of 3.1 to 5 means that sustainability is evolving. A score of 5.1 to 7 means that sustainability has been impeded.

Disaggregated by: None

Rationale or Justification for indicator: This is a contextual indicator to assess the advocacy ability of the CSO sector. This indicator together with the Financial viability indicator and the proxy indicator- percentage of population reporting trust toward CSOs – will be able to measure the improvement and sustainability of the CSOs' ability to mobilize citizens to respond to changing needs and interests.

PLAN FOR DATA COLLECTION BY USAID

Data Source: CSO Sustainability Index for Central and Eastern Europe and Eurasia [http://www.usaid.gov/europe-
eurasia-civil-society](http://www.usaid.gov/europe-eurasia-civil-society)

Method of data collection and construction: Download

Reporting Frequency Annual. Next report will be published in mid-2014.

Individual(s) responsible at USAID: Anahit Martirosyan/Ani Manukyan
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: This is a standard indicator administered by the E&E bureau; data quality has been addressed by the bureau and a common methodology applied. As a result, no major data quality limitations are noted.
Date of Future Data Quality Assessments: This is a standard indicator administered by the E&E bureau; data quality has been addressed by the bureau and a common methodology applied. As a result, no major data quality limitations are noted.
Known Data Limitations: The data presented in the report reflects the situation in the previous year and there is one year lag. The ratings are somewhat subjective, as are presenting the opinion of a limited group of experts in the field.
TARGETS AND BASELINE
Baseline timeframe: The Armenia CSO Advocacy score was 3.4 in 2012 (see 2012 E&E CSO Sustainability Index at http://www.usaid.gov/sites/default/files/documents/1863/2012CSOSI_0.pdf).
Rationale for Targets: CSO legal framework changes may bring to Advocacy Score below 3 points.
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 3/21/14

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

Goal: Sub-IR2.1.1 - Civil Society's Ability to Engage Citizens and Articulate their Interests Improved and Sustained

Name of Indicator: *Civil Society Organization Sustainability Index*: Financial Viability

Is this a Performance Plan and Report indicator? No ___ Yes ___x___, for Reporting Year(s)

If yes, link to foreign assistance framework:2.4.1 – Civic Participation, # 2.4.1-10c

DESCRIPTION

Precise Definition(s): Financial Viability

The Sustainability Index reports on the strength and overall viability of CSO sectors in each of the twenty-nine countries in the region, from the Baltics to Central Asia, including Armenia.

E&E NGO Sustainability Index analyzes and assigns scores to seven interrelated dimensions: legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image. A panel of CSO practitioners and experts in each country assesses the sector's performance in each of the seven dimensions. For the Sub-IR2.1.1 we will use the Financial Viability dimension.

Factors influencing the financial viability of the CSO sector include the state of the economy, the extent to which philanthropy and volunteerism are being nurtured in the local culture, as well as the extent to which government procurement and commercial revenue raising opportunities are being developed. The sophistication and prevalence of fundraising and strong financial management skills are also considered.

The Financial Viability indicator includes:

- **LOCAL SUPPORT:** Do CSOs raise a significant percentage of their funding from local sources? Are CSOs able to draw upon a core of volunteer and non-monetary support from their communities and constituencies? Are there local sources of philanthropy?
- **DIVERSIFICATION:** Do CSOs typically have multiple/diverse sources of funding? Do most CSOs have enough resources to remain viable for the short-term future?
- **FINANCIAL MANAGEMENT SYSTEMS:** Are there sound financial management systems in place? Do CSOs typically operate in a transparent manner, including independent financial audits and the publication of annual reports with financial statements?
- **FUNDRAISING:** Have many CSOs cultivated a loyal core of financial supporters? Do CSOs engage in any sort of membership outreach and philanthropy development programs?
- **EARNED INCOME:** Do revenues from services, products, or rent from assets supplement the income of CSOs? Do government and/or local business contract with CSOs for services? Do membership-based organizations collect dues?

Unit of Measure: Index Score - the indicator is measured on a scale from 1 to 7, with a score of 1 indicating a very advanced civil society sector with a high level of sustainability, and a score of 7 indicating a fragile, unsustainable sector with a low level of development. A score of 1 to 3 means sustainability has been enhanced. A score of 3.1 to 5 means that sustainability is evolving. A score of 5.1 to 7 means that sustainability has been impeded.

Disaggregated by: None

Rationale or Justification for indicator: A critical mass of CSOs must be financially viable, and the economy must be robust enough to support CSO self-financing efforts and generate philanthropic donations from local sources. This indicator will be useful to understand the situation and to measure the progress of our programs in this regard. The mission believes that the activities are far reaching to impact the entire CSO sector.

PLAN FOR DATA COLLECTION BY USAID

Data Source: USAID CSO Sustainability Index for Central and Eastern Europe and Eurasia.

<http://www.usaid.gov/europe-eurasia-civil-society>

Method of data collection and construction: Download from USAID website:
Reporting Frequency: Annual, the next report will be published in mid-2013. The mission will collect as soon as the data is publically available.
Individual(s) responsible at USAID: Anahit Martirosyan, AOR
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: This is a standard indicator administered by the E&E bureau; data quality has been addressed by the bureau and a common methodology applied. As a result, no major data quality limitations are noted.
Date of Future Data Quality Assessments: N/A
Known Data Limitations: The data presented in the report reflects the situation in the previous year and there is one year lag. The ratings are somewhat subjective, as are presenting the opinion of a limited group of experts in the field.
TARGETS AND BASELINE
Baseline timeframe: The score was 5.2 according to 2013 Report.
Rationale for Targets:
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 3/14/14

USAID Performance Indicator Reference Sheet

<p>Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): Sub-IR 2.1.3: Citizen access to independent and reliable information increased</p>
<p>Name of Indicator: E&E Media Sustainability Index, Plurality of News Sources</p>
<p>Is this a Performance Plan and Report indicator? No ___ Yes <u>X</u>, for Reporting Year(s) 2013-2017 If yes, link to foreign assistance framework: 2.4.2-10</p>
<p>DESCRIPTION</p>
<p>Precise Definition(s): An annual index produced by IREX (International Research and Exchanges Board) that uses a standard, detailed methodology to assess the quality and sustainability of independent media in up to 80 countries. MSI assesses five objectives regarding the legal enabling environment, level of journalistic professionalism, degree of pluralism, business and management practices, and supporting institutions for self-sustained, independent media. Each objective is analyzed in terms of 7-9 more detailed sub-indicators.</p> <p>“Plurality of news sources” corresponds to Objective #3: Multiple news sources provide citizens with reliable, objective news. Detailed sub-indicators measuring the objective include:</p> <ul style="list-style-type: none"> • Plurality of public and private news sources exist and offer multiple viewpoints • Citizens’ access to domestic or international media is not restricted by law, economics, or other means • State or public media reflect the views of the political spectrum, are nonpartisan, and serve the public interest • Independent news agencies gather and distribute news for media outlets • Private media produce their own news • Transparency of media ownership allows consumers to judge the objectivity of news; media ownership is not concentrated in a few conglomerates • A broad spectrum of social interests are reflected and represented in the media, including minority-language information sources • The media provide news coverage and information about local, national, and international issues.
<p>Unit of Measure: Index Score – Each indicator is scored on a range from 0 to 4 as follows: 0-1 – Unstable, Anti-Free Press; 1-2 – Unstable Mixed System; 2-3 – Near Sustainability; 3-4 – Sustainable</p>
<p>Disaggregated by: N/A</p>
<p>Rationale or Justification for indicator: USAID/Armenia’s Media for Informed Civic Engagement project and Result 3 of the Advanced Civil Society for Accountable Governance project aim to increase citizen access to quality content. This includes both support to media outlets and CSOs to produce quality content and evidence-based knowledge on reforms supported under DO2. Besides direct technical assistance to media outlets, there is emphasis on fostering media outreach among CSOs so they use media outlets to disseminate reform-specific information and foster plurality of viewpoints on reforms.</p> <p>This broad contextual indicator will help track and understand the perception of the media expert community whether Armenia media offers multiple viewpoints, citizens have access to multiple news sources and that a broad spectrum of social interests are reflected and represented in the media</p>
<p>PLAN FOR DATA COLLECTION BY USAID</p>
<p>Data Source: International Research and Exchanges Board (IREX) Media Sustainability Index, available at: www.irex.org</p>
<p>Method of data collection and construction: Publicly available at the IREX website: www.irex.org Scoring is performed in two parts: first by a panel of a dozen or more local experts drawn from the country’s media professionals and observers; followed by a review performed by IREX editorial staff.</p>
<p>Reporting Frequency: Annual, updated every June (data released in June of a given year reflect the situation of the prior Year). USAID will retrieve the data as soon as available.</p>

Individual(s) responsible at USAID: Anahit Khachatryan, DHSRO
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: This is a standard indicator administered by IREX, data quality has been addressed by IREX and a common methodology is applied. As a result, no major data quality limitations are noted.
Date of Future Data Quality Assessments: This is a standard indicator administered by IREX, data quality will be addressed by IREX.
Known Data Limitations: Media freedom involves many complex factors, so positive indicators may suggest USG contribution rather than attribution. Given the complexity of variables influencing media freedoms, and the small size of most media assistance programs relative to the larger media sector environments, one might anticipate at best small, time-lagged positive correlations between USG sectoral assistance and improvements in the measured levels of media freedoms.
TARGETS AND BASELINE
Baseline timeframe: Annual data since 2001 for E&E MSI. 2013 ranking available in June 2014 will serve as baseline for this Sub-IR-level indicator, since USAID/Armenia's Media for Informed Civic Engagement and CS consortia activities contributing to this IR will launch in/a September 2014.
Rationale for Targets: Targets TBD.
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 7/31/14

USAID Performance Indicator Reference Sheet

<p>Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): Sub-IR 2.1.3: Citizen access to independent and reliable information increased</p>
<p>Name of Indicator: E&E Media Sustainability Index, Professionalism</p>
<p>Is this a Performance Plan and Report indicator? No ___ Yes <u>X</u>, for Reporting Year(s) 2013-2017 If yes, link to foreign assistance framework: 2.4.2-10</p>
<p>DESCRIPTION</p>
<p>Precise Definition(s): An annual index produced by IREX (International Research and Exchanges Board) that uses a standard, detailed methodology to assess the quality and sustainability of independent media in up to 80 countries. MSI assesses five objectives regarding the legal enabling environment, level of journalistic professionalism, degree of pluralism, business and management practices, and supporting institutions for self-sustained, independent media. Each objective is analyzed in terms of 7-9 more detailed sub-indicators.</p> <p>“Professionalism” corresponds to Objective #2: Journalism meets professional standards of quality. Detailed sub-indicators measuring the objective include:</p> <ul style="list-style-type: none"> • Reporting is fair, objective, and well-sourced • Journalists follow recognized and accepted ethical standards • Journalists and editors do not practice self-censorship • Journalists cover key events and issues • Pay levels for journalists and other media professionals are sufficiently high to discourage corruption and retain qualified personnel within the media profession • Entertainment programming does not eclipse news and information programming • Technical facilities and equipment for gathering, producing, and distributing news are modern and efficient • Quality niche reporting and programming exists (investigative, economics/business, local, political).
<p>Unit of Measure: Index Score – Each indicator is scored on a range from 0 to 4 as follows: 0-1 – Unstable, Anti-Free Press; 1-2 – Unstable Mixed System; 2-3 – Near Sustainability; 3-4 – Sustainable</p>
<p>Disaggregated by: N/A</p>
<p>Rationale or Justification for indicator: USAID/Armenia’s Media for Informed Civic Engagement project aim to increase citizen access to quality content on reforms supported under DO2. For this purpose the project will work with a group of targeted media outlets and provide trainings, coaching and mentoring to improve their technical skills and adherence to ethical and professional standards. By doing so the project will focus on content related to reforms supported under DO2, which will foster niche reporting. This broad contextual indicator will help track and understand the perception of the media expert community of how Armenian media scores in terms of professionalism, adherence to ethical standards, technical soundness, coverage of key events and issues and niche reporting.</p>
<p>PLAN FOR DATA COLLECTION BY USAID</p>
<p>Data Source: International Research and Exchanges Board (IREX) Media Sustainability Index, available at: www.irex.org</p>
<p>Method of data collection and construction: Publicly available at the IREX website: www.irex.org Scoring is performed in two parts: first by a panel of a dozen or more local experts drawn from the country’s media professionals and observers; followed by a review performed by IREX editorial staff.</p>
<p>Reporting Frequency: Annual, updated every June (data released in June of a given year reflect the situation of the prior Year). USAID will retrieve the data as soon as available.</p>
<p>Individual(s) responsible at USAID: Anahit Khachatryan, DHSRO</p>
<p>DATA QUALITY ISSUES</p>

<p>Dates of Previous Data Quality Assessments and name of reviewer: This is a standard indicator administered by IREX, data quality has been addressed by IREX and a common methodology is applied. As a result, no major data quality limitations are noted.</p>
<p>Date of Future Data Quality Assessments: This is a standard indicator administered by IREX, data quality will be addressed by IREX.</p>
<p>Known Data Limitations: Media freedom involves many complex factors, so positive indicators may suggest USG contribution rather than attribution. Given the complexity of variables influencing media freedoms, and the small size of most media assistance programs relative to the larger media sector environments, one might anticipate at best small, time-lagged positive correlations between USG sectoral assistance and improvements in the measured levels of media freedoms.</p>
<p>TARGETS AND BASELINE</p>
<p>Baseline timeframe: Annual data since 2001 for E&E MSI. 2013 ranking available in June 2014 will serve as baseline for this Sub-IR-level indicator, since USAID/Armenia’s Media for Informed Civic Engagement and CS consortia activities contributing to this IR will launch in/a September 2014.</p>
<p>Rationale for Targets: Targets TBD.</p>
<p>CHANGES TO INDICATOR</p>
<p>Changes to indicator:</p>
<p>Other Notes:</p>
<p>THIS SHEET LAST UPDATED ON: 7/31/14</p>

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): Goal: Sub-IR2.2.3 - Municipal Capacity, Service Delivery, and Participatory Decision Making Strengthened (SPO):
Name of Indicator: Level of satisfaction with service delivery among citizens in target communities.
Is this a Performance Plan and Report indicator? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> , for Reporting Year(s) If yes, link to foreign assistance framework:
DESCRIPTION
Precise Definition(s): The survey will find out if the citizens in the targeted communities are satisfied with the quality, as well as the number of services offered and provided by their municipalities, local government bodies. The survey should define, if the services are sufficient, accessible for all citizens and if the quality of the services is appropriate.
Unit of Measure: The number of services provided by the municipalities and the percentage of people satisfied with the quality and accessibility of the services.
Disaggregated by: By gender, age, social status.
Rationale or Justification for indicator: As the quality and the number of services provided by the municipalities are not satisfactory in the majority of the communities in Armenia, it is critical how our programs impact this situation, and if the capacity of municipalities have been increased in the result of USG assistance.
PLAN FOR DATA COLLECTION BY USAID
Data Source: The survey provided by the implementing partner.
Method of data collection and construction: There will be a focus group interviews and a written survey/report. The methodology of the survey will be developed/selected by the implementing partner.
Reporting Frequency: Once in a two year.
Individual(s) responsible at USAID: TBD
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: N/A
Date of Future Data Quality Assessments: TBD
Known Data Limitations: The survey is an expensive tool and can't be performed regularly, as well as a right methodology and questioner should be used to have a reliable data.
TARGETS AND BASELINE
Baseline timeframe: TBD
Rationale for Targets:
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 3/14/14

SPO: Quality and utilization of selected healthcare services improved in priority areas

USAID Performance Indicator Reference Sheet
<p>Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): (SPO): Quality and utilization of selected healthcare services improved in priority areas</p>
<p>Name of Indicator: Under Five Mortality Rate (U5MR)</p>
<p>Is this a Performance Plan and Report indicator? No X Yes ___ , for Reporting Year(s) 2014, 2015 , 2016 If yes, link to foreign assistance framework:</p>
DESCRIPTION
<p>Precise Definition(s) The under-five mortality rate (U5MR) is the probability for a child born in a specified year to die before reaching the age of five, if subject to current age-specific mortality rates.</p> <p>The indicator is calculated as equal to the number of deaths of children under five in a calendar year divided by the number of live births in the same year and multiplied by 1,000. The formula for computing this indicator is as follows:</p> $U5MR(n) = \frac{D(0 - 4, n)}{B(n)} \times 1,000$ <p>where U5MR(n) is the under-five mortality rate for the calendar year n; D (0-4, n) is the number of children aged 0 to 4 during year n and who died during year n; and B (n) is the number of live births occurring during year n.</p>
<p>Unit of Measure: = Per 1,000 Live Births.</p>
<p>Disaggregated by: Male/Female, Urban/Rural (DHS), Region</p> <p>Under-five mortality generally shows large disparities across geographical areas and between rural and urban areas. Under-five mortality may also vary across socioeconomic groups.</p> <p>Children in some ethnic groups might be at higher risk of malnutrition, poorer health and higher mortality. Gender differences may be more pronounced in some social and ethnic groups and in rural areas. Disaggregating the data will provide a clearer picture of maternal and child health disparities in Armenia, allowing future program to address these weaknesses and gaps.</p>
<p>Rationale or Justification for indicator:</p> <p>Under-5 mortality rate is a leading indicator of the level of child health/survival and overall development in countries. This indicator will assist the mission to evaluate the impact of interventions. In addition it will be used by Bureau-level planners, Congress, partner governments, and other stakeholders.</p> <p>Over the last decade, U.S. assistance has made great strides in improving the quality of health care in Armenian. However, challenges remain in the area of maternal and child health. Key indicators reveal that Armenia is not on track to meet the Millennium Development Goal (MDG) targets for reducing child mortality. The under-five mortality rate target for 2015 is <10 deaths per 1,000 live births. According to the 2010 Armenian Demographic and Health Survey (ADHS), the 2010 U5MR in Armenia was 16 per 1,000 live births.</p>
PLAN FOR DATA COLLECTION BY USAID

Data Source: The Armenia Demographic and Health Survey/ National Statistical Service of the Republic of Armenia (NSS)
Method of data collection and construction: Publicly Available information online from: United Nations Statistics Division Millennium Development Goals Indicators http://mdgs.un.org/unsd/mdg/Data.aspx Armenia Demographic and Health Survey http://www.armstat.am/en/?nid=81&id=1338 The DHS Program http://dhsprogram.com/pubs/pdf/FR252/FR252.pdf Armenia has a long history of collecting demographic and health data through the use of national registration systems. In the case of births and infant deaths, the National Statistical Service (NSS) collects the data through a system in which reports from local health officials—which primarily document events occurring in health facilities—are forwarded up the reporting hierarchy to the regional (marz) level, then to the NSS, and ultimately to the MOH. Official government statistics on under-5 mortality based on these administrative records are published in the annual statistical reports of the NSS. Alternatively, household surveys that collect complete birth histories (such as the ADHS) can be used to get direct estimates of U5MRs. The ADHS mortality estimates can be compared with estimates derived from Armenia’s vital registration system. The estimates from the 2010 ADHS are higher than the official estimates from the NSS that were derived from registration data during the same period; however, the confidence intervals for the survey-based estimates overlap with the registration-based statistics, and the differences should be interpreted with caution.
Reporting Frequency: Annually (NSS); 2015 ADHS; USAID will work with the GOA to institutionalize certain elements of DHS, which will allow survey implementation every five years.
Individual(s) responsible at USAID: Astghik Grigoryan
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: The 2010 Armenia Demographic and Health Surveys data quality has been addressed by the ICF International and a common methodology applied.
Date of Future Data Quality Assessments: In 2015, ICF International (based in Calverton, Maryland USA) will work with the National Statistical Service of the Republic of Armenia and the Ministry of Health to conduct the 2015 Armenia Demographic and Health Survey. The data quality will be addressed by the ICF International and a common methodology applied.
Known Data Limitations: Surveys are not conducted annually, so only official government statistics based on administrative records is available on annual basis. If DHS is institutionalized Armenia can have survey-based data every 5 years.
TARGETS AND BASELINE
Baseline timeframe: Baseline (Actual 2010): 16 per 1,000 live births Target 2015: <10 per 1,000 live births
Rationale for Targets: The 2015 U5MR MDG target set for Armenia 2015 is <10 per 1,000 live births.
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 6/19/14

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

SPO: Quality and utilization of selected healthcare services improved in priority areas

Name of Indicator: Prevalence of underweight children under five years of age

Is this a Performance Plan and Report indicator? No X Yes __, for Reporting Year(s) 2014, 2015, 2016

If yes, link to foreign assistance framework:

DESCRIPTION

Precise Definition(s):

The percentage of children aged 0–59 months, whose weight-for-age measures below -2 SD from the median of the reference population will be classified as *underweight* for their age, and those whose measurements are below -3 SD from the reference population median will be classified as *severely underweight*. The international reference population is a population against which the growth of children can be compared. The reference population is defined by the World Health Organisation (WHO) Child Growth Standards.

$$\text{Percentage of children underweight} = \frac{\text{Number of children underweight}}{\text{Total number of children who were weighed}} \times 100$$

The WHO Child Growth Standards are available at <http://www.who.int/childgrowth/standards/en/>

Unit of Measure: The percentage of underweight children aged 0–59 months

Disaggregated by: Male/Female, Age, Urban/Rural, Region

The prevalence of underweight children generally shows large disparities across geographical areas and between rural and urban areas. Nutrition status may also vary across socioeconomic groups. Children in some ethnic groups might be at higher risk of malnutrition, poorer health and higher mortality. Gender differences may be more pronounced in some social and ethnic groups and in rural areas. Disaggregating the data will provide a clearer picture of maternal and child health disparities in Armenia, allowing future program to address these weaknesses and gaps.

Rationale or Justification for indicator:

In alignment with USAID/Armenia’s approved Country Development Cooperative Strategy (CDCS) 2013 – 2018, Special Objective for health: quality and utilization of selected healthcare services improved in priority areas. This indicator will assist the mission to measure its progress in the priority area of maternal and child health. The prevalence of underweight children under five years of age is an important long term indicator, predicting progress in country development, health and survival of current and succeeding generations.

Over the last decade, U.S. assistance has made great strides in improving the quality of health care in Armenian. However, challenges remain in the area of maternal and child health. According to the 2010 Armenian Demographic and Health Survey (ADHS), the nutritional status of children is deteriorating, the prevalence of underweight children under five years of age increased from 4% in 2005 to 4.7% in 2010. The WHO Child Growth Standards sets the mean of the reference group as 2.3%.

Tracking the prevalence of underweight children under five years of age will allow USAID/Armenia to quantify the impact of missions maternal and child health programs.

PLAN FOR DATA COLLECTION BY USAID

Data Source: The Armenia Demographic and Health Survey; National Statistical Service of the Republic of Armenia (NSS); Ministry of Health
Method of data collection and construction: Publicly Available information online from: National Statistical Service of the Republic of Armenia http://www.armstat.info/en/?nid=80&id=1338 The DHS Program http://dhsprogram.com/pubs/pdf/FR252/FR252.pdf United Nations Statistics Division Millennium Development Goals Indicators http://mdgs.un.org/unsd/mdg/Data.aspx
Reporting Frequency: 2015 ADHS; annually from MOH; USAID will work with the GOA to institutionalize certain elements of DHS, which will allow survey implementation every five years.
Individual(s) responsible at USAID: Astghik Grigoryan
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: The 2010 Armenia Demographic and Health Surveys data quality has been addressed by the ICF International and a common methodology applied.
Date of Future Data Quality Assessments: In 2015, ICF International (based in Calverton, Maryland USA) will work with the National Statistical Service of the Republic of Armenia and the Ministry of Health to conduct the 2015 Armenia Demographic and Health Survey. The data quality will be addressed by the ICF International and a common methodology applied.
Known Data Limitations: Surveys are not conducted annually, so only official government statistics based on health facility records is available on annual basis. Armenia does not have a well-functioning surveillance system. There is always a discrepancy between official statistics and findings of surveys. USAID/Armenia will work with the MOH to enhance the routine health surveillance in the area of MCH to improve the data availability and quality. If DHS is institutionalized Armenia can have survey-based data every 5 years.
TARGETS AND BASELINE
Baseline timeframe: Baseline: 4.7 % of underweight children under five years of age (less than 2SD) (2010 ADHS Data) Target 2015: <1.4%
Rationale for Targets: The 2015 MDG target for Armenia is to reduce the prevalence of underweight children under five years of age to less than 1.4%.
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 6/19/14
USAID Performance Indicator Reference Sheet
Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): (SPO): Quality and utilization of selected healthcare services improved in priority areas
Name of Indicator: Percent of registered new smear positive pulmonary TB cases that were cured and completed treatment under DOTS (directly observed treatment short course) nationally
Is this a Performance Plan and Report indicator? No X Yes ____, for Reporting Year(s) 2014, 2015, 2016 If yes, link to foreign assistance framework:
DESCRIPTION

<p>Precise Definition(s): The proportion of new smear-positive TB cases registered under DOTS in a given year that successfully completed treatment, whether with bacteriologic evidence of success (“cured”) or without (“treatment completed”).</p> <p>Numerator: Number of new sputum smear positive pulmonary TB cases registered in a specified time period that were cured plus the number that completed treatment in the same specified time period</p> <p>Denominator: Total number of new smear positive TB cases registered in the same specified time period (x 100)</p> <p>The indicator measures a program’s capacity to retain patients through a complete course of chemotherapy with a favorable clinical result. “Cured” are the cases bacteriologically confirmed treated and “completed” are the cases that complete treatment with clinical improvements but without bacteriological confirmation of cure.</p> <p>This indicator reflects only new cases for the reporting year and does not represent a running total beyond that year.</p>
<p>Unit of Measure: Percent</p>
<p>Disaggregated by: number of men/number of women</p>
<p>Rationale or Justification for indicator:</p> <p>DOTS is widely accepted as the most cost-effective strategy for tuberculosis (TB) control. While Armenia reports 1000% DOTS coverage for treatment of TB the country should improve the quality of DOTS implementation, since the case detection and treatment success rates are low. This indicator will allow the mission to measure its program performance in the area of TB and assess the country progress in TB control.</p> <p>Over the last decade, U.S. assistance has made great strides in improving the quality of health care in Armenian. However, challenges remain in the area of tuberculosis. The prevalence of multi-drug resistant tuberculosis (MDR TB) is among the highest in the world. MDR TB accounted for 9.4% of new cases and 43% of previously treated cases in 2010. This signals the failure of the Directly Observed Treatment-Short Course (or DOTS) protocols.</p>
<p style="text-align: center;">PLAN FOR DATA COLLECTION BY USAID</p>
<p>Data Source: World Health Organization (WHO); Ministry of Health National Tuberculosis Program; United Nations Statistics Division Millennium Development Goals Indicators</p>
<p>Method of data collection and construction:</p> <p>The NTP combines them for all TB facilities and creates a national report for the year. These reports are provided to WHO and they produce an annual report for all the reporting countries. The annual report can be found at the following website: http://www.who.int/tb/country/en/index.html</p> <p>The United Nations Statistics Division has an official Millennium Development Goals Indicators (MDG) website where the MDG Indicators are published annually / as data becomes available: http://mdgs.un.org/unsd/mdg/Data.aspx. Last updated July 2013 with 2010 data. The TB case notifications and treatment outcomes reported by countries follow the WHO recommendations on case definitions, recording and reporting. Data are therefore internationally comparable and there is no need for any adjustment. No imputations are made for missing values.</p>
<p>Reporting Frequency: Annually</p>
<p>Individual(s) responsible at USAID: Astghik Grigoryan</p>
<p style="text-align: center;">DATA QUALITY ISSUES</p>
<p>Dates of Previous Data Quality Assessments and name of reviewer: N/A</p>
<p>Date of Future Data Quality Assessments: TBD</p>

Known Data Limitations: Because treatment for TB lasts between six and eight months, there is a delay in assessing treatment outcomes. The completeness of the report at the facility level is a limitation of the data. It could result in unaccounted and/or incorrect outcomes of some cases.

TARGETS AND BASELINE

Baseline timeframe:

Baseline: 72% (2010) United Nations Statistics Division Millennium Development Goals Indicators
2015 Target: 100%

Rationale for Targets:

The 2015 MDG target for Armenia is to achieve 100% treatment success rate.

CHANGES TO INDICATOR

Changes to indicator:

Other Notes:

THIS SHEET LAST UPDATED ON: 6/19/14

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

(SPO): Quality and utilization of selected healthcare services improved in priority areas

Name of Indicator: Percent of sputum smear negative patients hospitalized for TB treatment

Is this a Performance Plan and Report indicator? No X Yes ___ , for Reporting Year(s) 2014, 2015, 2016

If yes, link to foreign assistance framework:

DESCRIPTION

Precise Definition(s): The proportion of sputum smear negative patients hospitalized for TB treatment out of the total number of new smear negative TB cases registered in the same specified time period.

Numerator: Number of new sputum smear negative pulmonary TB cases registered in a specified time period that hospitalized for TB treatment

Denominator: Total number of new smear negative TB cases registered in the same specified time period (x 100)

Unit of Measure: Percent

Disaggregated by: number of men/number of women

Rationale or Justification for indicator:

Armenia practices excessive hospitalization of patients and TB suspects; nearly all regular TB patients and absolutely all MDR-TB patients are hospitalized in specialized TB wards during the intensive phase. An underlying cause of this is the reverse incentive system, which promotes hospitalization of TB patients and discourages ambulatory care. Following USAID/Armenia and WHO Regional Office for Europe recommendations for tuberculosis diagnosis and care the country revised the financing system of TB services and National Guidelines for TB Control to support patient-friendly out-patient care. These measures, along with enhancement of the service delivery at PHC level of care and improvement of infection control standards should contribute to reductions in unnecessary hospitalization. The indicator measures adherence of TB treatment to the DOTS strategy and the National Guidelines for TB Control.

PLAN FOR DATA COLLECTION BY USAID

Data Source: Ministry of Health State Health Agency (SHA)

Method of data collection and construction:

The SHA is the third party payer for services included in the state's basic benefit package. The SHA receives the state allocations for health from the Ministry of Finance and distributes these to health care facilities based on scope of provided services and performance.

The SHA collects data on the total number of new smear negative TB cases and the number of new sputum smear negative pulmonary TB cases from health Facilities. The indicator will be included in the M&E Plan of the G2G Agreement with the MOH and reported annually. In addition, USAID will request data on an annual basis from SHA for cross-check.

Reporting Frequency: Annually

Individual(s) responsible at USAID: Astghik Grigoryan

DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: N/A
Date of Future Data Quality Assessments: TBD
Known Data Limitations: Data inaccuracies related to self-reporting from facilities.
TARGETS AND BASELINE
Baseline timeframe: Baseline: 55% (2013) State Health Agency Data 2016 Target: 0%
Rationale for Targets: According to the DOTS strategy and the National Guidelines for TB Control the diagnostics and treatment of sputum-smear negative patients should be done in out-patient care facilities.
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 6/19/14

USAID Performance Indicator Reference Sheet

<p>Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): IR I: Health resources effectively targeted to address priority areas</p>
<p>Name of Indicator: Out-of-pocket expenditures as a percent of total health expenditures</p>
<p>Is this a Performance Plan and Report indicator? No X Yes ____, for Reporting Year(s) 2014, 2015, 2016 If yes, link to foreign assistance framework:</p>
<p>DESCRIPTION</p>
<p>Precise Definition(s): Out of pocket expenditure is any direct outlay by households, including gratuities and in-kind payments, to health practitioners and suppliers of pharmaceuticals, therapeutic appliances, and other goods and services whose primary intent is to contribute to the restoration or enhancement of the health status of individuals or population groups. It is a part of private health expenditure.</p>
<p>Unit of Measure: Percent</p>
<p>Disaggregated by: N/A Disaggregating the data in this manor will define populations that have barriers to accessing and utilizing primary healthcare services, allowing targeted approached to address these weaknesses and gaps.</p>
<p>Rationale or Justification for indicator: This is a core indicator of health financing systems. It contributes to understanding the relative weight of direct payments by households in total health expenditures. High out-of-pocket payments are strongly associated with catastrophic and impoverishing spending. Thus it represents a key indicator for monitoring the affordability and equity of health systems. In 2011, private health expenditures composed 48.3% of the total health expenditures, with 84.6 % paid out of pocket at the point of service (with the large share of unofficial OOPs, around 60%). This imposes a large barrier to health care access and a financial risk for many Armenians.</p>
<p>PLAN FOR DATA COLLECTION BY USAID</p>
<p>Data Source: Republic Armenia National Health Accounts (NHA) The World Health Organization Observatory Data Repository http://apps.who.int/gho/data/node.main.75 World Health Organization National Health Account database http://apps.who.int/nha/database/DataExplorerRegime.aspx</p>
<p>Method of data collection and construction: The preparation of NHA is comprised of the following stages: health expenditure collection; data input into the NHA tablets; and data analysis.</p>
<p>Reporting Frequency: Annually</p>
<p>Individual(s) responsible at USAID: Astghik Grigoryan</p>
<p>DATA QUALITY ISSUES</p>
<p>Dates of Previous Data Quality Assessments and name of reviewer: N/A</p>
<p>Date of Future Data Quality Assessments: TBD</p>
<p>Known Data Limitations: It focuses generally on the level of spending, sources, and uses. It does demonstrate how resources are allocated. Access to quality data is often extremely difficult. It is much easier to get figures on budgets and commitments than actual disbursements. Donors are often unwilling or unable to provide the necessary data. The private sector may be unwilling to part with data for fear it will be used against them e.g. for tax purposes.</p>
<p>TARGETS AND BASELINE</p>
<p>Baseline timeframe: 2012 Baseline: 55% 2016 Target: <50%</p>
<p>Rationale for Targets: Health-related impoverishment may increase when over 15-20% of a country's total health care spending is paid out of pocket. 20% threshold should be a target for Armenia to achieve over time. For 2016 to</p>

CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 6/19/14

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

IR I: Health resources effectively targeted to address priority areas

Name of Indicator: Government Share of Total Spending for Public Sector Contraceptives

Is this a Performance Plan and Report indicator? No X Yes __, for Reporting Year(s) 2014, 2015, 2016

If yes, link to foreign assistance framework:

DESCRIPTION

Precise Definition(s): The percentage of the previous year’s financing for public sector contraceptive procurement that was covered by government funds.

Numerator: Total amount spent by the government last year on public sector contraceptive procurement

Denominator: Total amount spent by all sources (donors + government) last year on public sector contraceptive procurement) x 100

Unit of Measure: Percent

Disaggregated by: N/A

Rationale or Justification for indicator:

In Armenia, the ability to choose, obtain, and use quality contraceptives is hindered by inadequate method mix and limited availability of free or low-cost contraceptives through public or private sector sources. For a little more than a decade, UNFPA has been the sole purchaser of contraceptives in the public sector. In 2009 UNFPA stopped provision of oral contraceptives and currently continues to supply only IUDs and condoms to 75 family planning units across the country. However, UNFPA is resuming the provision of oral contraceptives to ensure adequate method mix for 2014 if the GOAM does commit to initiate contraceptive procurement. In order to improve coordination and address the persisting issues of FP commodity stock-outs in health facilities, low contraceptive prevalence rate, and high abortion rate USAID attained GOAM commitment to fund procurement of contraceptives for vulnerable populations beginning in January 2015.

This indicator would monitor the GOAM’s commitment to improving the health of vulnerable populations and achieving the 2015 MDS’s. Significant funding for contraceptive procurement by the government is a strong indicator that family planning is a government priority. Greater government funding, if well executed, should improve contraceptive security in the short term and improve long-term prospects for program sustainability.

PLAN FOR DATA COLLECTION BY USAID

Data Source: Government spending records; UNFPA’s public sector contraceptive procurement spending records

Method of data collection and construction: Ministry of Health and UNFPA will provide their respective annual spending for public sector contraceptive procurement.

Reporting Frequency: Annually

Individual(s) responsible at USAID: Astghik Grigoryan

DATA QUALITY ISSUES

Dates of Previous Data Quality Assessments and name of reviewer: N/A

Date of Future Data Quality Assessments: N/A

<p>Known Data Limitations: This indicator may be difficult to accurately assess, if the necessary financial records are not readily available, up-to-date or accurate. Furthermore, it is important to note that the government's share of total spending for public sector contraceptives only considers government and other funds <i>spent</i>; it does not consider what was allocated or actually needed. Therefore, even if a government provides a large percentage of the financing, the actual monetary contribution could be small and not cover current demand for family planning.</p>
<p>TARGETS AND BASELINE</p>
<p>Baseline timeframe: Baseline: 0% (2010 ADHS) Target: 2016 50%</p>
<p>Rationale for Targets: USAID envisions that as a result of its advocacy efforts to attain GOAM commitment to fund procurement of contraceptives the GOAM share of total spending for public sector contraceptives will increase each year by 25%.</p>
<p>CHANGES TO INDICATOR</p>
<p>Changes to indicator:</p>
<p>Other Notes:</p>
<p>THIS SHEET LAST UPDATED ON: 6/19/2014</p>

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

IR 2: Public and private sector capacity to deliver quality services in priority areas improved

Name of Indicator: Percent of health facilities adhering to Evidence-Based MCH approaches

Is this a Performance Plan and Report indicator? No X Yes ____, for Reporting Year(s) 2014, 2015, 2016

If yes, link to foreign assistance framework:

DESCRIPTION

Precise Definition(s) Percent of healthcare facilities adhering to the WHO recommended evidence based practices for maternal and child health out of total number of USG assisted healthcare facilities providing MCH services.

Numerator: Number of USG-assisted health facilities providing MCH services.

Denominator: Number of health facilities providing MCH services planned to receive USG assistance over life of project.

USG-assisted: Funded with congressionally-earmarked MCH funds for any kind of assistance.

WHO recommended evidence based practices:

- For Primary Health Care facilities:

Preconception care

Antenatal care (at least four times during pregnancy)

Counsel on child care

Counsel/support exclusive breastfeeding

Counsel on cleanliness and hygiene

Counsel on maternal and child nutrition

Well child check-ups according to country protocol

Counsel on FP options and provide a range of contraceptive methods

Antiretroviral (ARV) prophylaxis among HIV positive pregnant women to prevent HIV transmission and

antiretroviral therapy for [pregnant] women who are treatment-eligible

Immunization according to country protocol

- For maternities and NICUs:

Skilled attendant at birth

Postpartum monitoring for mothers and newborns for at least 24 hours after the delivery and postpartum care according to country protocols

Comprehensive care for postpartum complications and referrals

Postpartum FP counseling

Immunization according to country protocol

Antibiotic treatment for suspected pneumonia

Unit of Measure: Percent

Disaggregated by: Urban/Rural, Region, Health facility

Rationale or Justification for indicator: Evidence-based clinical practice is an approach to decision-making in which the clinician uses the best evidence available, in consultation with the patient, to decide upon the option which suits that patient best. Adherence to evidence-based practices ensures rational use of resources to achieve the desired health outcome in the most cost-effective way.
PLAN FOR DATA COLLECTION BY USAID
Data Source: USAID Implementing Partner reports
Method of data collection and construction: The denominator will be initially set when the activities are awarded and will be held relatively constant over the life of the project; however, refinement as implementation progresses is possible. Country level numerators will be reported by implementing partners in progress reports.
Reporting Frequency: Annually (but to be tracked quarterly)
Individual(s) responsible at USAID: Astghik Grigoryan
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: N/A
Date of Future Data Quality Assessments: TBD
Known Data Limitations: Data inaccuracies related to self-reporting from facilities.
TARGETS AND BASELINE
Baseline timeframe: Baseline: TBD Target 2016: 100%
Rationale for Targets: USAID envisions that as a result of its assistance to promote quality MCH services the percent of health facilities adhering to Evidence-Based MCH approaches will be close to 100%
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 6/19/2014

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): IR 2: Public and private sector capacity to deliver quality services in priority areas improved
Name of Indicator: Percent of health facilities adhering to components of the WHO Stop TB Strategy
Is this a Performance Plan and Report indicator? No X Yes ___ , for Reporting Year(s) 2014, 2015, 2016 If yes, link to foreign assistance framework:
DESCRIPTION
<p>Precise Definition(s): Percent of health facilities adhering to the six components of the WHO Stop TB Strategy out of the total number of USG supported health facilities. The first component – DOTS expansion and enhancement – is the cornerstone of the Strategy and provides the foundation for the remaining five.</p> <p>The six components of the Stop TB Strategy are the following:</p> <ol style="list-style-type: none"> 1. Pursue high-quality DOTS expansion and enhancement 2. Address TB-HIV, MDR-TB, and the needs of poor and vulnerable populations 3. Contribute to health system strengthening based on primary health care 4. Engage all care providers 5. Empower people with TB, and communities through partnership 6. Enable and promote research
Unit of Measure: Percentage, cumulative over time.
Disaggregated by: Type of facility, region
<p>Rationale or Justification for indicator:</p> <p>The Stop TB Strategy aims to dramatically reduce the global burden of TB by 2015 in line with the Millennium Development Goals and the Stop TB Partnership targets. It is based on experience gained over the past decade and sets out the steps that national TB control programs and their partners need to take, assisted actively by all stakeholders. Implementation of the strategy should ensure equitable access to high quality care of for all TB patients – infectious and non-infectious, adults and children, with and without HIV, with and without drug-resistant TB – regardless of whether they receive care from a public or a private provider.</p>
PLAN FOR DATA COLLECTION BY USAID
Data Source: Ministry of Health/National Tuberculosis Program
Method of data collection and construction: The basis for data collection is E-TB Manager. The denominator will be initially set when the activities are awarded and will be held relatively constant over the life of the project; however, refinement as implementation progresses is possible. Country level numerators will be reported by implementing partners in progress reports.
Reporting Frequency: Annually (but to be tracked quarterly)
Individual(s) responsible at USAID: Astghik Grigoryan
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: N/A
Date of Future Data Quality Assessments: TBD
Known Data Limitations: TBD

TARGETS AND BASELINE
<p>Baseline timeframe: Baseline: TBD Target: 100%</p>
<p>Rationale for Targets: USAID envisions that as a result of its assistance to improve access to quality TB services, the percentage of health facilities adhering to components of the WHO Stop TB Strategy will reach 100%</p>
CHANGES TO INDICATOR
<p>Changes to indicator:</p>
<p>Other Notes:</p>
<p>THIS SHEET LAST UPDATED ON: 6/19/2014</p>

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.):

IR 2: Public and private sector capacity to deliver quality services in priority areas improved

Name of Indicator: Percentage of USG-assisted service delivery points (SDPs) that experience a stock out at any time during the defined reporting period of any contraceptive methods that the SDP is expected to provide

Is this a Performance Plan and Report indicator? No ___ Yes X, for Reporting Year(s) 2014, 2015, 2016

If yes, link to foreign assistance framework: 3.1.7.1-2

DESCRIPTION

Precise Definition(s):

Numerator: Number of USG-assisted service delivery sites providing FP information and/or services.

Denominator: Number of SDPs planned to receive USG assistance over life of project.

USG-assisted: Funded with congressionally-earmarked FP funds for any kind of assistance.

Service Delivery Points: Clinics, hospitals, facilities (government, private or NGO/FBO) pharmacies, and/or social marketing sales points. Does not include community health workers (CHWs).

FP counseling: FP information and/or FP counseling provided in the context of a visit with a FP service provider.

FP Services: Provision of FP methods and or FP referrals.

Unit of Measure: Percentage, cumulative over time.

Disaggregated by: urban/rural, region, type of service delivery point, contraceptive type

Data disaggregation will help identify weaknesses and gaps in access to and availability modern methods of contraception

Rationale or Justification for indicator:

Increased FP use is related to its physical availability through numerous sites offering FP counseling and/or services, especially if the counseling and/or services are offered in a quality, client-friendly, convenient and affordable manner. An increased contraceptive prevalence rate (CPR) will reduce the unmet need for FP, number of unintended pregnancies, number of abortions, and neonatal, infant, child and maternal mortality and morbidity.

The indicator is aligned with USAID/Armenia’s approved Country Development Cooperative Strategy (CDCS) 2013 – 2018, Special Objective for health: quality and utilization of selected healthcare services improved in priority areas. Through this indicator the mission will measure its progress in achieving contraceptive security to support the priority area of family planning/reproductive health. At the country level, data will be used for assessment of longer-term program output and impact and for developing new strategies and program directions and interventions.

Initially, the percent of USG-assisted FP SDPs should approach and reach 100%. However, overtime these FP SDPs should receive less USG assistance, ultimately graduating from it, as the host government, local NGOs/FBOs, private for-profit facilities, and social marketing sales points assume increasing and complete ownership and responsibility.

PLAN FOR DATA COLLECTION BY USAID

Data Source: Implementing partners progress reports.

Method of data collection and construction: The basis for data collection is MOH Logistics Management Information System (LMIS) established by USAID project. The denominator will be initially set when the activities are awarded and will be held relatively constant over the life of the project; however, refinement as implementation progresses is possible. Country level numerators will be reported by implementing partners in progress reports.

Reporting Frequency: Annually (but to be tracked quarterly)

Individual(s) responsible at USAID: Astghik Grigoryan
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: N/A
Date of Future Data Quality Assessments: TBD
Known Data Limitations: TBD
TARGETS AND BASELINE
Baseline timeframe: Baseline: TBD Target: close to 0.
Rationale for Targets: USAID envisions that as a result of its assistance to improve access to quality FP services, including counseling and contraceptive security, the number of SDPs experiencing stock-out will be close to 0.
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 6/19/2014

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): IR 2: Public health surveillance in priority areas improved
Name of Indicator: Percentage of accurate TB case-finding and treatment outcome reports
Is this a Performance Plan and Report indicator? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> , for Reporting Year(s) 2014, 2015, 2016 If yes, link to foreign assistance framework:
DESCRIPTION
Precise Definition(s): Numerator: Number of TB case-finding and treatment outcome reports that were recorded completely and accurately. Denominator: Total number of TB case-finding and treatment outcome reports examined.
Unit of Measure: Percentage, cumulative over time.
Disaggregated by: urban/rural, region, type of service delivery point Data disaggregation will help identify weaknesses and gaps in reporting tailored to specific region or facility.
Rationale or Justification for indicator: This indicator measures the completeness and accuracy of the recorded TB case-finding and treatment outcome reports. Any basic management unit of the National TB Program (NTP) must use NTP approved forms to standardize information on case detection and treatment outcomes. Ideally, all required TB case-finding and treatment outcome reports should be complete and accurate. Each NTP should determine the acceptable level of accuracy required for each report in the designated timeframe. If the total number of reports submitted falls below this threshold, this indicates a need to consider an appropriate course of action to increase to the acceptable level the number of complete and accurate reports submitted. This indicator can be used as an internal monitoring mechanism, or it can be used by external consultants for comparing success reported with their assessment of the data.
PLAN FOR DATA COLLECTION BY USAID
Data Source: NTP statistics and reports
Method of data collection and construction: The submitted TB case-finding and treatment outcomes reports are compared with the data recorded in the TB registers to measure the percentage of accurate and complete TB case-finding and treatment outcome reports. It is necessary to gather data on the case-finding report and treatment outcome report separately so that the accuracy and completeness of each can be assessed.
Reporting Frequency: Quarterly
Individual(s) responsible at USAID: Astghik Grigoryan
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: N/A
Date of Future Data Quality Assessments: TBD
Known Data Limitations: Measurement of this indicator can be labor and time intensive.
TARGETS AND BASELINE
Baseline timeframe: Baseline: TBD Target: TBD.
Rationale for Targets: USAID envisions that as a result of its assistance to improve access to quality FP services, including counseling and contraceptive security, the number of SDPs experiencing stock-out will be close to 0.

CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 6/19/2014

USAID Performance Indicator Reference Sheet

Name of Result Measured (Goal, DO, IR, sub-IR, Project Purpose, Project Output, etc.): IR 2: Public health surveillance in priority areas improved
Name of Indicator: Percent of children under five that had child growth monitoring as recommended by national standards
Is this a Performance Plan and Report indicator? No <input checked="" type="checkbox"/> X ___ Yes ___, for Reporting Year(s) 2014, 2015, 2016 If yes, link to foreign assistance framework:
DESCRIPTION
Precise Definition(s): Numerator: Number of children under five who had weight and height measured, recorded, and reported as recommended by national child growth monitoring standards and nutritional surveillance system Denominator: Total number of children under five
Unit of Measure: Percentage, cumulative over time.
Disaggregated by: urban/rural, region, type of service delivery point Data disaggregation will help identify weaknesses and gaps in reporting tailored to specific region or facility.
Rationale or Justification for indicator: Basic growth assessment involves measuring a child’s weight and length or height and comparing these measurements to growth standards. The purpose is to determine whether a child is growing “normally” or has a growth problem or trend towards a growth problem that should be addressed. Correct measurement, plotting, and interpretation of data are critically important for identification of growth problems or trend towards a growth problem and taking action to address the causes of poor growth. This indicator measures the completeness and accuracy of child growth monitoring recording and reporting. This indicator can be used as an internal monitoring mechanism, or it can be used by external consultants for comparing success reported with their assessment of the data.
PLAN FOR DATA COLLECTION BY USAID
Data Source: MOH statistics and reports; UNICEF reports
Method of data collection and construction: Primary Healthcare facility reports will be aggregated into national level data.
Reporting Frequency: Annually (but to be tracked quarterly)
Individual(s) responsible at USAID: Astghik Grigoryan
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: N/A
Date of Future Data Quality Assessments: TBD
Known Data Limitations: Data inaccuracies related to self-reporting from facilities.
TARGETS AND BASELINE
Baseline timeframe: Baseline: TBD Target: 100%
Rationale for Targets: USAID envisions that as a result of its assistance to improve the nutritional surveillance system, the percentage of children under five whose weight and height were measured and recorded will be close to 100%.
CHANGES TO INDICATOR
Changes to indicator:
Other Notes:
THIS SHEET LAST UPDATED ON: 6/19/2014