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Civic Advocacy for Democratic Resilience in Egypt Program CADRE / Egypt

برنامج الدعم المدني للديموقراطية الفاعلة في مصر

"كادري"

Performance Monitoring and Evaluation Plan (PMEP)

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ACRONYMS AND ABBREVIATIONS

BRIDGE	Building Resources in Democracy, Governance, and Elections
CADRE	Civic Advocacy for Democratic Resilience in Egypt
CAPMAS	Central Agency for Public Mobilization and Statistics
CDPs	Capacity Development Plans
COP	Chief of Party
CPI	Counterpart International
CSO	Civil Society Organization
CSSCs	Civil Society Support Centers
DCOP	Deputy Chief of Party
DELTA	Democracy, Elections, and Technical Assistance
ECSS	Egypt Civil Society Support
ECSEL	Egypt Civil Society Support e-learning
ECWR	Egyptian Center for Women’s Rights
ENGOSC	Egyptian NGO Support Center
GBV	Gender-Based Violence
GOE	Government of Egypt
ICNL	International Center for Not-for-Profit Law
IFES	International Federation for Electoral Systems
ISI	Institutional Support and Implementation
KM	Knowledge Management
ME&R	Monitoring, Evaluation and Reporting
MIS	Management Information System
MOSS	Ministry of Social Solidarity
MSI	Management Systems International
NGOs	Non-Governmental Organizations
PLA	Policy and Legislative Advocacy
PMR	Policy Monitoring and Research
PODA	Participatory Organizational Development Assessment
PPS	Political Processes Support
STTA	Short Term Technical Assistance
SWMENA	Status of Women in the Middle East and North Africa
TIP	Trafficking in Persons

TMRS	Training Monitoring and Reporting System
TOT	Training-of-Trainers
UG	United Group of Human Rights Lawyers
USAID	United States Agency for International Development
USG	United States Government
WLTl	Women's Leadership Training and Internship

1. PURPOSE OF THE PERFORMANCE MONITORING & EVALUATION PLAN

In July 2014, USAID/Egypt awarded funding to Counterpart International to implement the Civic Advocacy for Democratic Resilience in Egypt (CADRE) under Cooperative Agreement number AID-263-LA-14-00003 LWA #DFD-A-00-09-00141-00.

This Performance Monitoring and Evaluation Plan (PMEP) outlines CADRE's approach to monitoring, evaluating, and reporting on project performance in a manner that provides for timely and accurate data collection and analysis and leverages learning opportunities to inform program decision making. Specifically, the PMEP supports the program management team, key partners, and USAID by providing a framework for testing the theory of change by collecting relevant data (both quantitative and qualitative), analyzing data, consolidating and reporting on progress and impact, and using that learning to test assumptions, theories and identify potential adjustments to implementation.

This PMEP also adheres to USAID's standards for monitoring, evaluation & reporting (ME&R), learning, and data quality assurance as outlined in the Automated Directives System (ADS) 203.

The remainder of the enclosed PMEP covers:

Section 2: CADRE's Results Framework in Context

Section 3: Staff & Information Management Plan for Monitoring, Evaluation & Reporting

Section 4: Description of Quantitative and Qualitative Data Collection Tools & Learning Approaches

Section 5: Data Quality Assurance Mechanisms & Assessing Monitoring, Evaluation, Reporting and Learning Processes

Section 6: Reporting and Knowledge Dissemination Mechanisms

Annex 1 also includes the detailed Performance Indicator Tracking Table (PITT) and the Performance Indicator Reference Sheets as Annex 2.

2. CADRE'S RESULTS FRAMEWORK IN CONTEXT

Development Context:

The 2011 revolution, fueled by the lack of employment and political transparency in government, widespread corruption, and police brutality, was positively bolstered through CSO engagement. Working to channel these frustrations into positive social change, CSOs were pivotal in providing political awareness training to youth on basic human rights as well as principles of advocacy, civil disobedience and anti-corruption. During the ensuing demonstrations, CSOs joined and supported demonstrators in various capacities including providing legal counsel to those detained, advocating for due process of law, and actively monitoring and reporting on police abuses. Following the overthrow of the Mubarak regime, CSOs continued to play a major role by leading the charge in national public awareness campaigns on the constitutional reform process and presidential elections.

The pivotal role of CSOs did not go unnoticed by the consecutive regimes since Mubarak. Blame for the upsurge in social activism, along with accusations of foreign political meddling was heaped on local and

international CSOs alike and continues as of the submission of this PMEP. In the wake of this, the space in which civil society was once able to make progress has become viewed with consternation by the military government and additional restrictions were proposed to limit freedom of association and dissent.

Most recently in September 2014, the government amended provisions of the Penal Code related to foreign funding, which civil society actors worry gives wide discretion to the government to impose harsh penalties on organizations that accept foreign funding for activities that are considered harmful to national interests and unity. In addition, in July of 2014, the Ministry of Social Solidarity (MOSS) issued an ultimatum to NGOs that required their registration under Law 84 of 2002 by November 10th or face investigation or possible dissolution. The ultimatum has since expired and the MOSS has said it will continue reviewing cases on an individual basis. With the recent Presidential election and anticipated Parliamentary elections, civil society must be active in working with the government to redefine the legal environment in which it operates and contribute to a constructive, peaceful, and ultimately successful political transition.

CADRE Program Strategy

In response to this situation, CADRE intends to lend ongoing support to Egypt's historically vibrant civil society sector. In Upper Egypt, Lower Egypt, and Greater Cairo, CADRE's primary objective is to support Egypt's ongoing political transition through technical assistance, organizational capacity development, and grant making opportunities for CSOs that are working to raise public awareness around upcoming electoral events through voter and civic education; to promote inclusive dialogue that elevates the role of women and youth, the protection of minority rights, and religious tolerance; to combat gender-based violence; and to promote human rights and transitional justice.

The key theory behind this primary objective is that if CADRE strengthens Egyptian civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and influence the ongoing political process.

This theory of change assumes that the target leaders, organizations, and networks that will participate in CADRE are focused on the civic participation sector (defined broadly as programming that promotes collective dialogue or action around issues of common concern to the public, including civic education, social integration, advocacy, and human rights). As a result, as target organizations receive capacity building support to strengthen their institutions, they will become more efficient in their internal operations and increase the quality of their technical interventions, leading to increased numbers of Egyptian citizens participating in the political process and with greater impact, including the ability to influence government policy.

In addition, without improving the enabling environment, CADRE may create stronger organizations that cannot actually implement initiatives, easily operate, or access a receptive or cooperative government audience. This would reduce the overall potential impact of the program's investments (i.e., the first portion of the 'if statement' in the theory of change— building stronger institutions and networks and supporting civil society leaders).

Building on this theory of change, its underlying assumptions, and to better link the program's components to its primary objective, CADRE has developed three sub-objectives to capture the program's theory of change. These include:

- (1) *Strengthened Egyptian civil society organizations and networks.*** Under this objective, CADRE will help approximately 220 civil society organizations increase their capacity, 70% of which will increase their overall organizational capacity, 35% (or 75 organizations) will demonstrate improved financial accounting practices, and 50% will demonstrate an increased capacity in advocacy. In addition, target civil society support organizations (CSSCs) and their target CSOs will increase the representation of women and youth on their boards of directors, increasing their decision-making authority in their communities and civic participation. Target organizations will receive grants that include institutional support and also enable organizations to apply their learning (gained via training, technical assistance, and mentoring) in their work. In addition, the program will create and strengthen networks among target organizations to encourage collaboration and a further resilience in the civil society sector. This objective will be achieved via Components 1, 2, 3 and 4 outlined below.
- (2) *Improved civil society enabling environment.*** A restrictive legal environment can negatively impact the ability of civil society to meet its objectives or influence government decision-making. As a result, the second sub-objective focuses on improving the enabling environment for civil society actors by: (1) providing technical assistance to government officials, CSO leaders, and other stakeholders to inform the drafting of laws and policies to establish an enabling legal and regulatory framework for civil society; (2) advocacy support to CSOs to facilitate campaigns for more enabling constitutional provisions, laws, and regulations governing civil society; (3) implementation assistance to government officials and CSOs to support the fair, effective, and enabling implementation of a new CSO legal framework; and (4) capacity building support to strengthen the ability of CSOs in Egypt to benefit from and comply with a new CSO legal framework, including compliance with standards of good governance. As a result of these investments, at least 5 public policies will be introduced, adopted, repealed, changed, or implemented with citizen input supported under the program. This objective will be achieved via Components 2 and 4 outlined below.
- (3) *Increased civic participation of Egyptian citizens, particularly women.*** Stronger organizations will be better able to engage local constituents, improve their civic participation programming, and engage with the government directly about issues of concern, including the enabling environment discussed under objective 2. While this objective focuses on the civic participation of all, it is particularly focused on increasing women's civic participation and will support at least 15 activities designed to promote or strengthen the civic participation of women while also improving women's advocacy skills and networks to influence gender-related policies. In addition, in their grant implementation, CSO grantees will provide voter and civic education and increase civic participation among all segments of society, particularly women and youth. This objective will be achieved via Components 2, 3, and 4 outlined below.

While not necessarily explicit in the theory of change, gender sensitivity is a primary strategy of the program. Gender considerations will be integrated into the practices, programs and policy advocacy of our partner organizations, at least 25% of the targeted CSOs will focus on issues of concern to women,

and the program will work to involve men and boys in support of women's issues and greater inclusion in society.

To help this program vision become a reality, CADRE will focus on four, inter-related program components:

Component 1: Capacity Building for Egyptian Civil Society Organizations

1. Establish a network of 10 civil society support centers;
2. Provide tailored training and technical assistance to CSSCs;
3. Strengthen and provide support services to 100 Egyptian CSOs;
4. Increase access to learning opportunities;
5. Provide capacity development for CSO grantees;
6. Provide cyber security training for CSO network;
7. Institutionalize and build capacity for CSO certification.

Component 2: Support to Improve the Civil Society Enabling Environment

1. Provide TA to develop an enabling legal environment for civil society;
2. Improve CSO capacity to advocate for more enabling laws governing civil society;
3. Support the implementation of new civil society legal framework;
4. Educate CSOs in new legal rights and responsibilities.

Component 3: Women's Empowerment in Political Processes

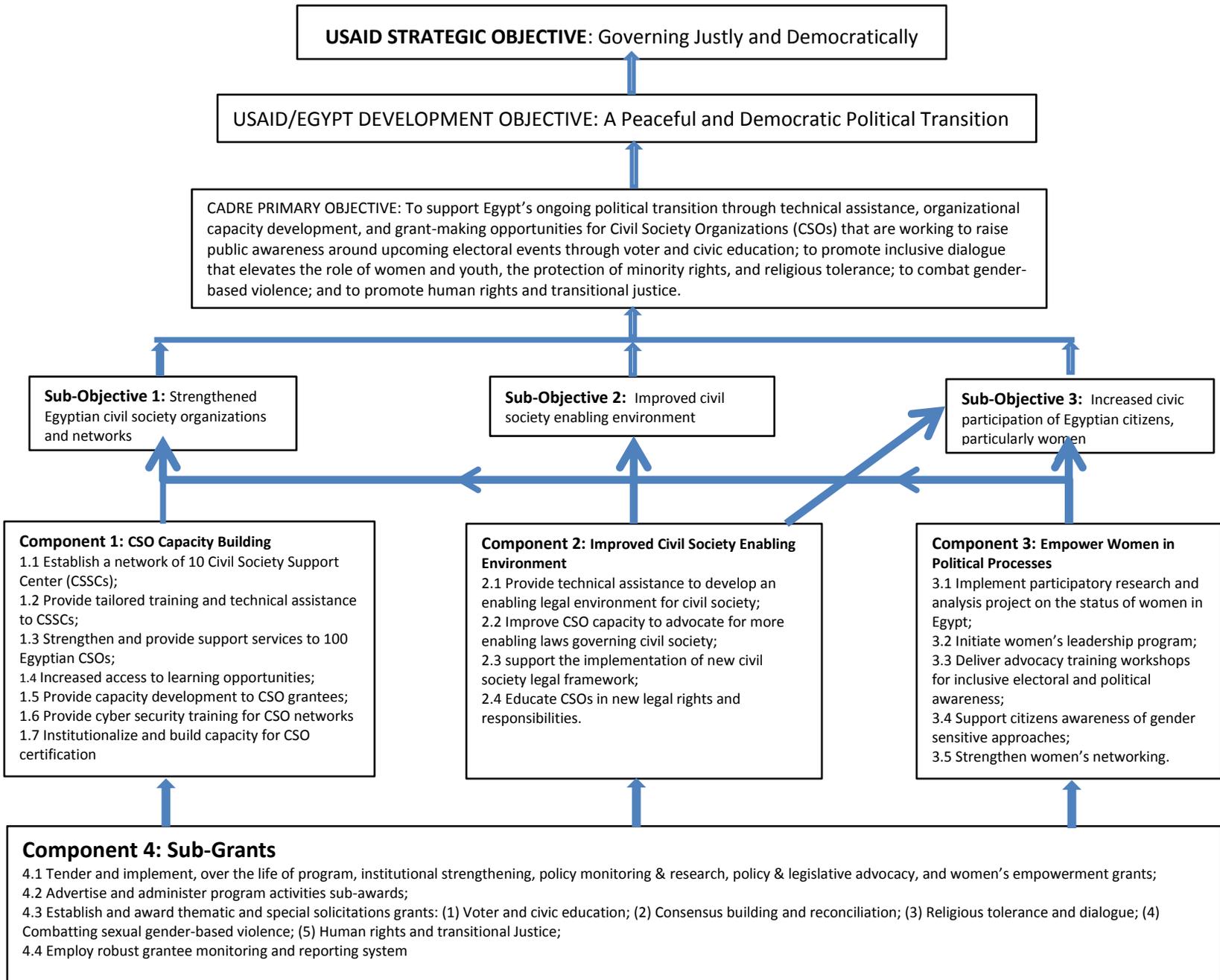
1. Implement participation research and analysis project on the status of women in Egypt;
2. Initiate women's leadership and internship program;
3. Deliver advocacy training workshops for inclusive electoral and political processes.

Component 4: Grant-making targeting women, youth and marginalized groups in support of Components 1-3

1. Tender and implement institutional strengthening, policy monitoring and research, policy and legislative advocacy; and women's empowerment grants;
2. Advertise and administer program activity sub-awards;
3. Establish and award thematic and specials solicitations grants
4. Employ robust grantee monitoring, evaluation and reporting system.

The below results framework outlines the connections between the program's primary objective, sub-objectives, and components:

FIGURE 1 – RESULTS FRAMEWORK



Theory of Change

IF

CADRE strengthens target Egyptian civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors

THEN

Egyptian citizens will more actively participate in and positively influence the ongoing political process

USAID/Egypt's Strategy

The CADRE program is one of the main democracy and governance programs within the USAID/Egypt portfolio and its strategy and approach, as outlined above, directly contribute to the Foreign Assistance Strategic Framework Functional Objective *'Governing Justly and Democratically'* and to the USAID Forward focus on building the capacity of local institutions. All activities envisioned under the program contribute to USAID/Egypt's Development Objective of *'A Peaceful and Democratic Political Transition.'* As a Global Civil Society Strengthening Leader with Associates program, CADRE falls under *Program Area 2.4: Civil Society* and specifically addresses the following Civic Participation Program Element and Sub-Elements 2.4.1.1 Civil Society Legal and Regulatory Frameworks; 2.4.1.2 Civil Society Capacity for Democratic Processes; 2.4.1.3 Citizen Participation and Oversight; and 2.4.1.4 Civic Education and Democratic Culture. These Sub-Elements have direct overlap with CADRE's Sub-Objectives:

Table 1: USAID Sub-Elements and Corresponding CADRE Sub-Objectives

USAID Civic Participation Sub-Element	Corresponding CADRE Sub-Objective
2.4.1.1 Civil Society Legal and Regulatory Frameworks	Sub-Objective 2: Improved civil society enabling environment
2.4.1.2 Civil Society Capacity for Democratic Processes	Sub-Objective 1: Strengthened Egyptian Civil Society Organizations and Networks
2.4.1.3 Citizen Participation and Oversight	Sub-Objective 3: Increased civic participation of Egyptian citizens, particularly women
2.4.1.4 Civic Education and Democratic Culture	Sub-Objective 3: Increased civic participation of Egyptian citizens, particularly women

CADRE Performance Indicators

The following quantitative indicators will be used to track the progress and impact of the CADRE program. Indicators include those required by USAID as standard or custom indicators, relevant Counterpart global indicators, and CADRE-specific indicators based on the program description. Indicators have been carefully chosen to support not just reporting, but also to learn from implementation and make timely management decisions. Annex 1 contains a performance indicator-tracking table (PITT) that provides illustrative targets for each and summarizes required source documentation, frequency of collection, and the CADRE partners responsible for collection. Additional details for each indicator, including precise definitions, are included in Annex 2 (the performance indicator reference sheets). The table below aligns the (1) proposed indicators with (2) the relevant CADRE sub-objective, and (3) the relevant CADRE program component to clarify the connection between all three.

Table 2: CADRE Indicators

Indicator	Type of Indicator		Relevant CADRE Component
Sub-Objective 1: Strengthened Egyptian Civil Society Organizations and Networks			
Number of Civil Society Organizations (CSOs) using USG assistance to improve internal organizational capacity	USAID - Custom	Output	1, 4
Number of awards made directly to local organizations	USAID - Standard	Output	1, 2, 4
Number of individuals certified to provide Institutional Development training for CSOs	CADRE-Specific	Output	1
Number of networks established	Counterpart	Output	1, 2, 3, 4
Number of networks strengthened (providing funding, technical assistance and/or training to support networks' ability to function)	Counterpart	Output	1, 2, 3, 4
Number of target CSOs with improved financial accounting practices as a result of USG assistance	USAID - Custom	Outcome	1
% of target organizations demonstrating increased organizational capacity	Counterpart	Outcome	1
% of target CSSCs and CSOs that reduce the average age of Board of Directors membership by 10 years or more	CADRE-specific	Outcome	1
% increase in the representation of women on target CSSCs' and CSOs' boards of directors	CADRE-specific	Outcome	1
% increase in the satisfaction of target CSOs' clients in services supported under CADRE	CADRE-specific	Outcome	1
% of target organizations demonstrating increased advocacy capacity	CADRE-specific	Outcome	1
Sub-Objective 2: Improved civil society enabling environment			
Number of human rights defenders trained and supported with USG assistance	USAID – Standard; Required as Applicable	Output	2, 4
Number of judges, prosecutors and lawyers trained on human rights issues	USAID - Custom	Output	2, 4
Number of public policies introduced, adopted, repealed, changed or implemented with citizen input (resulting from CADRE program activities) (Standard)	USAID – Standard	Impact	2, 4
Sub-Objective 3: Increased participation of Egyptian citizens, particularly women			
Number of CSOs receiving USG assistance engaged in advocacy interventions	USAID – Standard; Required as Applicable	Output	2, 3, 4
Number of USG supported activities designed to promote or strengthen the civic participation of women	USAID – Standard; Required as Applicable	Output	3, 4
Number of individuals receiving voter and civic education through USG-assisted programs	USAID – Standard; Required as Applicable	Output	4
Number of USG supported CSOs promoting the participation of youth in the democratic process	USAID - Custom	Output	4
Number of USG-assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees	USAID - Standard	Output	2, 3, 4

Number of USG-funded organizations representing marginalized constituencies trying to effect government policy or conducting government oversight	USAID - Standard	Output	3, 4
Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level	USAID – Standard; GNDR	Output	3, 4
Number of laws, policies, or procedures drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender based violence at the regional, national, or local level	USAID – Standard; GNDR	Output	3, 4
Number of public policies introduced, adopted, repealed, changed or implemented with citizen input (resulting from CADRE program activities)	USAID – Standard	Impact	2,4
# of services improved by national or sub-national government entities as a result of citizen input (resulting from CADRE program activities)	CADRE-Specific	Impact	2, 3, 4
<i>Indicator to track change in civic participation (TBD - SEE NOTE)</i>	<i>TBD</i>	<i>Impact</i>	<i>2, 3, 4</i>
Cross-Cutting			
Percent of females who report increased self-efficacy at the conclusion of USG supported training/programming	USAID – Standard; GNDR	Outcome	3, 4
Percent of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	USAID – Standard; GNDR; Required as Applicable	Outcome	3, 4
Number of people reached by USG funded interventions providing GBV services (e.g. health, legal, psycho social counseling, shelters, hotlines, other)	USAID – Standard; GNDR	Output	4
Number of communities accessing program services	Counterpart	Output	1, 2, 3, 4
Number of trainees (individuals)	Counterpart	Output	1, 2, 3, 4
Number of people assisted (individual, direct beneficiaries)	Counterpart	Output	1, 2, 3, 4
Percent increase in scores of post-training assessments compared against pre-training assessments.	Counterpart	Outcome	1, 2, 3, 4
% of program partners satisfied or very satisfied with the program	Counterpart	Outcome	1, 2, 3, 4

2. STAFF AND INFORMATION MANAGEMENT FOR MONITORING, EVALUATION & REPORTING

Staff & Partner Roles and Responsibilities

CADRE’s seasoned, local led team, closely supported by Counterpart headquarters, is well equipped to implement the project’s ME&R system. While the specifics of how this PMEP plan will be managed are below, as a core management principle, Counterpart and the CADRE program will encourage evaluative thinking among all program staff and partners. This means encouraging those engaged in the program to think critically about what it is accomplishing, how, under what conditions, and what is (or is not) working. This type of thinking is especially important in fluid environments such as Egypt. Ultimately, it is not only the responsibility of the ME&R team to apply this lens, but also the responsibility of the entire

CADRE team. In line with this approach, the CADRE team has developed a learning agenda for the program. This is an internal document that provides a set of learning questions to focus staff and partners on the types of questions and data the program should be gathering over the life of the project to test its theory of change. The process of developing this learning agenda has directly informed this PMEP (see Section 3 – Data Collection Tools & Learning Approaches for more information on the CADRE learning agenda).

Specifically, to ensure adherence to the enclosed PMEP, daily management will rest with the Monitoring & Evaluation Manager directly supervising the work of three Monitoring & Evaluation Officers. The M&E Manager reports directly to the Deputy Chief of Party to provide real-time feedback and information to help inform management decisions and priorities.

The primary duties of the M&E Manager include:

- Managing the overall integrity of the program’s ME&R system
- Overseeing ME&R implementation by staff and partners
- Constantly improving the system based on the program’s experience
- Managing data analysis efforts and providing up-to-date information to program management to inform decision making and ensure the program is on track
- Reporting to program management, USAID, and Counterpart on the program’s indicators, and ensuring data provided is high quality per data quality assurance standards
- Developing data collection tools to be used by the program and ensuring all tools are gender-sensitive
- Overseeing the implementation of the program’s learning framework and application of Most Significant Change methodology and other learning methods outlined in the PMEP and learning agenda
- Drafting the PMEP sections for the program’s quarterly, annual and final reports
- Overseeing the work of any external ME&R support services
- Coordinating ME&R efforts with partners, including leading partner training and orientation and troubleshooting ME&R challenges.
- Directly supervising Counterpart’s three M&E Officers, and indirectly providing oversight to partner M&E focal points

The primary duties of the M&E Officers include:

- Managing their portfolio of CSSC partners and CSO partners in their ME&R efforts
- Regularly orienting and updating partners on ME&R guidelines
- Providing ongoing capacity building (coaching, mentoring, and support) to partners in ME&R
- Coordinating with Grant Officers for data collection and entry for grantees awarded directly by Counterpart
- Ensuring adherence of aforementioned partners to data quality standards
- Conducting monitoring visits and data quality assurance assessments
- Providing ongoing capacity building (coaching, mentoring, and support) to partners in ME&R

- Analyzing data collected by the program
- Directly using and overseeing use of the Knowledge Management portal (described below) by partners
- Aggregating and verifying PMEP indicator data reported and ensuring source documentation is readily and easily available

The Counterpart ME&R and program implementation teams in Cairo will be supported by Counterpart's Program Quality & Learning Team based in Counterpart headquarters in Virginia, and includes technical specialists in Gender, Organizational Development, and Monitoring and Evaluation. Their role is to provide support to the CADRE field team in these areas as needed as well as provide oversight and quality control.

Each named partner in the program description (three international and two Egyptian organizations) and additional grantees, including the nine other CSSCs, will have an identified ME&R focal point who will receive an orientation from the Counterpart ME&R team to ensure they are aware of the indicators they must report on and use the appropriate ME&R tools to collect and report on this quantitative data and share qualitative data. The orientation will also cover reporting requirements for all partners, which will include monthly monitoring reports from all local partners, including CSSCs and CSOs. The CSSCs will also receive training in data verification and data entry and enter the data generated by their CSO partners in the Knowledge Management Portal. The Counterpart ME&R team in Cairo will then perform regular spot checks and verification of a sample of the data entered by the 10 CSSCs to ensure validity and integrity, etc. (see more in Section 5 – Data Quality Assurance Mechanism).

A similar orientation will flow down from the CSSC ME&R focal point to their respective CSO partner ME&R focal points and will be attended by the Counterpart ME&R team to ensure complete and adequate instructions are provided and proper data collection and reporting forms are shared. Each CSSC M&E focal point will be responsible for supporting the M&E capacity and work of its CSO partners, providing training and orientation to CSO ME&R focal points, reviewing reports, and spot-checking and ensuring high quality reported data.

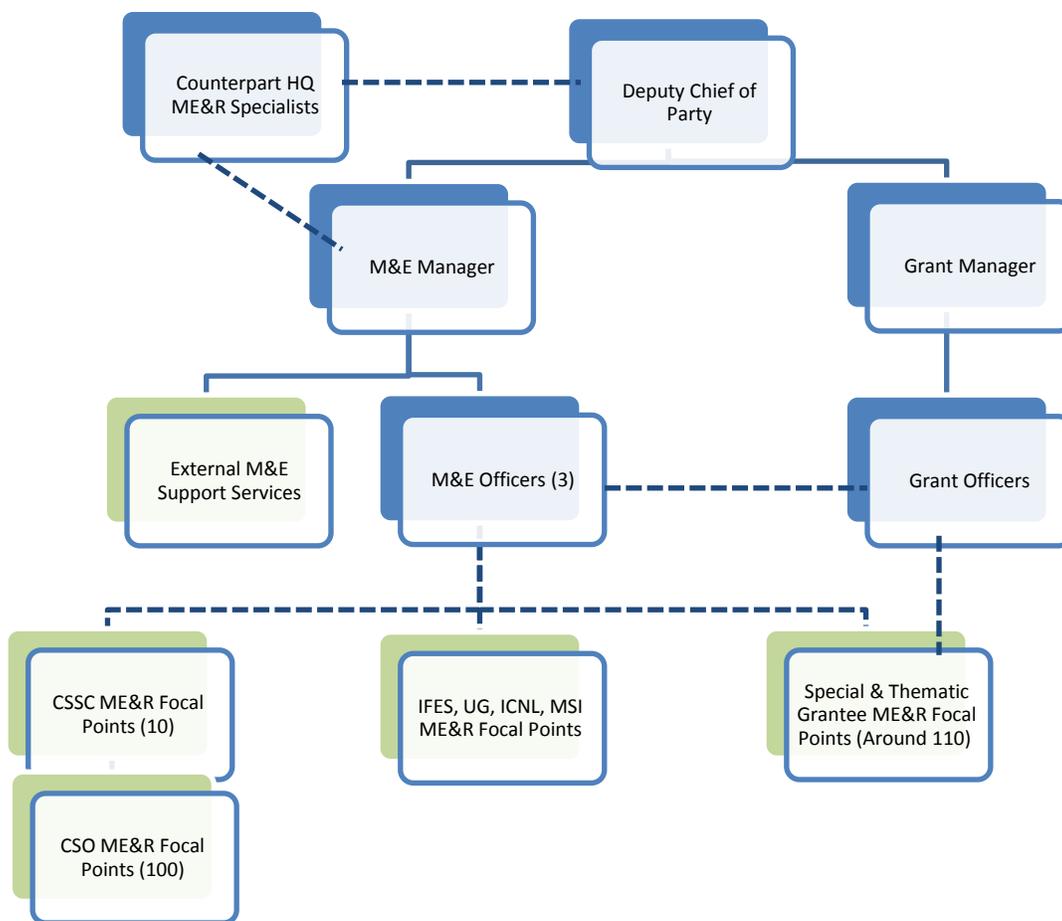
For the grants that are awarded directly from Counterpart to local organizations, Counterpart's Grant Officers will support in the M&E function by also supporting and overseeing the integrity of data reported and entering data into the Knowledge Management Portal given the high number of anticipated grantees. In both cases, the Counterpart CADRE M&E team has overall responsibility for ensuring high-quality and accurate data and will act as another data quality assurance layer. The Counterpart M&E team will also aggregate all results (received monthly from local partners and quarterly from international partners) and submit accurate and reliable reports to the DCOP and COP for submission to USAID on a quarterly and annual basis.

The Counterpart M&E team will also manage any M&E related external contracts. At this stage, CADRE is still determining whether these M&E support services will be provided by Counterpart's Program Quality and Learning team or local Egyptian consultants/firms based on the availability of resources at Counterpart HQ and analysis of the capacity of the local Egyptian market to provide these services. The

four key support services would include: (1) implementation of the Most Significant Change methodology described on page 26; (2) rapid situational analyses described on page 19; (3) statistical data analysis of quantitative indicators in the PMEP as needed; and (4) assessing the program’s monitoring, evaluation, reporting, and learning processes described on page 28.

The below organizational chart provides a visual representation of the above relationships. A solid line represents a direct reporting relationship with supervisory authority, while a dotted line represents an indirect reporting relationship based on agreed upon ME&R guidelines between partners as described above. The blue shading indicates Counterpart staff while the green shading represents external partners or sub-contractors.

FIGURE 2: ORGANIZATIONAL CHART FOR MONITORING, EVALUATION AND REPORTING



Information Management

Knowledge Management Portal: CADRE will use Counterpart’s Knowledge Management Portal (KM Portal) for its program monitoring, evaluation and reporting purposes. The Portal will capture CADRE generated inputs, outcomes and impacts to enable effective monitoring of and reporting on all program

activities. All CADRE related data and activity documentation will be entered in the three following components of the system:

- 1) *Management Information System (MIS)* – allows Counterpart and its implementing partners to enter and access program information in real time and run monitoring reports that inform management decisions;
- 2) *Local Contacts Database* – provides a listing of local contacts, including CSOs, media and government agencies;
- 3) *Document Management System* – enables users to share important programmatic, financial, marketing, reporting and other documents with project staff, Counterpart and USAID.

Once the M&E Team is onboard, Counterpart headquarter specialists will conduct training on grant monitoring, frequency of data quality reviews, data and document submission to the KM Portal, and responsibilities within the team for monitoring, reporting and quality controls. The M&E specialists will also conduct this orientation for partners in D.C. and the M&E team in Egypt will do the same for CSSC partners in Egypt.

Management Information System (MIS)

The Management Information System (MIS) will be at the core of the program's knowledge management and performance monitoring and evaluation system; it will serve as a living body of information that grows and expands as CADRE is implemented. It will provide immediate, updated performance information related to indicators, benchmarks, and milestone achievements of CADRE. This information will be an integral part of project planning, monitoring, evaluation and management decision making. USAID will have access to all information in the MIS related to the Program. This system will allow the USAID/Egypt and program managers to access information in real time and in clear report formats from any desktop with internet access. Project input, output and outcome data will be organized by activity. The data can be disaggregated by type of activity, CSO, geographic area, dates, type of organization receiving assistance, sex of beneficiaries, grantee conducting activity, training or TA topics and sub-grant focus among others.

Local Contacts Database

Counterpart International has employed the Local Contacts Database to maintain up-to-date information on past, present and future partners as well as to track all assistance provided to a given organization through CADRE. Counterpart will continue populating the database with information on all organizations that will receive any assistance through the program. USAID, Counterpart and its implementing partners will be able see what type of assistance has been provided to any given organization. The database provides contact information (name, address, contact person, phone number, email address, website) for the organization; keyword description of the mission (i.e. advocacy, gender mainstreaming, legal education, decentralization/local government strengthening, civic education, etc.); and affiliation with a network, if any. The database is searchable by any and all of the following: name, country, location, umbrellas/networks the organizations belong to, and the keyword

description of the organization’s mission. This information will be edited periodically as contact information for the organization changes.

Document Management System

The document management portion of the MIS will house all key project documents that will be easily accessible to USAID and Counterpart. The Document Management System will include: program updates, the PMEP, annual implementation plans, progress reports, financial reports, methodologies/tools by activity, reports and publications, monitoring and evaluation documents, best practices and lessons learned, project innovations, success stories, impact statements, media, notes of appreciation, country related non-program publications and photos.

At the end of each quarter, actual outputs will be compared and management decisions will be made with a view to producing intended results. The system makes for ready data analysis by comparing planned with actual performance to help both field and headquarters managers keep on top of program targets and benchmarks, and enable them to identify priorities for programming during the next quarter and to take corrective actions in a timely way. Data and information in the MIS will be used for program management and learning purposes by Counterpart and USAID.

Table 3: Illustrative Documents to be uploaded with KM Portal forms

<p>Events:</p> <ul style="list-style-type: none"> ▪ Implementation plan, with budget ▪ Agenda ▪ Event Report ▪ List of Invitees ▪ Participant List (in PDF) ▪ Presentations ▪ Evaluation ▪ Photos ▪ Other Event Documents 	<p>Training:</p> <ul style="list-style-type: none"> ▪ Implementation plan with budget ▪ List of Invitees ▪ Training Attendance Sheet (in PDF) ▪ Evaluation ▪ Training Module/Manual or Curriculum Outline ▪ Training Monitoring Report ▪ Training Output ▪ Training Report ▪ Photos ▪ Other Training Documents 	<p>Enabling Environment</p> <p>Monitoring:</p> <ul style="list-style-type: none"> ▪ Comparative Analysis Paper ▪ Legal Commentary ▪ Copies of government policy changes or relevant news coverage documenting changes ▪ Technical Assistance Report ▪ White Paper ▪ Photos ▪ Other Technical Assistance Documents
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<p>Grants:</p> <ul style="list-style-type: none"> ▪ Grant Agreement ▪ Grant Application/proposal ▪ Grant final financial report ▪ Grant final progress report ▪ Grant periodic financial report ▪ Grant monthly progress reports ▪ Most Significant Change Stories ▪ Project Work Plan ▪ Project M&E Plan ▪ Site Visit reports ▪ Photos ▪ Other Grant Documents 	<p>Assessments/Evaluations:</p> <ul style="list-style-type: none"> ▪ Implementation plan with budget ▪ Report ▪ Research SOW/Design ▪ Research Tools/Instruments ▪ Photos ▪ Other Research Documents ▪ Pre- and post-surveys related to gender-specific indicators and satisfaction surveys 	<p>Organizational Capacity & Networks:</p> <ul style="list-style-type: none"> ▪ Participatory Organizational Development Assessment reports ▪ Advocacy Capacity Index results ▪ Client Satisfaction pre- and post-surveys ▪ Common organizational development tools that are adapted to the Egyptian context ▪ Networking agreements or other source documentation
<p>Media and Public Outreach:</p> <ul style="list-style-type: none"> ▪ TV and radio Broadcast ▪ Mobile Messages ▪ Listserv Material ▪ Press release ▪ Printed news articles ▪ Printed Materials ▪ Publication ▪ Facebook content ▪ Blog content ▪ Twitter content ▪ Website content ▪ YouTube video clip ▪ Other relevant media files/documents 		<p>Other Documents:</p> <ul style="list-style-type: none"> ▪ Weekly, quarterly and final reports ▪ Program impacts, success stories ▪ Annual work plans and PMEP ▪ Methodologies and tools ▪ Grant RFAs, manuals, procedures and policies ▪ Quantitative data and analysis, if available ▪ Locally written proposals, concept papers, teaming agreements

3. DATA COLLECTION TOOLS & LEARNING APPROACHES

CADRE will use a number of data collection tools, methods, and knowledge management approaches to inform program implementation strategies and conduct programmatic monitoring and evaluation. The learning agenda, the full range of tools that will be used to inform implementation, and those mentioned in the program’s performance indicator tracking table (PITT) are described below.

CADRE Learning Agenda

As mentioned under Section 2, the CADRE team has developed a learning agenda that helps the program staff and partners to reflect on and regularly test the program’s theory of change. This learning

agenda was developed in parallel with the PMEP to ensure appropriate indicators were developed to both monitor outputs and evaluate impact and identify the appropriate data collection tools and learning approaches for the program. The illustrative learning agenda is an internal document to the program but is attached as Annex 3 as background. As the reader will see, the learning methods, learning activities, staffing and resources required, and dissemination methods mentioned in the learning framework are fully incorporated into this PMEP.

Status of Women Survey

Once project approval is received from the GOE and the survey methodology is approved by the Central Agency for Public Mobilization and Statistics (CAPMAS), IFES will lead the implementation of the Status of Women Survey in coordination with program partners, particularly the CSSCs and their CSO partners in the field. The purpose of the Status of Women Survey is to identify the issues of most concern to women, the overall obstacles they face and potential opportunities for engagement and advancement, especially related to focus areas of the program, including political participation, civic engagement, networking, and expanding women's rights. The survey will provide CADRE implementing partners and USAID with a comprehensive review on the status of women in Egypt and will address the needs and priorities identified by local women's groups. The implementation of the survey and analysis will include:

- Holding meetings to solicit local organizational and individual input
- Contract survey work with local firm for national information gathering
- Conduct focus groups to collect inputs and to review the first draft of the questionnaire
- Create written summaries, data presentations and other visuals on survey results

Though this effort does not relate directly to PMEP indicators, it is an important data collection and learning method that will contribute towards a more comprehensive situational / gender analysis for the program covering the challenges and concerns facing women of all ages. This will inform CADRE project activities, messaging, outreach, and grant design, and enable our CSO partners to build a foundation of knowledge about their beneficiaries and integrate the findings into their program and outreach activities.

Rapid Situational Analyses

CADRE is focused on providing grants and contracts to local organizations (an estimated 272 awards will be provided to 250 non-profits and 22 for-profits). Prior to release requests for applications (RFAs) in various sectors (i.e., civic participation, human rights, religious tolerance, etc.), the program team must be aware of the latest research in Egypt on these technical sectors and strategies that have (or have not) worked in addressing these issues in Egypt or similar contexts. This information will directly inform the design of requests for applications (RFAs), provide required background information in RFAs for applicants, and help proposal evaluators determine if proposals include interventions that have an evidence base demonstrating their effectiveness or ineffectiveness or are new, truly creative pilot ideas that can increase civil society sector knowledge in a specific technical area. In addition, in specific cases,

the program team will require a rapid situational analysis to inform program implementation strategies, as in the case of a rapid situational analysis on networks described below.

As these needs arise, an external service provider will conduct a rapid situational analysis (RSA) on a specific subject at the request of the CADRE team. The RSA will cover the following points per topic, though the final list of questions will depend on the specific topic. In general, each RSA will cover the current status of the topic and review of strategies used to address the topic.

- i. **Current Status:** What is the current status of the issue in Egypt? What have been the most significant changes in the status of the issue in recent years? What are the key challenges? What are the key opportunities? What risks does the program face in addressing this issue?
- ii. **Review of Strategies:** What strategies have been used in Egypt or other similar contexts to address the issue? Which strategies have been effective? Why? What strategies have been ineffective and why?

To answer these questions, the service provider will conduct a desk / literature review of resources available online and in Egypt. There is a wealth of research available on the topics that will be requested by CADRE. In addition, the service provider may supplement their desk / literature review with key civil society or governmental stakeholders focused on the topic.

The first RSA will cover civil society networking in Egypt. This RSA will inform the development of the program's strategy in supporting Egyptian civil society networks. The scope of the RSA will include:

- i. **Current Status:** What is the current status of civil society networking in Egypt? What have been the most significant changes in civil society networks recent years? What are the key challenges in civil society networking? What are the key opportunities? What risks does the program face in addressing this issue?

a. Additional Questions Specific to this Topic:

- i. Which civil society networks in Egypt have proven successful? What are the factors that have led to their success? What can we replicate from those experiences?
- ii. Which civil society networks in Egypt have not performed as expected? Why or why not? What can we learn from those experiences?

- ii. **Review of Strategies:** What strategies have been used in Egypt or other similar contexts to build or strengthen civil society networks? Which strategies have been effective? Why? What strategies have been ineffective and why?

a. Additional Questions Specific to this Topic:

- i. What has been the experience of the regional federations of civil society organizations? What is their current status? Is there potential to work with the regional federations or build on their experience under CADRE?

Organizational Capacity Assessment Tools

Participatory Organizational Development Assessment: One of the key evaluation tools for the program is the Participatory Organizational Development Assessments (PODA). This tool will be applied to the 10 partner CSSCs and their 100 CSO partners to measure change in organizational capacity during the course of the program. The PODA has been adopted for the Egyptian context as of September 2014 and developed into a self-assessment tool, ensuring high levels of ownership and buy-in by target organizations. Counterpart will facilitate the PODA self-assessment for the 10 selected CSSCs, who will subsequently carry out a slightly modified version for their 100 CSO partners. Following the signing of a grant agreement, the PODA will be the first activity with any partner to set a baseline score for organizational capacity. The PODA will be applied annually thereafter, at the mid-point and end of the program.

Based on the assessment results, the institution itself will set its development priorities and choose which areas it intends to invest the majority of its time and resources. The specific size and scale of an institution’s Action Plan will determine what areas are developed. In general, priority should be given to those areas that represent the largest management burden or obstacle to growth.

The Egypt-specific PODA aligns with Counterpart’s global organizational development framework and covers six key functional areas critical for the success and sustainability of any organization. *Successful organizations* are able to fulfill their mission, are considered credible within the civil society sector, and, as a result of their success, elevate and contribute to a strong and vibrant civil society sector. *Sustainability* is one critical aspect of success, and refers to the ability of an organization to fulfill its mission in the future, exhibit control over its destiny, and be resilient in the face of a constantly changing environment.

Table 4: Counterpart’s Egypt-Specific PODA Framework

Functional Area	Primary Question	Sub-Category Examples
Governance & Strategic Management	Who are we? Who do we want to be?	Establishment; Mission; General Assembly; Board of Directors; Governance; Management Systems
Program Management & Quality Control	What do we do and how do we know we do it well?	Program Design & Planning; Program Implementation & Impact; Knowledge Management; Gender Integration; Organization’s Technical Focus Areas (customizable based on organization’s specialty)
Accounting & Financial Management	How do we account for and maximize the resources we have?	Financial Reporting; Cash Management & Spending Plans; Procurement; Sub-contracting
Human & Material Resources	How do we make sure we attract and retain the right people and resources to support our	Staff Management; Safety & Security; Facility & Equipment Management; Supplemental Human Resources

	activities?	
Financial Sustainability	How do we pay for what we want to do?	Proposal Writing; Fee for Services; Funding Diversification
External Relationships	How do we communicate who we are and what we do? And leverage external relationships for greater impact?	Network Participation; Communications Strategies & Materials; Media Relations

Within each of the six functional areas, the PODA has gender-specific indicators that also allow for an analysis of overall changes in capacity related to gender mainstreaming within the organization and in its programs.

Table 5: Gender Mainstreaming in Counterpart's Egypt-Specific PODA Framework

Functional Area	Gender-Sensitive Considerations
Governance & Strategic Management	Gender Equality & Social Inclusion in Board Composition; Gender Equality & Social Inclusion mandate; Staffing Balance, etc.
Program Management & Quality Control	Gender Analysis; Gender Integration Planning; Gender Technical Capacity; Sex & Age Disaggregated Data, etc.
Accounting & Financial Management	Gender Budgeting
Financial Sustainability	N/A
Human & Material Resources	Equal Opportunity / Anti-Discrimination / Harassment Policy
External Relationships	Gender Integration in Communications Strategy

In this way, the PODA can be used to measure changes in overall organizational capacity and within each of the six functional areas and gender as a cross-cutting theme.

The PODA self-assessment provides ideal statements for all the sub-categories found under each functional area. If an organization meets the ideal statement, they would put a score of 4. The rest of the scoring for the PODA is as follows:

Table 5: PODA Self-Assessment Scoring Rubric

Scores	Description
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4	Ideal/Mature	Full understanding and implementation of the ideal.
3	Developed/Advanced	Shared understanding of the ideal with minimal revisions necessary.
2	Developing	Partial understanding of the ideal with significant steps needed to put the ideal into practice.
1	Beginner	Minimal understanding of the ideal and no evidence of practice within the organization.
0	No Capacity	No aspect of the ideal is present.

The baseline, mid-term, and endline will determine whether organizations have improved their overall capacity (increase of at least one point when all six functional areas are averaged together). The number of organizations that achieve this capacity increase out of the TOTAL number of target organizations will represent the percent of organizations that demonstrate an increase in organizational capacity.

As part of the PODA report, the facilitator will document key organizational data for later analysis by the CADRE team. Documented data will include:

- Location
- Number of staff and disaggregation by sex and type of employment
- Sex and age of the Executive Director and all Board Members
- Annual operating budget
- Number of active donors
- Number of active programs
- Technical Sectors

This data collection will enable reporting against PMEP indicators related to the diversity of members of Boards of Directors and additional analysis as needed.

Advocacy Capacity Index: The advocacy capacity index is a Counterpart tool developed under a previous USAID program that will also be applied for any target CSSCs or CSOs engaged in advocacy under the program. It will be applied once a grant agreement is signed to represent a baseline and at the end of the program to measure change in the organization’s advocacy capacity. Counterpart HQ technical specialists will update the current tool to ensure greater gender-sensitivity by incorporating of gender-specific indicators that can also evaluate the extent to which organizations are carrying out gender-sensitive advocacy efforts. The tool will be finalized in Egypt by the local M&E team to ensure appropriateness for the Egyptian context.

As with the PODA, the baseline and endline will determine whether organizations have improved their advocacy capacity (increase of at least one point when all indicators are averaged together). The number of organizations that achieve this capacity increase out of the TOTAL number of target organizations will represent the percent of organizations that demonstrate an increase in advocacy capacity.

Client Satisfaction Surveys: One underlying assumption in Counterpart’s OD work is that improved organizational capacity (in all functional areas, not simply Program Management & Quality Control) contributes to the improved ability of CSOs to carry out their mission, and part of many CSOs’ mission statements includes service delivery. Therefore, as part of the PODA under Program Management & Quality Control, organizations are assessed against their ability to self-evaluate and learn from program interventions. One aspect of this is evaluating the satisfaction of CSO clients with the services provided by the CSO.

To see if the program has an impact on improving CSOs services to clients, those CSOs funded to provide specific services (in the context of CADRE, this could be services to victims of Gender-Based Violence (GBV) or Trafficking in Persons (TIP) or those in need of legal services, etc.) will survey a sample of their clients following signing a grant agreement with the CADRE program and at the end of the program to see if there was any improvement in client satisfaction. Modeling the same value and approach, Counterpart will also survey CSSC and CSO partners targeted for capacity building to determine their level of satisfaction with the program once it is completed.

Training Monitoring and Evaluation Tools

Monitoring and evaluation of training will be the primary responsibility of MSI (delivering training to CSSCs) and CSSCs (delivering training to CSOs). CSOs will also deliver ad hoc trainings to others in their community depending on the nature of their grant. In addition, IFES will deliver training under Component 3 and UG will also deliver training to other organizations and human rights defenders. The Counterpart CADRE M&E team will provide standardized reporting templates for all partners engaged in training and review and aggregate all data submitted by partners. This will include a database to track trainees to avoid double counting the same trainee.

Training events will be properly documented by using training attendance sheets signed by participants on a daily basis to confirm their attendance and provide accurate numbers of trainees (and appropriate disaggregation per the PMP for sex and age. In addition, training curriculum will be documented and stored and training information will be accurately uploaded to USAID’s TraiNet system per the CADRE cooperative agreement.

Training effectiveness will be evaluated by using pre- and post-tests to ensure trainee knowledge and understanding has been impacted. In addition, end of training evaluation forms will be provided to participants to share their feedback on the quality of the training, the trainers, and logistical arrangements and inform the use of future trainers, training venues, and adjust curriculum or training methodologies as appropriate.

Training specific to the issue of women’s empowerment / leadership and gender mainstreaming will also apply pre- and post-surveys on participants to determine the extent to which their attitudes towards gender equality or participants’ self-efficacy have changed (measuring GNDR-3 and GNDR-4 indicators as appropriate).

Tracking Changes in the Enabling Environment

ICNL will closely monitor the legal and political environment in Egypt in order to identify opportunities for reform of the CSO law and other legislation affecting CSOs in Egypt. This will comprise daily desk research and review of local and international media sources, in both English and Arabic, as well as regular outreach to local contacts for additional insights. ICNL will utilize this monitoring to inform updates and analyses of emerging drafts and major developments relating to the NGO law, which we will convey to key stakeholders. Through electronic information updates, ICNL will keep project partners and CSSCs, other interested Egyptian CSOs, the international community, and other actors informed about the progress of the draft law. These updates and analysis will provide rapid responses to new drafts or amendments during the CSO law reform process, and help inform advocacy activities led by UG and others. ICNL will further engage members of the international community as needed, including through, for instance, 'calls to action' for support from member governments in the Community of Democracies Working Group or interventions by the UN Special Rapporteur on freedom of peaceful assembly and association. Ultimately, any changes to public policies related to the enabling environment will be documented by ICNL via their quarterly program reports with copies of relevant policy documents as appropriate.

Grant Monitoring and Evaluation

Grantee monitoring is an integral part of Counterpart's grant management process, program implementation, and monitoring and evaluation efforts.

Grantee monitoring is carried out through a variety of ways, including:

1. **Programmatic and Financial Reporting:** It is through program and financial reporting that CADRE learns details about successes, challenges and lessons learned of grantees/partners during the course of grant implementation. Local CSSCs and CSOs will be required to submit standardized monthly programmatic progress reports describing their activities for that month and reporting against indicators required according to their scope of work. Both program and financial reports are effective means of verifying that reported activities and expenses associated with them are relevant and in sync with the project work plan. All monitors will review progress reports in preparation for any monitoring visits, to provide recommendations on improving the reporting quality, and to discover and document lessons learned by the partners in the course of implementation of the funded project. Programmatic and financial reporting is reviewed and approved by program and the grants team, respectively. Also, the M&E and program teams will review progress reports preceding any monitoring visits.
2. **Monitoring of Grantees:** Each quarter, a schedule of monitoring visits will be developed and coordinated amongst the Grants, Program and M&E staff, and disseminated to all relevant staff. Monitoring visits can and will be conducted by Counterpart's M&E team and grants officers and also by CSSC program and M&E focal points for their local CSO partners. These visits will incorporate various techniques to not only check on progress, but to also gain an understanding of the *how* and *why* behind the grants performance so that this information can be used to better inform management and reinforce program learning.

3. **Ad-hoc, spontaneous Spot Checks:** It is important to coordinate with partners before going to visit them. Nevertheless, ad-hoc/spontaneous spot checks would give CADRE staff an opportunity to actually see the organization on-site, to make sure the offices and the staff are in place and operational – especially when there are signs or suspicions of grantee/partner difficulties.
4. **Monitoring of KM Portal Reporting:** Similar to the requirements for CADRE staff reporting, grantees will be required to report on all activities conducted under their grant. This reporting enables CADRE staff to remain up to date on each grantee’s activities, identify trends for further technical assistance, as well as to verify data reported in programmatic reports. Source documentation and activity and indicator information will be uploaded directly by CSSCs on behalf of their CSO partners to the KM portal based on their review and verification of data. CADRE M&E and program staff will do the same for CSSC reporting and for any grantees receiving funds directly from Counterpart. The Counterpart M&E team in Cairo and the M&E Specialists in D.C. spot-check data entry to ensure it is complete and accurate, but full responsibility for this will rest with Counterpart’s CADRE M&E team in Cairo.

Most Significant Change (MSC)¹

CADRE staff and grantees will use MSC methodology as the primary qualitative data collection tool and learning method. MSC is a bottom-up, participatory and community-based monitoring process that assesses the program along various domains of change. The program will focus the domains of change on the expected outcomes based on the program’s theory of change and sub-objectives, namely changes in civic participation, social integration / cohesion, ability of citizens to influence and shape the ongoing political process, and women’s empowerment. Additional domains may include changes in services provided by CSOs or the government. Those gathering MSC stories will also ask about change in general (without a specific domain) to allow participants to specify the most significant changes they see from their perspective as a result of the program.

The MSC methodology relies on a standardized interview or focus group protocol to understand what the most significant changes are from the program from the perspective of those most affected by the program. As with other data collection and learning methods under the program, Counterpart and its named partners will apply the tool with its direct partners, including CSSCs, who will then apply the tool with their CSOs, who will then apply the tool with their direct constituents or clients, depending on the nature of their work. This will ensure MSC stories are captured from across levels and regions of the program and that program participants inform the management team what impact is happening on the ground and why it is significant from their perspective.

Implementing the MSC methodology is a time intensive process that requires properly trained staff and partners to interview and write stories. To support this important data collection and learning method, CADRE will seek external consulting services to conduct MSC training for staff and partners who will regularly collect MSC stories. At the same time, this external service provider will provide ongoing mentoring and reviewing of stories to give feedback on how they can be better captured. Lastly, to

¹ For details on the MSC methodology, please see www.mande.co.uk/docs/MergedocSat10Oct.doc

provide an external eye, the service provider will also conduct MSC interviews and focus groups annually to also capture stories and enable annual reflection on program implementation.

After Action Reviews

Following key program activities, the CADRE team will conduct AARs to identify programmatic successes and improvements that can be made. AARs are not effective if there is an underlying attempt by participants to either place or avoid blame; the focus instead will be on learning and constant improvement, and setting new expectations if challenges arose during the implementation of the activity under review. While the entire CADRE team will be encouraged to conduct AARs among their teams or between teams, at a minimum the M&E team will take the lead in facilitating at least two after action reviews per quarter, particularly when there are activities that bring together multiple partner organizations, stakeholders, or are the first time such an activity is being implemented. The M&E team will also distribute summaries of the key learning from the AARs to participants for consideration in future activity implementation and review any AARs received for trends or additional learning.

Learning Workshops and Partner Meetings

Partner gatherings (for both the six named partners and CSSC and CSO partners to be selected) are a key opportunity to both share learning and create new learning. Often, it can be difficult for partners to capture the tacit knowledge they gain during program implementation, including anecdotal evidence or trends they are seeing. Once brought together, partners can share these observations, discuss and reflect on them, and determine if there is more that should be investigated to ensure the effectiveness of the program. In addition, partners can share key documented learning and most significant changes stories to ensure the program is having its intended impact.

Counterpart will constantly be coordinating with the five other named partners, but will ensure that there are at least quarterly coordination meetings that can also provide learning opportunities. Part of the agenda for these meetings will include discussing any data or information gained to help answer the learning questions found in the learning agenda. In addition, learning workshops are planned for the CSSC partners, and they will also host workshops to encourage networking and information exchange among their respective 10 CSO partners.

4. DATA QUALITY ASSURANCE MECHANISMS & ASSESSING MONITORING, EVALUATION, REPORTING AND LEARNING PROCESSES

Ensuring Data Quality

Counterpart follows USAID's data quality standards, a description of which may be found in USAID's Automated Directives System (ADS), Chapter 203.3.5. They include Validity, Integrity, Precision, Reliability, and Timeliness:

Validity: The data will adequately represent the program's performance. The data results in the PMEP will be measured by well-trained staff that will use a number of tools to track and verify indicator results.

Integrity: The data will be free of manipulation. Subcontractors/sub-grantees will be contractually obligated to use specific templates to reduce inconsistencies when reporting data across all activities implemented under the CADRE project. CADRE's staff will also be obligated to report data based on actual project outputs using standardized templates.

Precision: The data collected under CADRE will be within an acceptable margin of error; margins of error will be jointly reviewed with USAID to determine acceptable ranges.

Reliability: Data will be collected using stable and consistent methods and processes, as outlined above. Data will be reviewed and verified by regular spot-checks and DQAs conducted by the M&E Manager and Officers semi-annually.

Timeliness: The data collected under LGI will be current and collected frequently. Reports will be collected monthly, quarterly and yearly, as required.

Counterpart's Knowledge Management Portal will be an integral part of CADRE's data collection and analysis. As such, CADRE will develop a reporting and review plan that outlines timing of data entry, and stipulates both random and periodic quality reviews by CADRE managers, the M&E Manager, COP and Counterpart staff at headquarters to ensure that data collected is accurate, timely, valid, and reliable and reflect activities conducted in the field. Where weaknesses should arise, Counterpart M&E staff in Egypt and Washington will provide training and support to staff and institute additional quality controls; monitoring frequency will be increased until data collection and reporting have improved.

Assessing CADRE's Monitoring, Evaluation, Reporting, and Learning Processes

As with financial reporting, organizations often have external specialists or firms review financial processes and reported figures. In the same way, CADRE will either use Counterpart HQ's M&E Specialists or access a service provider to review its monitoring, evaluation, reporting and learning processes in Egypt, which will help the team improve its internal operations and ensure that monitoring, evaluation, reporting, and learning processes are leveraged to their full potential for the benefit of the program and capacity building of partners.

The assessment of CADRE's monitoring, evaluation, reporting, and learning processes will take place on an annual basis after program implementation begins and inform updates to the program's Performance Monitoring and Evaluation Plan (PMEP) and management of its processes. The scope of the assessment will cover:

- 1. Shared Understanding of Program's Results Framework and Theory of Change:** Do local and international partners have a shared understanding and agreement around the program's results framework and theory of change? Is the program's results framework and theory of change guiding program implementation? If so, how? To what extent is the learning agenda being implemented?

2. **Staffing & Monitoring, Evaluation, Reporting & Learning:** Are staffing resources being used efficiently to implement the PMEP? Are roles between partners with regards to MERL clear? Are there gaps in staff or partner resources or capacity in MERL that need to be addressed?
3. **PMEP Tools:** Are data collection tools appropriate for the information that the program needs? Are the tools being applied and used properly? Is data collection and entry being done correctly and in line with data quality assurance standards? To what extent are qualitative tools being applied by the program (i.e., Most Significant Change, After Action Reviews, partner meetings and learning workshops)? To what extent are the tools used generating useful knowledge for the program?
4. **Information Management and Knowledge Sharing:** Are the program and partners using the Knowledge Management Portal effectively? Are information and knowledge being shared efficiently and easily between partners and staff? Are partners benefiting from knowledge sharing efforts? If so, how? How is information and knowledge generated by the program being analyzed and used by program management to inform decision-making? What improvements in information management and knowledge sharing can be made to improve partner coordination and program implementation

For each topic above, the assessment should also provide feedback on what is working well and recommendations for further improvement. To answer these questions, the assessment will include focus groups and interviews with key stakeholders, including Counterpart's HQ and field teams, international partners and a sample of local partners, and USAID. This feedback will directly feed into any required improvements to overall program management and the program's PMEP.

5. REPORTING & KNOWLEDGE DISSEMINATION MECHANISMS

Counterpart's M&E team under CADRE will analyze and share the reports and data analysis efforts resulting from the above data collection methods. CADRE will ensure timely report submissions, share the most relevant MSC stories as they become available with USAID, and also translate and distribute the executive summaries of quarterly and annual reports to partners, along with the summary indicator table sharing what the program has achieved to date. Anticipated reports include:

Quarterly and Annual Performance Reports

At the heart of the CADRE's monitoring and evaluation system will be Quarterly Performance Reports that will track progress against benchmarks and objectives. Quarterly reports will not exceed 15 pages in length (excluding annexes) and will focus on: (1) outcomes of the project activities; (2) program accomplishments or progress toward results during the reporting period; (3) a comparison of those results to the tasks in the implementation plan and PMEP and a discussion of potential constraints that might prevent Counterpart/CADRE from meeting targets; (4) progress since the last report; (5) problems encountered and whether/how they were solved or if they are outstanding (i.e. challenges); (6) proposed solutions to new or ongoing problems; (7) success stories; and (8) documentation of best practices.

The last quarterly report of each fiscal year will also double as the annual report. Annual reports will not exceed 30 pages (excluding annexes) and will focus on annual results data, success stories, as well as overall analysis of program impact that closely analyzes the collective achievements in term of the programs' goals, objectives, expected results, and the impact of the achievements at the broader program level.

Both quarterly and annual reports incorporate the final, approved CADRE PMEP indicators and targets as a baseline for reporting results, and identify progress made toward the CADRE's targets on a quarterly basis. The reports will be prepared based on the data collection tools highlighted above and regular monitoring by field teams of program implementation with local partners and beneficiary CSOs, and will be finalized by Counterpart's Headquarters team prior to submission to USAID by the end of the first month of each quarter, for activity in the previous quarter. All programmatic reporting will be housed in Counterpart's Knowledge Management Portal, and will be accessible to Counterpart and USAID/Egypt, who will all have real-time access to qualitative and quantitative data demonstrating program implementation progress.

Quarterly Financial Reports

Counterpart also prepares quarterly financial reports for USAID, which are submitted within 30 days of the completion of each quarter. The Finance and Administration Department in Counterpart's headquarters office supports the field-based finance staff, backstopping the field staff as they monitor the grant program and all expenditures to ensure compliance with USAID regulations. The HQ Finance and Administration Department also provides pipeline reports to the CADRE office on a monthly basis.

End-of-Project Report

Counterpart will prepare a final report on the program within 90 days of the close of the project. The final report will not exceed 30 pages (excluding annexes) and will (1) contain an overall description of the activities under the program during the period of the agreement, and the significance of the activities; (2) describe the methods of assistance used and the pros and cons of these methods; (3) present life of project results toward achieving the project objectives and the performance indicators, as well as an analysis of how the indicators illustrate the project's impact on the accomplishment of the program's overall objectives; (4) summarize the program's accomplishments, including success stories and anecdotal evidence, as well as any unmet targets and the reasons for them including leveraging; and (5) discuss the issues and problems that emerged during program implementation and the lessons learned in dealing with them (i.e. challenges, lessons Learned).

USAID TraiNet

On an ongoing basis, Counterpart International will update the USAID TraiNet database. This is a database supported by USAID, which all USAID contractors are required to use, entering all project-related training into the system.

USAID-Commissioned Final Program Evaluation

While not under Counterpart’s scope, it should also be noted that USAID will commission a final program evaluation for CADRE per the USAID Evaluation Policy. This evaluation will provide critical information about the program’s overall effectiveness and impact.

Other Opportunities for Knowledge Dissemination and Alignment with CADRE’s Communications Strategy

In addition to reporting back to USAID, Counterpart also emphasizes the need to report back to partners and program participants to demonstrate accountability and transparency. Towards this end, additional knowledge dissemination approaches will be outlined in the program’s communication strategy. Communications materials will be evidence-based, utilizing M&E data to present an accurate and reliable image of the program. In addition, to reach program partners in the field, the program will utilize its program sites (e-learning and Maktabat, as appropriate) as well as social media, primarily LinkedIn and Facebook, as mechanisms for knowledge dissemination to partners and stakeholders.

LIST OF ANNEXES

Annex 1: Performance Indicator Tracking Table (PITT)

Annex 2: Performance Indicator Reference Sheets (to be submitted)

Annex 3: CADRE Learning Agenda

Civic Advocacy and Democratic Resilience for Egypt Program

Annex 1 Performance Monitoring & Evaluation Plan

Theory of Change: If CADRE strengthens target Egyptian civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and positively influence the ongoing political process.

Ind.	Indicators	Responsible Partner	Method and frequency of data collection; frequency of reporting	Disaggregation	Baseline	LOP			Year 1 Target	Year 2 Target	Year 3 Target	Notes
						LOP Target	LOP Actual	LOP Variance				
Output Indicators												
1	Number of civil society organizations (CSOs) using USG assistance to improve internal organizational capacity (Custom)	Counterpart / CSSCs	Source Documentation: Executed contractual/grant agreement that include specific institutional strengthening / organizational development component	Governorate	N/A	Total: 220 (at least 20% focused on women's issues per cooperative agreement)	Total:	Total:	Total: 10	Total: 160	Total: 50	
			Frequency: Quarterly			North: 66	North:	North: 3	North: 48	North: 14		
			Analysis & Reporting: Quarterly	Greater Cairo: 88		Greater Cairo:	Greater Cairo: 4	Greater Cairo: 64	Greater Cairo: 22			
				South: 66		South:	South: 3	South: 48	South: 14			
2	Number of awards made directly to local organizations (Standard - required as applicable)	Counterpart / CSSCs	Source Documentation: Executed contractual/grant agreement	Type of Organization (Not for Profit or For Profit)	N/A	Total: 272	Total:	Total:	Total: 13	Total: 167	Total: 92	Need reference sheet from USAID
			Frequency: Quarterly			Not for Profit: 250	Not for Profit:	Not for Profit: 11	Not for Profit: 157	Not for Profit: 87		
			Analysis & Reporting: Quarterly	For Profit: 22		For Profit:	For Profit: 2	For Profit: 13	For Profit: 7			
3	Number of CSOs receiving USG assistance engaged in advocacy interventions (Standard - required as applicable)	Counterpart / ICNL / UG / IFES / CSSCs	Source Documentation: Activity reports / Sub-grant monitoring reports	None required by USAID	N/A	60			1	40	19	
			Frequency: Annual			Suggested: Governorate; Technical Sector of Advocacy Cause						
			Analysis & Reporting: Annual									
4	Number of USG supported activities designed to promote or strengthen the civic participation of women (Standard Indicator - required as applicable)	Counterpart / IFES / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports	None required by USAID	N/A	15			2	7	6	Need reference sheet from USAID.
			Frequency: Quarterly									
			Analysis & Reporting: quarterly									
5	Number of individuals receiving voter and civic education through USG-assisted programs (Standard Indicator - required as applicable)	Counterpart / CSSCs / CSOs	Source Documentation: Attendance sheets (individuals cannot be double counted). Copy of Facebook pages and public service announcements. For any individuals reached via mass media methods, the number of individuals will be assumed to be 25% male 29 or under, 25% male 30 or over, 25% female 29 or under, and 25% female 30 or over per USAID.	Sex, Age	N/A	Total: TBD depending on grants funded	Total:	Total:	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	
			Frequency: Quarterly			Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD		
			Analysis & Reporting: Quarterly			Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD		
						Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD		
6	Number of USG-assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees (Standard)	Counterpart / ICNL / UG / IFES / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports	None required by USAID	N/A	30			2	18	10	
			Frequency: Annual			Suggested: Technical Sector of Advocacy Cause						
			Analysis & Reporting: Annual									
7	Number of victims of TIP receiving services with USG assistance (Standard Indicator) - dependent on grants	Counterpart / CSSCs / CSOs	Method: Activity reports / Sub-grant monitoring reports. Client files if not considered confidential.	Number of men Number of women Age: Minor (17 or under) Age: Adult (18 or over) Type of Victim: Labor Type of Victim: Sex trafficking	N/A	TBD depending on grants funded	TBD depending on grants funded	TBD depending on grants funded	TBD depending on grants funded	TBD depending on grants funded	TBD depending on grants funded	
			Frequency: Quarterly									
			Analysis & Reporting: Quarterly									
8	Number of USG-funded organizations representing marginalized constituencies trying to effect government policy or conducting government oversight (Standard Indicator)	Counterpart / CSSCs	Source Documentation: Activity reports / Sub-grant monitoring reports	Sex, Ethnic Groups, Religious Groups, Sexual Orientation, Disability	N/A	20			1	10	9	
			Frequency: Annual									
			Analysis & Reporting: Annual									
9	Number of human rights defenders trained and supported with USG assistance (Standard Indicator - required as applicable)	Counterpart / CSSCs / UG / CSOs	Source Documentation: Training reports with outlined training curriculum & attendance sheets (signed) - ensure no double counting between quarters	Sex, Age	N/A	Total: TBD depending on grants funded	Total:	Total:	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	
			Frequency: Quarterly			Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD		
						Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD		
			Analysis & Reporting: Quarterly			Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD		
10	Number of judges, prosecutors and lawyers trained on human rights issues (Custom)	Counterpart / CSSCs / UG / CSOs	Source Documentation: Training reports with outlined training curriculum & attendance sheets (signed) - ensure no double counting between quarters	Sex, Age	N/A	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	
			Frequency: Quarterly			Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD		
						Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD		
			Analysis & Reporting: Quarterly			Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD		
11	Number of USG supported CSOs promoting the participation of youth in the democratic process (Custom)	Counterpart / CSSCs	Source Documentation: Executed contractual/grant agreement and Activity reports	None required by USAID	N/A	20			0	10	10	
			Frequency: Annual			Suggested: Governorate						
			Analysis & Reporting: Annual									
12	Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level (GNDR -1; Standard)	Counterpart / CSSCs / CSOs / IFES	Source Documentation: Activity reports / Sub-grant monitoring reports and copies of laws, policies, or procedures	1. law, policy, or procedure drafted/presented for public/stakeholder consultation; 2. law, policy, or procedure proposed/presented for legislative or other official action; 3. law, policy or procedure passed/adopted	N/A	Total: 5	Total:	Total:	Total: 0	Total: 3	Total: 2	Likely only national level will be relevant in Egypt
			Frequency: Annual			Drafted/Presented for Public/Stakeholder Consultation:	Drafted/Presented for Public/Stakeholder Consultation:	Drafted/Presented for Public/Stakeholder Consultation:	Drafted/Presented for Public/Stakeholder Consultation:	Drafted/Presented for Public/Stakeholder Consultation:		
						Proposed/Presented for Legislative or Official Action:	Proposed/Presented for Legislative or Official Action:	Proposed/Presented for Legislative or Official Action:	Proposed/Presented for Legislative or Official Action:	Proposed/Presented for Legislative or Official Action:		
			Analysis & Reporting: Annual			Passed/Adopted:	Passed/Adopted:	Passed/Adopted:	Passed/Adopted:	Passed/Adopted:		

Civic Advocacy and Democratic Resilience for Egypt Program

Annex 1 Performance Monitoring & Evaluation Plan

Theory of Change: If CADRE strengthens target Egyptian civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and positively influence the ongoing political process.

Ind.	Indicators	Responsible Partner	Method and frequency of data collection; frequency of reporting	Disaggregation	Baseline	LOP						Notes
						LOP Target	LOP Actual	LOP Variance	Year 1 Target	Year 2 Target	Year 3 Target	
13	Number of laws, policies, or procedures drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender based violence at the regional, national, or local level (GNDR-5; Standard)	Counterpart / CSSCs / CSOs / IFES	Source Documentation: Activity reports / Sub-grant monitoring reports and copies of laws, policies, or procedures	1. law, policy, or procedure drafted/presented for public/stakeholder consultation; 2. law, policy, or procedure proposed/presented for legislative or other official action; 3. law, policy or procedure passed/adopted law, policy, or procedure for	N/A	Total: 5	Total:	Total:	Total:	Total: 3	Total: 2	Need the reference sheet from USAID; Likely only national level will be relevant in Egypt
			Frequency: Annual			Drafted/Presented for Public/Stakeholder Consultation:						
			Analysis & Reporting: Annual			Proposed/Presented for Legislative or Official Action:						
14	Number of people reached by USG funded interventions providing GBV services (e.g. health, legal, psycho social counseling, shelters, hotlines, other) - (GNDR-6; Required as applicable) - dependent on grants	Counterpart / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports. Client files if not considered confidential.	Number of Men Number of Women Age: 10-29 Age: 30 & over	N/A	Total: TBD depending on grants funded	Total:	Total:	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Need reference sheet from USAID
			Frequency: Quarterly			Male 10-29: TBD	Male 10-29:	Male 10-29: TBD	Male 10-29: TBD	Male 10-29: TBD		
			Analysis & Reporting: Quarterly			Male 30 and over: TBD	Male 30 and over:	Male 30 and over: TBD	Male 30 and over: TBD	Male 30 and over: TBD		
						Female 10-29: TBD	Female 10-29:	Female 10-29: TBD	Female 10-29: TBD	Female 10-29: TBD		
15	Number of networks established	Counterpart / CSSCs / CSOs / ICNL / UG/ IFES	Source Documentation: Written agreement/understanding, including letter of cooperation, MoU, contract, etc. between 2 or more organizations sharing a common interest or purpose	Sector, Type, Location	N/A	11			10	1		
			Frequency: Quarterly									
			Analysis & Reporting: Quarterly									
16	Number of networks strengthened (providing funding, technical assistance and/or training to support networks' ability to function)	Counterpart / CSSCs / CSOs / ICNL / UG/ IFES	Source Documentation: Depending on type of support, could be executed grant/contractual agreement; report documenting TA provided, or training report	Sector, Type, Location	N/A	13				10	3	
			Frequency: Quarterly									
			Analysis & Reporting: Quarterly									
17	Number of communities accessing program services	Counterpart / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports. Community will be defined by districts.	Governorate	N/A	Total: 85	Total:	Total:	Total: 0	Total: 80	Total: 5	
			Frequency: Annual			North: 25	North:	North: 0	North: 24	North: 1		
			Analysis & Reporting: Annual			Greater Cairo: 34	Greater Cairo:	Greater Cairo: 0	Greater Cairo: 32	Greater Cairo: 2		
						South: 26	South:	South: 0	South: 24	South: 2		
18	Number of trainees (individuals)	Counterpart / CSSCs / CSOs / ICNL / UG/ IFES / MSI	Source Documentation: Training reports with outlined training curriculum & attendance sheets (signed); ensure no double counting between quarters.	Sex, Age, Training Topic / Subject	N/A	Total: 1300			Total: 100	Total: 1000	Total: 200	
			Frequency: Quarterly			Male 29 or under: 250		Male 29 or under: 20	Male 29 or under: 200	Male 29 or under: 40		
			Analysis & Reporting: Annual			Male 30 or over: 400		Male 30 or over: 300	Male 30 or over: 300	Male 30 or over: 60		
						Female 29 or under: 250		Female 29 or under: 20	Female 29 or under: 200	Female 29 or under: 40		
19	Number of people assisted (individual, direct beneficiaries)	Counterpart / CSSCs / CSOs / ICNL / UG/ IFES / MSI	Source Documentation: total of individuals assisted from other indicators under CADRE. This number will come from total number of trainees and participants. Participants are non-trainees involved in program activities or receiving services from program such as victims of TIP or GBV. Beneficiaries must be documented by source documentation mentioned for each of the relevant indicators above, usually attendance sheets. Only direct beneficiaries counted here, not indirect.	Sex, Age	N/A	Male 29 or under: 600			Male 29 or under: 20	Male 29 or under: 300	Male 29 or under: 275	
			Frequency: Annual			Male 30 or over: 900		Male 30 or over: 30	Male 30 or over: 450	Male 30 or over: 425		
			Analysis & Reporting: Annual			Female 29 or under: 600		Female 29 or under: 20	Female 29 or under: 300	Female 29 or under: 275		
						Female 30 or over: 900		Female 30 or over: 30	Female 30 or over: 450	Female 30 or over: 425		
20	Number of individuals certified to provide Institutional Development training for CSOs	MSI	Source Documentation: Trainer certifications	Sex, Age, Area of Expertise per PODA functional areas	N/A	Total: 20	Total:	Total:	Total: 0	Total: 20	Total: 0	
			Frequency: Annual			Male 29 or under: 2	Male 29 or under:	Male 29 or under: 0	Male 29 or under: 2	Male 29 or under: 0		
			Analysis & Reporting: Annual			Male 30 or over: 12	Male 30 or over:	Male 30 or over: 0	Male 30 or over: 12	Male 30 or over: 0		
						Female 29 or under: 1	Female 29 or under:	Female 29 or under: 0	Female 29 or under: 1	Female 29 or under: 0		
21	Number of target CSOs with improved financial accounting practices as a result of USG assistance (Custom)	Counterpart / CSSCs	Source Documentation: Participatory Organizational Development Assessment (PODA) reports, specifically the financial/internal capacity scores	Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director	N/A	75			0	0	75	
			Frequency: Annual									
			Analysis & Reporting: Annual									
22	Percent of females who report increased self-efficacy at the conclusion of USG supported training/programming (GNDR-3)	Counterpart / CSSCs / CSOs / IFES	Source Documentation: Pre- and Post-Surveys (use required questions from USAID)	Required by USAID: Age (10-29, 30 and over)	TBD	Total: 50%	Total:	Total:	Total: 50%	Total: 50%	Total: 50%	
			Frequency: Baseline in year 1 and end of program			Females 10-29: 50%	Females 10-29:	Females 10-29: 50%	Females 10-29: 50%	Females 10-29: 50%		
			Analysis & Reporting: Year 1 and Year 3			Females 30 and over: 50%	Females 30 and over:	Females 30 and over: 50%	Females 30 and over: 50%	Females 30 and over: 50%		
23	Percent of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities (GNDR-4; Required as applicable)	Counterpart / CSSCs / CSOs / IFES	Source Documentation: Pre- and Post-Surveys (use required questions from USAID)	Suggested: Governorate	N/A	Total: 40%	Total:	Total:	Total: 40%	Total: 40%	Total: 40%	Need reference sheet from USAID.
			Frequency: Quarterly			Male: 30%	Male:	Male: 30%	Male: 30%	Male: 30%		
			Analysis & Reporting: Quarterly			Female: 50%	Female:	Female: 50%	Female: 50%	Female: 50%		
24	% of target organizations demonstrating increased organizational capacity	Counterpart / CSSCs	Source Documentation: Participatory Organizational Development Assessment (PODA) reports	Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Organizational Capacity analyzed according to six	TBD based on PODA scores	70%			0%	30%	70%	
			Frequency: Annual									
			Analysis & Reporting: Annual									

Civic Advocacy and Democratic Resilience for Egypt Program

Annex 1 Performance Monitoring & Evaluation Plan

Theory of Change: If CADRE strengthens target Egyptian civil society leaders, performance, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and positively influence the ongoing political process.

Ind.	Indicators	Responsible Partner	Method and frequency of data collection; frequency of reporting	Disaggregation	Baseline	LOP			Year 1 Target	Year 2 Target	Year 3 Target	Notes
						LOP Target	LOP Actual	LOP Variance				
25	Percent increase in scores of post-training assessments compared against pre-training assessments.	MSI, CSSCs	Source Documentation: Pre- and Post-Tests Frequency: Quarterly Analysis & Reporting: Quarterly	Sex, Age, Training Topic / Subject	TBD	50%			50%	50%	50%	
26	% of program partners satisfied or very satisfied with the program	Counterpart / CSSCs	Source Documentation: Satisfaction Surveys Frequency: Mid-term; End of Program Analysis & Reporting: Final Program Report	Governorate, Responsible CSSC	N/A	80%			N/A	80%	80%	
27	% of target CSSCs and CSOs that reduce the average age of Board of Directors membership by 10 years or more	Counterpart / CSSCs	Source Documentation: Board of Directors Member lists pre- and post-program implementation. Only target CSSCs and CSOs with scheduled board elections during Year 3 will be considered here. Comparison between board composition in Year 1 and Year 3 (endline). Frequency: Annual - Year 1 (CSSCs baseline); Year 2 (CSOs baseline); Year 3 (endline). Analysis & Reporting: End of project	Sex, Age (Youth = 29 and under; Non-Youth: 30 and over)	N/A	20%			N/A	N/A	Total: 20%	This calculation based on assumption that "almost" half the CSO will have their board renewal election during CADRE's project life This said that the grand percentage will be half what's written in the table if we consider the total number of CSOs
28	% increase in the representation of women on target CSSCs' and CSOs' boards of directors	Counterpart / CSSCs	Source Documentation: Board of Directors Member lists pre- and post-program implementation. Only target CSSCs and CSOs with scheduled board elections during Year 3 will be considered here. Comparison between board composition in Year 1 and Year 3 (endline). Frequency: Annual - Year 1 (CSSCs baseline); Year 2 (CSOs baseline); Year 3 (endline). Analysis & Reporting: End of project	Sex, Age (Youth = 29 and under; Non-Youth: 30 and over)	N/A	20%			N/A	N/A	20%	Increase of 10% usually means one more woman per board which is usually composed of 7-11 persons
29	% increase in the satisfaction of target CSOs' clients in services supported under CADRE	Counterpart / CSSCs / CSOs / UG	Source Documentation: Pre- and Post-Satisfaction Surveys Frequency: Baseline and Endline. Baseline will be in Year 2 once target CSOs are selected. Endline will be end of the program (Year 3). Analysis & Reporting: Year 2 & 3	Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Type of service.	TBD based on pre-satisfaction surveys	50%			N/A	N/A	50%	
30	% of target organizations demonstrating increased advocacy capacity	Counterpart / CSSCs / IFES	Source Documentation: Pre- and Post- Gender-sensitive Advocacy Capacity Index applied to organizations focused on advocacy Frequency: Baseline and Endline (Year 1 & 3) Analysis & Reporting: Year 1 & 3	Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Advocacy tool will also include gender-sensitive aspects of advocacy capacity that will determine if organizations are able to specifically integrate	TBD based on assessment scores	50%			N/A	N/A	50%	Need to develop gender-sensitive advocacy tool; does not currently exist. Discussed sharing with IFES once complete for any feedback.
31	Number of public policies introduced, adopted, repealed, changed or implemented with citizen input (resulting from CADRE program activities) (Standard)	Counterpart / ICNL / UG / IFES / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports and copies of public policies Frequency: Annual Analysis & Reporting: Annual	public policies introduced public policies adopted public policies repealed public policies changed public policies implemented	N/A							
32	# of services improved by national or sub-national government entities as a result of citizen input (resulting from CADRE program activities)	Counterpart / ICNL / UG / IFES / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports, and/or Most Significant Change stories and evidence documenting 'improvement.' Improvement defined in performance indicator reference sheet. Frequency: Annual Analysis & Reporting: Annual	Type of service	N/A	Total: 20			Total:	Total: 10	Total: 10	
33	indicator to track change in civic participation (TBD - SEE NOTE)											11/7 meeting with USAID - discussed the importance of a civic participation indicator given the Theory of Change. USAID is piloting and finalizing a civic education and participation evaluation tool which will be available mid-December. Agreed in theory to modify that tool and apply it in CADRE. Would require focus groups with our direct program participants to understand changes in their civic participation levels as a result of the program. Will not require randomized surveys in target areas. This was discussed but concern that our investment and length

* Red Font = USAID indicator; Blue Font = Counterpart Global Indicator; Black Font = CADRE-specific indicator

Summary	Updated (11.14)	Updated (11.17)
Total Number of Indicators	33	32 (will become 33 once civic participation indicator finalized with USAID)
USAID Standard Indicators	18	18
CPI Global Indicators	8	8
CADRE-specific	7	6 (with 7th agreed upon with USAID in December)

Annex 2: CADRE Performance Indicator Reference Sheets

PERFORMANCE INDICATOR REFERENCE SHEET
Name of Sub-Objective (1): Strengthened Egyptian CSOs and Networks
Name of Component (1 & 4): CSO capacity building Grant-making targeting women, youth and marginalized groups
Name of Indicator (1): Number of civil society organizations (CSOs) using USG assistance to improve internal organizational capacity
Is this an F-Indicator? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> (Custom)
DESCRIPTION
Precise Definition(s): CSOs include those non-government organizations that are funded or otherwise supported under CADRE and who undergo a Participatory Organizational Development Assessment (PODA), specifically Civil Society Support Centers (CSSCs) and the 100 CSOs that the 10 CSSCs will work with, and an estimated 110 additional CSOs that receive special or thematic grants. USG assistance includes funding through grant or contract mechanisms, training, and other forms of capacity building that are specifically meant to improve the organization's internal capacity in the areas of Counterpart's OD framework, including governance and strategic management, financial management & accounting, external communications, human and material resources, program management and quality control, financial sustainability, and gender (both mainstreaming gender considerations inside the organization and in its external work).
Unit of Measure: Number of organizations
Disaggregated by: Governorate and Region (North, Greater Cairo, South); Focus on women's issues (25%), type of organization
Justification & Management Utility: The indicators will track that CSOs are provided with assistance in six functional areas to improve organizational capacity. By receiving training or other capacity building support (coaching, mentoring, etc.) in the six functional areas across the program, the CSOs will be better implementers of program goals and will be more sustainable after the end of the program.
PLAN FOR DATA ACQUISITION
Data Collection Method: Documenting number of organizations based on source documentation
Data Source: Executed grant agreements that include specific institutional strengthening / organizational development component and PODA report
Frequency and Timing of Data Acquisition by USAID: Quarterly
Estimated Cost of Data Acquisition: Costs are included in the existing contract
Individual Responsible at CADRE M&E manager (Counterpart) – data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission
Individual Responsible for Providing Data to USAID: CADRE CoP
Location of Data Storage: Counterpart Knowledge Management (KM) Portal; CADRE program records
DATA LIMITATIONS
Date of Initial Data Quality Assessment: N/A
Known Data Limitations and Significance (if any): None at this time.
Actions Taken or Planned to Address Data Limitations: None at this time.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments:
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Quarterly
Presentation of Data: In the Performance Indicator Tracking Table per quarter – total and by region; % of women focused organizations
Review of Data: Counterpart will review and analyze this data on a quarterly basis.
Reporting of Data: This information will be included in every quarterly report, as part of the PMP annex. It will also be described in the quarterly narrative.
OTHER NOTES

Notes on Baselines/Targets: There are no baselines that will be conducted for this indicator.

The target for this indicator is 220 organizations by end of the project implementation.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/2014

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian CSOs and Networks

Name of Component (1, 2 & 3):

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Name of Indicator (2): Number of awards made directly to local organizations

Is this an F-Indicator? No ___ Yes ___ X (Required as applicable)

DESCRIPTION

Precise Definition(s): Awards include any contracts or grants made to an Egyptian organization, non-profit or for-profit, using funds from the CADRE program to implement program activities. Any operational or administrative contracts are excluded here.

Unit of Measure: Number of awards

Disaggregated by: Organization type (not for profit or for profit)

Justification & Management Utility: The indicator permits CADRE to track and ensure that awards are being disbursed in a timely manner and following the frequency detailed in the work plan.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of awards based on source documentation

Data Source: Executed grant agreements or contracts with specific Terms of Reference related to implementation of the CADRE program

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table per quarter.

Review of Data: Counterpart will review and analyze this data on a quarterly basis.

Reporting of Data: This information will be included in every quarterly report, as part of the PMP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

The target for this indicator is 272 awards by end of the project implementation.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/2014

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women

Name of Component (2, 3 & 4):

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (3): Number of CSOs receiving USG assistance engaged in advocacy interventions

Is this an F-Indicator? No ___ Yes (Required as Applicable)

DESCRIPTION

Precise Definition(s): CSOs that initiate or participate in advocacy interventions. Advocacy should be understood as a means for individuals, constituencies, or organizations to shape public agendas, change public policies, and influence other processes that impact their lives. Advocacy does not involve one march, meeting or poster, but a series of strategies, interconnected, integrated activities designed to achieve a goal. It may include a wide range of activities, such as lobbying, public interest litigation, letter writing campaigns, etc...

Unit of Measure: Number of organizations

Disaggregated by: Governorate; Technical Sector of Advocacy Cause (None required by USAID)

Justification & Management Utility: The indicator will allow CADRE to verify that the targeted number of CSOs is being attained; an integral part in positively influencing policy change at the governmental level. The number of CSOs that are trained to develop and promote advocacy interventions will increase the sustainability of these activities post USG assistance.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of organizations based on source documentation

Data Source: Activity reports / Sub-grant monitoring reports

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator, but the intended number of CSOs over the LoP is 60.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women

Name of Component (3 & 4):

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (4): Number of USG supported activities designed to promote or strengthen the civic participation of women

Is this an F-Indicator? No ___ Yes_ X (Required as Applicable)

DESCRIPTION

Precise Definition(s): *

Unit of Measure: Number of activities

Disaggregated by: Governorate

Justification & Management Utility: *

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of activities based on source documentation

Data Source: Activity reports / Sub-grant monitoring reports

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table per quarter.

Review of Data: Counterpart will review and analyze this data on quarterly basis.

Reporting of Data: This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

The LoP target is 15 activities.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

*Pending till receipt of USAID's PIR sheet for this indicator.

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women

Name of Component (4): Grant-making targeting women, youth and marginalized groups

Name of Indicator (5): Number of individuals receiving voter and civic education through USG-assisted programs

Is this an F-Indicator? No ___ Yes X (Required as Applicable)

DESCRIPTION

Precise Definition(s): Any eligible voter that receives voter or civic education messages through print, broadcast, or new media, as well as via in-person contact can be counted. Voter and civic education also includes community-based trainings in underserved areas, public service announcements on electronic media, written materials, internet-based information and messages using the new media (in this usage primarily, but not exclusively social networking sites like Facebook and Twitter). Content may include voter motivation, explanation of the voting process, the functions of the office(s) being contested and descriptions of the significance of the elections in democratic governance. Number of people reached by USG-supported materials, messages and other educational forms of information about elections. This number can include people receiving pamphlets distributed, PSA broadcast estimated audience, Facebook "likes" for relevant pages, other social media etc.

Unit of Measure: Number of individuals

Disaggregated by: Sex and age, if possible. Outreach via social media will be counted disregard of age or sex. Copies of Facebook pages and public service announcements with count of people reached as to be disaggregated to 25% for each of males 29 years or under, males 30 or over, females 29 years or under, females 30 or over, per the USAID.

Justification & Management Utility: The indicator is intended to help CADRE track the number of people reached and covered by civic education activities.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of individuals based on source documentation

Data Source: Attendance sheets (individuals cannot be double counted). Copy of Facebook pages and public service announcement

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): The voter and civic education varies tremendously in quality because we are counting a Facebook "like," viewing a PSA or billboard, and a training equally. Numbers viewing PSAs or reading pamphlets are educated guesses (justified by the implementer) and cannot be verified with the level of accuracy of a training participant with a sign in sheet.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table per quarter.

Review of Data: Counterpart will review and analyze this data on a quarterly basis.

Reporting of Data: This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator. LoP target is to be determined based on grants funded.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 08/04/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women

Name of Component (2, 3 & 4):

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (6): Number of USG-assisted civil society organizations that participate in legislative proceedings and/or engaged in advocacy with national legislature and its committees

Is this an F-Indicator? No ___ Yes X

DESCRIPTION

Precise Definition(s): To be counted CSOs need to actively participate in, or engage with, the legislature; for example, attend and contribute to committee meetings, send policy briefs, send comments on proposed legislation, provide research etc.

Unit of Measure: Number of organizations

Disaggregated by: Technical sector of advocacy cause - (none required by USAID)

Justification & Management Utility: A measure that captures CSO contribution to democratic policy making and the legislature's acceptance of, and cooperation in, that process.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of organizations based on source documentation

Data Source: Activity reports / Sub-grant monitoring reports

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator, but we project that 30 organizations will participate in legislative proceedings and/or engage in advocacy with national legislature and its committees.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/3014

Performance Indicator Reference Sheet

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1 & 4):

CSO capacity building

Grant-making targeting women, youth and marginalized groups

Name of Indicator (7): Number of victims of TIP receiving services with USG assistance

Is this is an F-Indicator? No ___ Yes X

DESCRIPTION

Precise Definition(s): This indicator captures the number of victims of TIP assisted through a USG funded anti-TIP program. This indicator is intended to cover services for victims of all forms of trafficking and for victims of all ages. Services refer to any intervention designed to specifically benefit an individual victim of trafficking. These can include medical services; legal services; psychological and psychosocial care; shelter and rehabilitation; food and clothing; formal and informal education; vocational training; life skills training; return and reintegration assistance; and other rehabilitation and recovery services. A person is considered a victim of TIP if they are identified as such by a government agency, non-governmental organization, or law enforcement personnel. "Trafficked" persons will include the broad definition of trafficked and smuggled persons who are exploited and abused.

Unit of Measure: # of TIP victims

Disaggregated by: Sex, minor (under 18), adult, victimization labor, victimization sex trafficking.

Justification and Management Utility for indicator: This is a standard output indicator that quantifies the number of victims of TIP receiving services. An increase in this indicator is a proxy for an increase in the capacity of the government and civil society to respond to human trafficking and provide victims with the appropriate services. It is a reflection of both the government's and civil society understanding of the scope of the problem and their ability to identify TIP crimes and assist victims.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of victims based on source documentation

Data Source: Activity reports / Sub-grant monitoring reports; Client files if not confidential.

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

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

Date of Future Data Quality Assessments: deadline: Not at this time.

Known Data Limitations: There is the overall assumption that victims are being properly identified and referred for assistance and that victims desire the offered assistance. It does not measure access to services or quality of services provided. An increase in the number of victims receiving services could mean that the number of victims has increased in a country, though this is usually the result of improved identification procedures rather than due to an actual increase in victims.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table in annual quarterly reports

Review of Data: Counterpart will review and analyze this data on a quarterly basis.

Reporting of Data: This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

Target will be determined based on grants funded.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women

Name of Component (3 & 4):

Improved civil society enabling environment

Empower women in political process

Name of Indicator (8): Number of USG-funded organizations representing marginalized constituencies trying to effect government policy or conducting government oversight.

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Number of USG-funded organizations that have marginalized groups (including ethnic minority, religious minority, disabled, and Lesbian/Gay/Bisexual/Transgender populations) as constituents and represent the views and interests of these groups through policy advocacy (i.e., efforts to enable an individual, constituency, or organization to shape public agendas and change public policies) and government monitoring and oversight (i.e., overseeing the implementation of public policy, monitoring and reviewing budgets, etc.) activities. The definition of 'marginalized' must be determined at the Operating Unit level. The organizations may be active in any development sector (i.e., health, education, democracy and governance, environment, education, etc.). In the case of Egypt, marginalized constituencies will include women, youth, and persons with disability.

Unit of Measure: Number of organizations

Disaggregated by: Marginalized Constituency (sex, age, and disability status)

Justification & Management Utility: The indicator is intended to help CADRE track the number of active CSOs representing marginalized constituencies that are trying to affect government policy or conducting government oversight. Bureaus, missions, and in-country program managers will use the data for program planning and adjustment. It is important to ensure that marginalized populations are engaged in CADRE. It can also be used to track broader trends in supporting marginalized groups (i.e., for congressional inquiries).

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of organizations based on source documentation

Data Source: Activity reports / Sub-grant monitoring reports

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator. It is projected that the end-line will be 20 organizations.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (2): Improved civil society enabling environment

Name of Component (2 & 4):

Improved civil society enabling environment

Grant-making targeting women, youth and marginalized groups

Name of Indicator (9): Number of human rights defenders trained and supported with USG funds.

Is this an F-Indicator? No ___ Yes ___ X (Required as Applicable)

DESCRIPTION

Precise Definition(s): To be a human rights defender, a person can act to address any human right (or rights) on behalf of individuals or groups. Human rights defenders seek the promotion and protection of civil and political rights as well as the promotion, protection and realization of economic, social and cultural rights, including rights related to the protection of the environment. USG support includes training, grants or other support designed to improve the human rights services, reporting, and advocacy for the citizens. The types of trainings measured are provided assistance as a result of USG programs, whether short-term or long-term, in-country or abroad, provided with USG assistance. People attending the same type of training, but on different subjects can be counted twice. Narrative reports should indicate the type of training, who the training is for, level of training, duration of training, what constitutes completion. It is required that trainings follow a documented curriculum with stated objectives and/or expected outcomes.

Unit of Measure: Number of individuals

Disaggregated by: Sex and age

Justification & Management Utility: This data indicates the level of effort used to train, and bureaus, missions, and in-country program managers will use the data for program planning, adjustment and resource allocation.

PLAN FOR DATA ACQUISITION

Data Collection Method: The implementers will document attendance to training through registration sheets and/or attendance sheets

Data Source: Attendance sheets

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

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

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table in quarterly reports

Review of Data: Counterpart will review and analyze this data on a quarterly basis.

Reporting of Data: This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator; targets per educated groups are TBD depending on grants funded.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (2): Improved civil society enabling environment

Name of Component (2 & 4):

Improved civil society enabling environment

Grant-making targeting women, youth and marginalized groups

Name of Indicator (10): Number of judges, prosecutors, and lawyers trained on human rights issues.

Is this an F-Indicator? No ___ Yes X

DESCRIPTION

Precise Definition(s): USG support includes training, grants or other support designed to improve the human rights services, reporting, and advocacy for citizens. The types of trainings measured are provided as assistance under CADRE, whether short-term or long-term, in-country or abroad, provided with USG assistance. People attending the same type of training, but on different subjects can be counted twice. Narrative reports should indicate the type of training, who the training is for, level of training, duration of training, what constitutes completion. It is required that trainings follow a documented curriculum with stated objectives and/or expected outcomes.

Unit of Measure: Number of individuals

Disaggregated by: Sex and age

Justification & Management Utility: Legal professionals are a critical target for human rights training. Human Rights defenders and legal professionals need to have the same basis of knowledge.

PLAN FOR DATA ACQUISITION

Data Collection Method: The implementers will document attendance to training through attendance sheets

Data Source: Attendance sheets

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

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

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table in quarterly reports

Review of Data: Counterpart will review and analyze this data on a quarterly basis.

Reporting of Data: This information will be included in every quarterly report, as part of the PMP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator; targets are TBD depending on grants funded.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women

Name of Component (4): Grant-making targeting women, youth and marginalized groups

Name of Indicator (11): Number of USG supported CSOs promoting the participation of youth in the democratic process

Is this an F-Indicator? No X (Custom) Yes

DESCRIPTION

Precise Definition(s): Youth are defined as direct participants in programs who are between the ages of 10 and 29 when they participate. Programs that address youth participating in the “democratic process” are defined as training or direct action in civic education, electoral processes, advocacy etc...

Unit of Measure: Number of organizations

Disaggregated by: Governorate

Justification & Management Utility: This indicator will track which NGOs are focused on youth participants, and youth are a cross-cutting focus of the DG portfolio.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of organizations based on source documentation

Data Source: Executed contractual/grant agreement and Activity reports

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart’s KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

The LoP target is 20 organizations.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women

Name of Component (3 & 4):

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (12): Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): To be counted, the law, policy, or procedure should have as its objective or intent one or more of the following: reducing an aspect of social, economic, or political inequality between women and men, girls and boys; ensuring that women and men, girls and boys, have equal opportunities to benefit from and contribute to social, political, economic, and cultural development; to realize their human rights; or to have access to/control over resources necessary to survive and thrive; or preventing gender-related discrimination or compensating for past gender-related discrimination or historical disadvantage. A law, policy, or procedure may be designed to promote or strengthen gender equality at regional, national, sub-national, or community levels, and affect either formal or informal groups or institutions. Illustrative examples for this indicator include but are not limited to:

- Laws—USG assistance for civil society to draft and advocate for passage of a law eliminating a barrier to women’s effective political participation.
- Policies—USG support for adoption of a comprehensive policy on sexual harassment by the local police force.
- Procedures—USG assistance for host government agency implementation of procedures for gender-sensitive survey design and data collection.

Indicator narratives should include the name of the law, policy or procedure and should specify whether it was developed or implemented at the regional, national, sub-national, or community level (e.g. draft law on public financing for women political candidates developed by national civil society, municipal police force begins systematic implementation of existing policy to provide joint male-female patrols in critical areas, etc.). Items counted may include regulations, constitutional amendments or components, provisions to peace agreements, or other provisions designed to carry the force of law, official mandate, or authority.

Operating units may count a law, policy, or procedure only once in each stage of development or implementation; operating units may not report on the same law, policy, or procedure across multiple reporting periods unless it has advanced to the next stage (e.g. law drafted in one reporting period, law presented for legislative action in the next reporting period).

Unit of Measure: Number of laws, policies, or procedures

Disaggregated by: 1. law, policy, or procedure drafted/presented for public/stakeholder consultation; 2. law, policy, or procedure proposed/presented for legislative or other official action; 3. law, policy or procedure passed/adopted law, policy, or procedure for which implementation has begun

Justification & Management Utility: This indicator measures the output of USG assistance that seeks to build the necessary or enabling conditions for the achievement of long-term, sustainable progress toward gender equality objectives across a wide range of sectors in which the USG provides assistance (e.g., reduced gender gaps in employment, income, political representation, or access to basic services).

PLAN FOR DATA ACQUISITION

Data Collection Documenting number based on source documentation

Data Source: Activity reports / Sub-grant monitoring reports and copies of laws, policies, or procedures

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners,

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart’s KM portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): This indicator is an intermediate measure representing the number of laws, policies, or procedures developed or implemented with USG assistance, which are intended to promote gender equality and which are linked or presumed to be linked to the achievement of specific gender equality objectives. The indicator does not measure the quality of such laws, policies, or procedures, or the extent or quality of their implementation. The indicator does not measure outcome or impact-level progress against specific gender equality goals or objectives.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.
The LoP target is 5 laws, policies, or procedures.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women

Name of Component (3 & 4):

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (13): Number of laws, policies or procedures drafted, proposed or adopted with USG assistance designed to improve prevention of or response to sexual and gender based violence at the regional, national or local level

Is this an F-Indicator? No ___ Yes ___ X

DESCRIPTION

Precise Definition(s): Any law, policy, or procedure drafted, proposed, or adopted with USG assistance designed to improve prevention of and response to sexual and gender based violence promoted at the regional, national or local level. Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females. Forms of gender-based violence include, but are not limited to, domestic or intimate partner violence; rape as a weapon of war; sexual violence and abuse; female infanticide; psychological or emotional abuse; sexual harassment or violence in the workplace or in educational institutions; and harmful traditional practices including female genital mutilation/cutting, honor crimes, early marriage, forced marriage, bride kidnapping, and dowry related violence.

To be counted, the law, civil or penal code, policy, or procedure should address an aspect of the country's efforts to combat GBV, for example by spelling out individuals' rights to be free from violence in the public and/or private spheres; presenting a National Action Plan, strategy, or stand-alone law designed to address GBV; proposing or strengthening procedures to prevent, punish or eradicate gender-based violence; making provisions for new or increased services to victims of violence; proposing new legal remedies for addressing GBV such as the use of restraining orders or establishing new legal procedures that allow for the provision of services by NGOs.

Operating units may count a law, policy, or procedure only once in each stage of development or implementation; operating units may not report on the same law, policy, or procedure across multiple reporting periods unless it has advanced to the next stage (e.g. law drafted in one reporting period, law presented for legislative action in the next reporting period).

Unit of Measure: Number of laws, policies, and/or procedures drafted, proposed or adopted.

Disaggregated by: 1. law, policy, or procedure drafted/presented for public/stakeholder consultation; 2. law, policy, or procedure proposed/presented for legislative or other official action; 3. law, policy or procedure passed/adopted; 4. law, policy, or procedure for which implementation has begun

Justification & Management Utility: This indicator measures the output of USG assistance that is designed to build the necessary or enabling conditions for reducing gender-based violence.

PLAN FOR DATA ACQUISITION

Data Collection Documenting number based on source documentation

Data Source: Activity reports / Sub-grant monitoring reports and copies of laws, policies, or procedures

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners,

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): The indicator does not measure the quality of such laws, policies, or procedures, or the extent or quality of their implementation. The indicator does not measure outcome or impact-level progress against reduction of specific forms of GBV.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analysis this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

The LoP target is but will target 5 laws, policies, and/or procedures.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): *Cross-cutting*; relates to technical services provided by CSOs that will be strengthening under Sub-Objective 1 (Strengthened Egyptian civil society organizations and networks)

Name of Component (4): Grant-making targeting women, youth and marginalized groups

Name of Indicator (14): Number of people reached by USG funded interventions providing GBV services (e.g. health, legal, psycho social counseling, shelters, hotlines, other)

Is this an F-Indicator? No Yes X (Required as Applicable)

DESCRIPTION

Precise Definition(s): This indicator is a count of the individuals served by GBV services. Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females. Forms of gender-based violence include, but are not limited to, domestic or intimate partner violence; rape as a weapon of war; sexual violence and abuse; female infanticide; psychological or emotional abuse; sexual harassment or violence in the workplace or in educational institutions; and harmful traditional practices including female genital mutilation/cutting, honor crimes, early marriage, forced marriage, bride kidnapping, and dowry-related violence.

Examples of type of service include:

- Legal: Legal advice or accompaniment for survivors of GBV seeking protection or redress through the justice system; advice and assistance regarding divorce laws, restraining orders, remediation for property disputes, among others.
- Health: Includes GBV screening, GBV referral programs that connect GBV survivors with appropriate psychosocial services, legal services, or economic support, and examination and treatment services for rape survivors.
- Psycho-social counseling
- Economic: Skills training or income-generation activities to help establish/re-establish livelihoods for survivors and their families.
- Shelters: Activities to establish or rehabilitate centers where survivors of GBV can seek shelter, information, or services.
- Hotlines

Individuals reached by mass media interventions are not counted in this indicator.

Unit of Measure: Number of individuals

Disaggregated by: Sex and age - Number of Men; Number of Women; Age: 10-29; Age: 30 & over

Justification & Management Utility: The indicator is intended to help CADRE understand the reach and scale of activities to address various types of services that are provided to male and female victims of abuse.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of victims based on source documentation

Data Source: Activity reports / Sub-grant monitoring reports; Client files if not confidential.

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): The indicator cannot provide information about the quality or intensity of GBV interventions or services. Second, because the indicator is a basic count without a denominator, and because distinctions between individual-, small group-, and community-level interventions are not being made: program coverage is difficult to estimate and comparisons across programs or countries will be difficult to interpret. The indicator could be subject to double-counting (e.g., a beneficiary could be reached by both individual- and community level interventions and counted twice) which could inflate estimates of the number of people reached.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table in quarterly reports

Review of Data: Counterpart will review and analyze this data on a quarterly basis.

Reporting of Data: This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

LoP target is TBD depending on grants funded.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1, 2, 3 & 4):

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (15): Number of networks established

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Groups of 2 or more organizations that, after working with CPI, have agreements on cooperation or collaboration in place, such as a letter of cooperation, memorandum of understanding, or contract.

Unit of Measure: Number of networks

Disaggregated by: Sector, type, region

Justification & Management Utility: The indicator is intended to help CADRE track the number of networks established under the project.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting the number of networks based on the source documentation

Data Source: Written agreement/understanding, including letter of cooperation, MoU, contract, etc. between 2 or more organizations sharing a common interest or purpose

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table in quarterly reports

Review of Data: Counterpart will review and analyze this data on a quarterly basis.

Reporting of Data: This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

LoP target is 11 networks.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1, 2, 3 & 4):

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (16): Number of networks strengthened

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): A network is a group of 2 or more organizations with a formal agreement on cooperation or collaboration in place. Strengthening refers to funding, technical assistance and training to support these networks' ability to function. Once established, networks can be strengthened, so networks may be counted under both indicator # 15 and indicator # 16.

Unit of Measure: Number of networks

Disaggregated by: Sector, type, region

Justification & Management Utility: The indicator is intended to help CADRE track the number of networks strengthened during the lifetime of the project including the grants.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of networks based on source documentation

Data Source: Depending on type of support provided, could be executed grant/contractual agreement; report documenting TA provided, or training report

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table in quarterly reports

Review of Data: Counterpart will review and analyze this data on a quarterly basis.

Reporting of Data: This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarter narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

LoP target is 13 networks.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective: Cross-cutting

Name of Component (1, 2, 3 & 4):

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (17): Number of communities accessing program services.

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Community under CADRE is defined as the district in which Egyptian awardees are implementing program activities using funding made available by the CADRE program. Each district should only be counted once per fiscal year (no double counting of districts of multiple organizations are working in the same district). For the LoP target, number of communities will not double count between fiscal years. If the same district/community accesses program services each fiscal year, that district/community will only be counted once to report on the achievement for the LoP.

Unit of Measure: Number of communities (districts)

Disaggregated by: Governorate

Justification & Management Utility: The indicator is intended to help CADRE track the number of communities covered by project funds.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of communities based on source documentation

Data Source: Activity reports – sub-grant monitoring reports

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

LoP target is 85 communities (districts).

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 08/04/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective: Cross-cutting

Name of Component (1, 2, 3 & 4):

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (18): Number of trainees (individuals)

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Trainee is anyone who attending a CADRE-sponsored training implemented by any partner, defined as a session with clear training / learning objectives that is intended to transfer knowledge about of a specific topic. Training session should have a clear outline or curriculum and be led by an identified trainer. Training can also include non-classroom training including study tours and on-the-job training/ internships that have clear learning objectives. Trainees should not be double counted within the same fiscal year.

Unit of Measure: Number of individuals - trainees

Disaggregated by: Sex; age, training topic / subject

Justification & Management Utility: The indicator is intended to help CADRE track the number of people trained under the program.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting the number of trainees based on source documentation. Will maintain a training database to avoid double counting trainees within the same fiscal year. Each individual should only be counted one time per fiscal year.

Data Source: Training reports with outlined training curriculum & attendance sheets (attendance sheets should be signed by participants each day)

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal – USAID's TraiNet for training that meets TraiNet requirements

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Quarterly

Presentation of Data: In the Performance Indicator Tracking Table in quarterly reports

Review of Data: Counterpart will review and analysis this data on a quarterly basis.

Reporting of Data: This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

LoP target is 1,300 trainees (250 males 29 or under, 250 females 29 or under, 400 males 30 or over, 400 females 30 or over).

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 08/04/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Cross-cutting

Name of Component (1, 2, 3 & 4):

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (19): Number of people assisted

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Total of individuals assisted from other indicators under CADRE. This number will come from total number of trainees and participants. Participants are non-trainees involved in program activities or receiving services from program such as victims of TIP or GBV. Beneficiaries must be documented by source documentation mentioned for each of the relevant indicators above, usually attendance sheets. Only direct beneficiaries counted here, not indirect.

Unit of Measure: Number of individuals

Disaggregated by: Sex and age

Justification & Management Utility: The indicator is intended to help CADRE track the number of people reached and covered by its activities.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting the number of individuals based on source documentation

Data Source: Attendance sheets and activity participant logs.

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: None

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analysis this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

LoP target is 3,000 individuals (600 males 29 or under, 900 males 30 or over, 600 females 29 or under, 900 females 30 or over).

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 08/04/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1): CSO capacity building

Name of Indicator (20): Number of individuals certified to provide Institutional Development training for CSOs

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): The number of individuals from the 10 main CSSCs or external trainers selected that will participate in the institutional development training, intended to increase the CSOs organizational capacity in six areas: 1) leadership and strategic management; 2) program management and quality control; 3) accounting and financial management; 4) financial sustainability; 5) human and material resources; 6) external relations and crosscutting theme of gender.

Unit of Measure: Number of individuals (each individual only counted one time per fiscal year)

Disaggregated by: Sex (Male or Female), Age (29 and under; 30 and over), area of expertise per PODA functional areas.

Justification & Management Utility: The indicators will verify that 2 or more individuals from each CSSC or external trainers are certified to provide institutional strengthening training within the functional areas of the Participatory Organizational Development Assessment. This is a key indicator for sustainability of knowledge and capacity for the civil society sector, which can draw on such trainers even after the program is complete.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting number of individuals based on source documentation

Data Source: Certification

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at CADRE: MSI point of contact to Counterpart M&E Manager

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart Knowledge Management (KM) Portal; CADRE program records

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: None

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: Annual report

OTHER NOTES

Notes on Baselines/Targets: There is no baseline; and the target is 20 individuals.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1): CSO capacity building

Name of Indicator (21): Number of target CSOs with improved financial accounting practices as a result of USG assistance.

Is this an F-Indicator? No Yes (Custom)

DESCRIPTION

Precise Definition(s): This number includes CSOs directly receiving capacity building support as well as sub-grantees and those receiving support from USAID-supported CSO networks. CSOs will be included if they are judged to improve their capacity in the Accounting & Financial Management functional area in the Participatory Organizational Development Assessment (PODA) based on their baseline and endline PODA scores. Organizations need to increase their PODA score by at least a half a point between the baseline and endline to be considered 'improved.'

Unit of Measure: Number of organizations

Disaggregated by: Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director

Justification & Management Utility: This indicator directly addresses the improvement in the financial capacity of CSOs – which is one of the most critical elements of their credibility with their constituencies and the government.

PLAN FOR DATA ACQUISITION

Data Collection Method: Determine number of organizations that demonstrate an improvement against the PODA accounting and financial management functional area by at least 0.5 points.

Data Source: Each organization's PODA baseline and endline scores for the accounting and financial management functional area

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annually to determine progress but final analysis and reporting will be done in the program's final report.

Presentation of Data: In the Performance Indicator Tracking Table in the final program report

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in the program's final report.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator. The LoP target is 75.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women; Cross-cutting

Name of Component (3 & 4):

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (22): Percent of females who report increased self-efficacy at the conclusion of USG supported training/programming

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s):

Self-efficacy is a widely used and frequently assessed psychological concept first developed by Albert Bandura in 1977. Fundamentally, feelings of self-efficacy refer to people's beliefs in their capacity to produce actions that are necessary for achieving desired outcomes/attainments. As a concept, it is similar to having a sense of personal agency. Self-efficacy has been shown to have a crucial impact on goal-setting, perseverance in the face of difficulties, and action-oriented behaviors. Feelings of self-efficacy can be assessed in specific contexts or as a more general, cross-situational belief that one has the capacity to mobilize the motivation, cognitive resources, and courses of action needed to exercise general control over events in one's life.

For the purposes of this indicator, only trainings of at least a full day duration or longer should be counted. Trainings or programs in any sector that have women's empowerment as a goal (even if not the only goal) should utilize this indicator. This would include programs/training in the following areas among others: leadership skills, youth development, civil society advocacy skills, conflict resolution or mediation skills, entrepreneurship, development of women's business associations or other forms of networking, etc.

The unit of measure will be a percentage, derived from the following numerator (X) and denominator (Y):

X is the number of women whose self-efficacy scores have improved over time.

Y is the total number of women who participated in the relevant training/programming.

Unit of Measure: Percentage

Disaggregated by: Age (10-29; 30 ; over 30); Governorate

Justification & Management Utility:

This indicator will be used to gauge the effectiveness of efforts to empower women through USAID programming across a wide variety of sectors. Trainings that do not result in improved feelings of self-efficacy may need to be adjusted. This indicator will only be used in cases where activities or trainings are intended to impact women's self-efficacy.

PLAN FOR DATA ACQUISITION

Data Collection Method: Comparison of participant self-efficacy pre- and post-surveys and tallying the number of women who report increased self-efficacy

Data Source: Pre- and post- training/programming surveys. The surveys will include questions found in USAID's performance reference sheet (see page 38 - <http://www.state.gov/documents/organization/101761.pdf>). Questions are not copied here now as USAID strategic indicators are not yet final. Once final, questions in the reference sheet will be used by CADRE.

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data will be analyzed post any relevant training or program activity for that specific target group of women. Then results will be aggregated and analyzed quarterly

Presentation of Data: In the Performance Indicator Tracking Table in the quarterly reports.

Review of Data: Counterpart will review and analyze this data after any relevant program activity and aggregate results on a quarterly basis.

Reporting of Data: This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: Baseline levels will be set by the pre-activity/training survey.

LoP target is 50% of women targeted by the program with relevant activities focused on increasing self-efficacy report increased self-efficacy.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women; Cross-cutting

Name of Component (3 & 4):

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (23): Percent of target population reporting increased agreement with the concept that males and females should have equal access to social, economic and political opportunities.

Is this an F-Indicator? No ___ Yes (Required as applicable)

DESCRIPTION

Precise Definition(s):

This indicator will be used to gauge the effectiveness of USG efforts to promote gender equality by measuring changes in target population attitudes about whether men and women should have equal opportunities in social, political, and economic spheres. Any program in any sector that has gender equality or women's empowerment as an objective should report against this indicator. This indicator will be particularly relevant to programs that seek to address or change social norms, especially those around gender. Illustrative programs include those designed to raise broad awareness of human rights, programs that train journalists to report more responsibly on gender issues, education programs designed to change social norms and gender roles, programs designed to increase the political participation of women, youth development and empowerment, or behavior change in the health sector, among others.

The unit of measure will be a percentage, derived from the following numerator (X) and denominator (Y):
X is the number of persons in the target group whose scores on the equal opportunity survey have increased over time.

Y is the total number of persons who participated in the relevant training/programming.

Unit of Measure: Percentage

Disaggregated by: Age (10-29; 30 ; over 30); Governorate

Justification & Management Utility:

The indicator will be used to measure the extent that USG supported gender equality and women's empowerment programs are changing attitudes. The information will be used for planning and reporting purposes by bureau-level and in-country program managers, and will support reporting to external stakeholders such as Congress, NGOs, and international organizations. This indicator will only be used in cases where activities or trainings are intended to impact participant attitudes towards gender equality.

PLAN FOR DATA ACQUISITION

Data Collection Method: Comparison of participant gender equality pre- and post-surveys and tallying number of participants that demonstrate an increased agreement

Data Source: Pre- and post- training/activity surveys. The surveys will include questions found in USAID's performance reference sheet (see page 40 - <http://www.state.gov/documents/organization/101761.pdf>). Questions are not copied here now as USAID strategic indicators are not yet final. Once final, questions in the reference sheet will be used by CADRE.

Frequency and Timing of Data Acquisition by USAID: Quarterly

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data will be analyzed post any relevant training or program activity for that specific target group of women. Then results will be aggregated and analyzed quarterly

Presentation of Data: In the Performance Indicator Tracking Table in the quarterly reports.

Review of Data: Counterpart will review and analyze this data after any relevant program activity and aggregate results on a quarterly basis.

Reporting of Data: This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: Baseline levels will be set by the pre-activity/training survey.

LoP target is 40% of participants targeted by the program with relevant activities show increased agreement with gender equality.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1): CSO capacity building

Name of Indicator (24): Percentage of target organizations demonstrating increased organizational capacity.

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Target organizations include non-profit civil society organizations with sub-grant agreements funded by CADRE that have specific organizational development/institutional strengthening goals. Increased organizational capacity refers to an increase of at least one point overall across all six functional areas between the target organization's baseline Participatory Organizational Development Assessment (PODA) and endline PODA.

This indicator is a percentage that is derived from the following numerator (X) and denominator (Y):

X equals the number of target organizations that have increased their overall PODA score by at least one point.

Y equals the total number of target organizations as defined above.

Unit of Measure: Percentage

Disaggregated by: Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Organizational Capacity analyzed according to six functional areas and gender as a cross-cutting area per Counterpart's OD Framework.

Justification & Management Utility: This indicator directly addresses the improvement in overall capacity of target organizations and will demonstrate if training and capacity building support are effective in increasing overall organizational capacity across the six functional areas in the PODA.

PLAN FOR DATA ACQUISITION

Data Collection Method: Comparison of baseline, midline, and endline PODA scores per organization and tallying organizations that increase by at least one point from the baseline to midline / endline

Data Source: Baseline, mid-line, and endline PODA scores

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at CADRE M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart Knowledge Management (KM) Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

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

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: TBD

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in the annual reports.

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in the annual report, as part of the PMEP annex. It will also be described in the annual narrative.

OTHER NOTES

Notes on Baselines/Targets: Baseline PODA scores will be determined during Year 1.

Year 2 target is 30% of target organizations demonstrate increased organizational capacity.

Year 3/LoP target is 70% of target organizations demonstrate increased organizational capacity

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/2014

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective: Cross-Cutting

Name of Component (1, 2, 3 & 4):

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (25): Percentage of increase in scores of post-training assessments compared against pre-training assessments.

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Training for this indicator refers to classroom training with clear training / learning objectives that is intended to transfer knowledge about of a specific topic led by an identified trainer. Percent increase in scores is determined by comparing the pre-training test scores to post-training test scores to determine the extent to which test scores increased, demonstrating an increase in knowledge. ,

Unit of Measure: Percentage

Disaggregated by: Sex, age, training topic / subject

Justification & Management Utility: This indicator directly addresses the improvement in training participants' knowledge. This indicator is important to assess the quality of training and increase in knowledge by trainees that can then be applied in their work or lives.

PLAN FOR DATA ACQUISITION

Data Collection Method: Comparison of percentage increase in scores between pre-training and post-training tests

Data Source: Pre- and post-training tests

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at CADRE: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE COP

Location of Data Storage: Counterpart Knowledge Management (KM) Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: TBD

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data will be analyzed post any relevant training. Then results will be aggregated and analyzed quarterly

Presentation of Data: In the Performance Indicator Tracking Table in the quarterly reports.

Review of Data: Counterpart will review and analyze this data after any relevant training and aggregate results on a quarterly basis.

Reporting of Data: This information will be included in every quarterly report, as part of the PMP annex. It will also be described in the quarterly narrative.

OTHER NOTES

Notes on Baselines/Targets: Baseline levels will be set by the pre-training test.

Annual and LoP target is 50% increase in scores of post-training assessments compared against pre-training assessments.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/2014

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective: Cross-cutting

Name of Component (1, 2, 3 & 4):

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (26): Percentage of program partners satisfied or very satisfied with the program.

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): A sample of representatives from all partner organizations provided sub-grants and organizational development support under the program will be surveyed about their level of satisfaction with the program. The satisfaction levels will be divided into five levels (very satisfied, satisfied, neutral, dissatisfied, very dissatisfied). For each organization, Counterpart will average the scores of the representatives sampled. The number of organizations with an average response of very satisfied or satisfied will comprise the numerator while the total number of organizations surveyed will be the denominator.

Unit of Measure: Percentage

Disaggregated by: Governorate, Responsible CSSC

Justification & Management Utility: This indicator when calculated at the mid-term and the end of the program to determine whether program partners were satisfied with the program, indicating the quality of the program and its ability to address the relevant needs of program partners.

PLAN FOR DATA ACQUISITION

Data Collection Method: Analysis of satisfaction survey

Data Source: Satisfaction surveys

Frequency and Timing of Data Acquisition by USAID: Mid-term and End of the program

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart Knowledge Management (KM) Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Mid-term and end of program

Presentation of Data: In the Performance Indicator Tracking Table during Year 2 and in the final program report.

Review of Data: Counterpart will review and analyze this data at the mid-term and end of the project.

Reporting of Data: This information will be included in the Year 2 annual report and final program report, as part of the PMEP annex. It will also be described in the narrative sections of those respective reports.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

The target is 80% of program partners are satisfied or very satisfied with the program.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1): CSO capacity building

Name of Indicator (27): Percentage of target CSSCs and CSOs that reduce the average age of board of directors' members by 10 years or more.

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Board of directors refers to the legally recognized term found in the Egyptian NGO law. Target organizations are civil society support centers (CSSCs) or civil society organizations (CSOs) that have an executed grant agreement that includes institutional strengthening / organizational development support. Average age of the board of directors per organizations will be determined by taking the age of each member of the board of directors, adding them together, and dividing that number by the total number of board members. And only organizations that have a board of directors' election in the final six months of the program will be counted here to ensure there is a timely endline for measurement.

Unit of Measure: Percentage

Disaggregated by: None. (Board of directors' lists will be broken down by sex and age to determine change in average age of the board of directors per organization.)

Justification & Management Utility: Youth empowerment is an important pillar of the program and gender equality (including younger people) is a cross-cutting theme in Counterpart's organizational development framework. This indicator, when achieved, would put younger people in decision-making roles (board of directors) within civil society organizations.

PLAN FOR DATA ACQUISITION

Data Collection Method: Comparison of board of directors list (average age) for each organization between the baseline (prior to CADRE implementation) and endline (Year 3 - within the final six months of program implementation)

Data Source: Board of directors official lists

Frequency and Timing of Data Acquisition by USAID: Baseline in Year 1 and endline in Year 3

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): This indicator does not tell us the percentage increase in the number of youth (29 or younger) on boards of directors. This was specifically avoided because it was considered unrealistic to have a significant impact on increasing the number of board members who are 29 or younger. However, this indicator does indicate a general trend towards younger boards of directors, which would still be a positive change that would open the door, in the future, for greater participation of BoD members who are 29 or younger.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: End of program

Presentation of Data: In the Performance Indicator Tracking Table in the final program report.

Review of Data: Counterpart will review and analysis this data following the baseline and will review and report on the data in the final program report.

Reporting of Data: This information will be included in the final program report, as part of the PMEP annex. It will also be described in final report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.
The LoP target is 20% of target organizations reducing the average age for their board of directors membership by 10 years or more.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1): CSO capacity building

Name of Indicator (28): Percentage increase in the representation of women on target CSSCs' and CSOs' board of directors.

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Board of directors refers to the legally recognized term found in the Egyptian NGO law. Representation of women refers to those on the board of directors who identify as female. Target organizations are civil society support centers (CSSCs) or civil society organizations (CSOs) that have an executed grant agreement that includes institutional strengthening / organizational development support. And only organizations that have a board of directors election in the final six months of the program will be counted here to ensure there is a timely endline for measurement.

Unit of Measure: Percentage

Disaggregated by: None. Board of directors lists will be broken down by sex and age, (Youth = 29 and under; non-youth = 30 and over).

Justification & Management Utility: Since women's empowerment is a primary focus for the program and gender equality is a cross-cutting theme in Counterpart's organizational development framework, this indicator, when achieved, would put more women in decision-making roles (board of directors) within civil society organizations.

PLAN FOR DATA ACQUISITION

Data Collection Method: Comparison of board of directors list for each organization between the baseline (prior to CADRE implementation) and endline (Year 3 - within the final six months of program implementation)

Data Source: Board of directors official lists

Frequency and Timing of Data Acquisition by USAID: Baseline in Year 1 and endline in Year 3

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: End of program

Presentation of Data: In the Performance Indicator Tracking Table in the final program report.

Review of Data: Counterpart will review and analysis this data following the baseline and will review and report on the data in the final program report.

Reporting of Data: This information will be included in the final program report, as part of the PMEP annex. It will also be described in final report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.

The LoP target is 20% increase in the representation of women in target organizations' board of directors.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1): CSO capacity building

Name of Indicator (29): Percentage increase in the satisfaction of target CSOs' clients in services supported under CADRE

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Target CSOs here refers to organizations that provide direct services to clients (beneficiaries of services), and these services must be funded under CADRE. A sample of clients will be surveyed about their level of satisfaction with the services they are receiving from the target CSOs before the target CSO's CADRE grant begins and at the end of the CADRE program to determine if there is a change in satisfaction levels.

Unit of Measure: Percentage

Disaggregated by: Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Type of service.

Justification & Management Utility: This indicator will provide information as to whether target CSOs' ability to provide services is improving as a result of organizational development support and capacity building.

PLAN FOR DATA ACQUISITION

Data Collection Method: Comparison of pre-CADRE and post-CADRE implementation client satisfaction survey

Data Source: Pre- and post-satisfaction surveys

Frequency and Timing of Data Acquisition by USAID: Baseline will be in Year 2 once target CSOs are selected. Endline will be end of the program (Year 3).

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: End of program

Presentation of Data: In the Performance Indicator Tracking Table in final program report.

Review of Data: Counterpart will review and analysis this data following the baseline and will review and report on the data in the final program report.

Reporting of Data: This information will be included in the final program report, as part of the PMEP annex. It will also be described in final report narrative.

OTHER NOTES

Notes on Baselines/Targets: The baseline levels for this indicator will be determined using the pre-CADRE implementation satisfaction survey.

The LoP target is that 50% increase in target CSOs' client satisfaction.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (1): Strengthened Egyptian civil society organizations and networks

Name of Component (1): CSO capacity building

Name of Indicator (30): Percentage of target civil society organizations (CSOs) demonstrating increased advocacy capacity.

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Target organizations include non-profit civil society organizations with sub-grant agreements funded by CADRE that have specific advocacy goals. Increased advocacy capacity refers to an increase of at least half a point between the baseline and endline score from the Advocacy Capacity Index.

This indicator is a percentage that is derived from the following numerator (X) and denominator (Y):

X equals the number of target organizations that have increased their overall Advocacy Capacity Index score by at least half a point.

Y equals the total number of target organizations as defined above.

Unit of Measure: Percent

Disaggregated by: Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Advocacy tool will also include gender-sensitive aspects of advocacy capacity that will determine if organizations are able to specifically integrate gender equality and women's empowerment issues into advocacy campaigns

Justification & Management Utility: This indicator will track whether organizational capacity in advocacy is increasing as a result of capacity building and training in advocacy. This is a key skill for organizations to have to be able to participate in and influence the ongoing political process in Egypt.

PLAN FOR DATA ACQUISITION

Data Collection Method: Comparison of the baseline and endline Advocacy Capacity Index score and tallying organizations that increase by at least half a point from the baseline to endline

Data Source: Baseline and endline Advocacy Capacity Index scores

Frequency and Timing of Data Acquisition by USAID: Year 1 (prior to beginning interventions with target organizations) and Year 3 (final program report)

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: End of program

Presentation of Data: In the Performance Indicator Tracking Table in final program report.

Review of Data: Counterpart will review and analysis this data following the baseline and will review and report on the data in the final program report.

Reporting of Data: This information will be included in the final program report, as part of the PMEP annex. It will also be described in final report narrative.

OTHER NOTES

Notes on Baselines/Targets: The baseline levels for this indicator will be determined using the advocacy capacity index applied to each target organization.

The LoP target is that 50% of target organizations demonstrate increased advocacy capacity.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (2): Improved civil society enabling environment and **(3):** Increased civic participation of Egyptian citizens, particularly women

Name of Component (2 & 4):

Improved civil society enabling environment

Empower women in political process

Name of Indicator (31): Number of public policies introduced, adopted, repealed, changed or implemented consistent with citizen input

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): Public policies include any law, regulation, policy or similar directive that is formally adopted by either the legislative branch or a unit of the executive branch at any level.

- Introduced refers to draft legislation formally being presented and accepted for consideration by a legislative body.
- Adopted refers to new policies not previously existing.
- Repealed refers to existing or draft policies that are removed or prevented from establishment.
- Changed refers to an existing policy that has been substantively changed.
- Implemented means that the policy has been operationalized.
- Citizen input means that the public, citizens and/or civil society organizations have proposed
- language used in, provided comments incorporated into, or monitored the implementation of the policy

Unit of Measure: Number of public policies

Disaggregated by: Policy status (introduced, adopted, repealed, changed, implemented)

Justification & Management Utility: Democratic governance concerns are integral to improving policy reform and implementation across a wide range of development sectors. More effective policy change across development sectors requires government policy makers (in both the executive and legislative branches) to consider and incorporate citizen input into the policy development process.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting the number of public policies based on source documentation

Data Source: Activity reports / Sub-grant monitoring reports and copies of public policies

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator.
The LoP target is 5 policies.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

PERFORMANCE INDICATOR REFERENCE SHEET

Name of Sub-Objective (3): Increased civic participation of Egyptian citizens, particularly women

Name of Component (2, 3 & 4):

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

Name of Indicator (32): Number of services improved by national or sub-national government entities as a result of citizen input.

Is this an F-Indicator? No Yes

DESCRIPTION

Precise Definition(s): The indicator refers to the services offered by governmental entities at the national or sub-national levels (this includes ministries and local councils). The measurement here is the number of services, not the number of improvements to a service. Therefore, if there are multiple improvements to the same service, that service should only be counted once during the fiscal year and only once of the life of the project. Improvements are defined as any change to a service that makes the service easier to access for citizens, more efficient, more transparent, more inclusive, etc. Each service and its respective improvements will need be clearly documented. Citizen input will need to be documented and may include any advocacy efforts, phone calls, meetings, letters, etc. that come about as a result of CADRE implementation.

Unit of Measure: Number of services

Disaggregated by: Type of service

Justification & Management Utility: The number of governmental services improved as a result of citizen input will demonstrate the ability of citizens to influence their government and the ongoing political process in Egypt.

PLAN FOR DATA ACQUISITION

Data Collection Method: Documenting the number of services based on the source documentation.

Data Source: Activity reports / Sub-grant monitoring reports, and/or Most Significant Change stories and evidence documenting that a service was improved.

Frequency and Timing of Data Acquisition by USAID: Annual

Estimated Cost of Data Acquisition: Costs are included in the existing contract

Individual Responsible at Counterpart: M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

Individual Responsible for Providing Data to USAID: CADRE CoP

Location of Data Storage: Counterpart's KM Portal; CADRE program records

DATA LIMITATIONS

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None at this time.

Actions Taken or Planned to Address Data Limitations: None at this time.

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annual

Presentation of Data: In the Performance Indicator Tracking Table in annual reports

Review of Data: Counterpart will review and analyze this data on an annual basis.

Reporting of Data: This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

OTHER NOTES

Notes on Baselines/Targets: There is no baseline for this indicator. The LoP target is 20 services improved.

Other Notes: None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

Annex 3: Technical Learning Framework For Egypt – CADRE

November 2014

A. Design	Development Hypothesis and Key Areas of Analysis	Learning Methods
<p data-bbox="92 331 747 391"><i>How do you see your program contributing to organization’s mission, capacity and technical strengths?</i></p> <p data-bbox="92 435 804 623">Our program is in line with Counterpart’s organizational theory of change, which focuses on strengthening civil society actors (leaders, organizations, and networks) in order to achieve community / societal level change. CADRE will do exactly that and this language is incorporated into the ‘if’ portion of our theory of change (see box to the right).</p> <p data-bbox="92 667 804 756">In addition, in line with Counterpart’s mission, we are focused on local partnership, inclusion (with a large component around women’s empowerment), and sustainability of our interventions.</p>	<p data-bbox="825 331 1377 358"><i>What are your “learning questions” or hypothesis?</i></p> <p data-bbox="825 402 1377 492"><i>What topics specifically do you intend to explore to validate and challenge your hypothesis or learning questions?</i></p> <p data-bbox="825 535 1356 563">Our program’s theory of change or hypothesis is:</p> <p data-bbox="825 607 1388 794"><i>If CADRE strengthens civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and positively influence the ongoing political process.</i></p> <p data-bbox="825 837 968 865">In summary:</p> <p data-bbox="825 909 1388 1060">INSTITUTIONAL STRENGTHENING (organizations, networks) + LEADERSHIP DEVELOPMENT (leaders) + IMPROVING THE ENABLING ENVIRONMENT = GREATER CIVIC PARTICIPATION AND INFLUENCE / POLICY CHANGE.</p> <p data-bbox="825 1104 1409 1229">Our main learning questions/topics to investigate our theory of change include the below. The primary question is #1 below, which has sub-questions incorporated below in Annex I.</p> <ol data-bbox="877 1273 1409 1463" style="list-style-type: none"> 1. What impact, if any, is the program having on Egyptian citizens’, organizations’, and networks’ engagement in the ongoing political process in Egypt? Are they participating more in political processes, civic affairs, or social cohesion / integration 	<p data-bbox="1442 347 1845 375"><i>What learning methods will you use?</i></p> <ol data-bbox="1495 418 2007 1127" style="list-style-type: none"> 1. Performance Monitoring & Evaluation Plan (PMEP) quantitative indicators including outcome and impact indicators that relate directly to theory of change. PMEP lists specific learning methods/data collection tools, such as Participatory Organizational Development Assessment (PODA), advocacy capacity index, pre-and post-surveys, etc. 2. Most Significant Change (MSC) as the primary qualitative learning method. This will include Focus Groups and interviews with program participants. 3. After Action Reviews (AARs) of key program activities; periodic review of AARs collected to identify trends and ensure application of learnings. 4. Scheduled Learning Workshops and Partner Meetings to ask learning questions, reflect, and collect data, anecdotes or tacit knowledge revealed through discussions/activities.

	<p>efforts? Are they influencing government policies or services in some way? If there has been an impact, what strategies have resulted in a positive impact? What strategies have proven ineffective – either resulting in no impact or negative impact?</p> <ol style="list-style-type: none"> Are there minimum enabling environment requirements that CSOs need to have an impact on civic participation or government policy / service delivery? What would the minimally permissive environment look like? What beyond a sufficient / minimum enabling environment is needed to get people engaged in the political process? How does the program impact CSO service provision, if at all? What causes this impact?¹ 	
B. Implementation		
Learning Activities	Staffing (and Resources)	Methods used to document practices
<p><i>Where and When will you apply learning methods?</i></p> <ol style="list-style-type: none"> PMEP Indicators: Regular M&E data collection and analysis depending on the indicator (quarterly or annually). Monthly reports required from CSO partners. Data collection done by partners and in Counterpart office based on program activities. MSC: Will be done internally and submitted quarterly by program partners. Have an annual external MSC story collection effort as well for an external / outside perspective. AARs: At least two per quarter done with facilitation by M&E team once activities commence, though program will encourage program teams to do them whenever possible 	<p><i>Who is involved in driving your learning approach? (What resources do you need?)</i></p> <p>Staffing:</p> <ul style="list-style-type: none"> Counterpart: M&E Manager & 3 M&E officers Grant Officers at Counterpart – Helping with M&E for non-CSSC grants given directly by Counterpart Assigned HQ support person as this is the first official program learning agenda M&E point persons at each named partner and future partner CSOs (at least 50% of their time for M&E at the local partner CSOs) – make sure this is clearly in each partner’s 	<p><i>How will you capture your learnings?</i></p> <ol style="list-style-type: none"> PMEP Indicators: Quarterly and Annual Reports Most Significant Change (MSC) documented stories and analysis After Action Reviews (AARs): 2 page highlight reports Learning workshop reports and partner meeting minutes The above would be uploaded to KM Portal

¹ Note that originally our theory of change had a greater focus on service delivery by both CSOs as a result of increased capacity and government (via CSO advocacy with government). However, USAID discouraged this focus because they do not want the program to focus extensively on service delivery type grants to CSOs. For the donor, improvements in CSO service delivery would be seen as a positive by-product of the program. However, for Counterpart, the link between organizational capacity building and the improvements felt by those accessing CSO services is an important question globally so the team decided to leave this question in the learning agenda.

<p>after program activities or initiatives are implemented. Will be selected and planned for ahead of time.</p> <p>4. Learning workshops & Partner Meetings: There are planned M&E trainings to introduce the learning questions and PMEP to partners. Then there are learning workshops to be implemented with partners each year. Planned quarterly reflection/learning/coordination meetings with named partners in the proposal as well.</p>	<p>budget so M&E focal point is identified and budgeted.</p> <p>Supplemental Human Resources:</p> <ul style="list-style-type: none"> - External firm to have with baseline research (still determining how necessary that is) and implementing MSC - USAID to commission an external evaluation (not charged to the project) - May need facilitation support for learning workshops - Translation of report summaries, etc. as necessary. <p>Financial Resources for Activities:</p> <p>Program Budget includes</p> <ul style="list-style-type: none"> - Around \$205,000 for baseline and endline which will be rolled into external M&E support especially with MSC; - Mid-year review workshops are budgeted each year. (around 27K LOP) - CSO workshops are budgeted with CSSCs (around 80K LOP) - CSSCs will budget workshops at the local level with their CSOs - M&E training budgeted for local partners along with grants and compliance training (total 80K LOP) - CSO hosting and orientation sessions – three workshops budgeted at 54K LOP 	
<p>C. Knowledge Sharing and Application</p>		<p>D. Program/Org Drivers/Inhibitors of Learning</p>
<p>Dissemination methods</p>	<p>Institutionalization activities</p>	
<p><i>How will you disseminate your learnings to internal audiences and external audiences?</i></p> <p>Knowledge dissemination to internal and external audiences needs to be incorporated into the Communications Strategy currently being developed. Current plans include:</p>	<p><i>How will your learnings be institutionalized in organization?</i></p> <ul style="list-style-type: none"> - Internal / external publications led by Counterpart HQ such as annual reports or newsletters 	<p><i>What are some drivers of learning you can leverage? What are some inhibitors of learning you need to mitigate?</i></p> <p>Drivers:</p> <ul style="list-style-type: none"> - Learning agenda fully integrated into

<ul style="list-style-type: none"> - Sharing quarterly and annual reports. Should translate executive summaries of final reports submitted to USAID for local partners. - Emailing combined results based on what is received from all partners (reporting back out to partners) - Documents, learning, tools, etc. can be posted on program sites such as e-learning site and maktabat. See what is most appropriate. - Sharing MSC stories with network of partner organizations via Facebook - Sharing MSC stories with USAID via email and regular reports - Facebook and LinkedIn page for program connected to maktabat website (should all be integrated) - AAR report distribution to those involved - Learning workshops and partner meetings as a time to create learning and share existing learning. - With Counterpart HQ: getting included in Counterpart HQ's communications efforts like newsletters and website updates. - KM Portal 	<ul style="list-style-type: none"> - Proposal content in new business development - Capacity statements - KM Portal - Success Stories - Program Reports - Sharing at annual workshops or meetings hosted by Counterpart International 	<p>program's PMEP, the primary management document for M&E</p> <ul style="list-style-type: none"> - Pilot country for Counterpart International so greater focus / support and new learning from HQ - USAID interest in using framework to inform program evaluations. USAID/Washington involvement with greater focus on learning across LWA. - Two Counterpart program staff currently on CADRE in Egypt very interested and committed to the learning agenda, see its benefit in bringing the program partners and components together under a shared vision <p>Inhibitors:</p> <ul style="list-style-type: none"> - Different Partners that we haven't been able to effectively engage due to slow start up and staff not available in Cairo - New staff that will come on board later who weren't a part of the learning agenda's development. Needs to be introduced to all stakeholders and give them a chance to come up with their own questions or ideas so they don't feel this is forced on them. - May lose momentum given registration issues and slow to start-up program.
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Annex I – Learning Questions & Sub-Questions:

1. Community Level: What impact, if any, is the program having on Egyptian citizens', organizations', and networks' engagement in the ongoing political process in Egypt? Are they participating more in political processes, civic affairs, or social cohesion / integration efforts? Are they influencing government policies or services in some way? If there has been an impact, what strategies have resulted in a positive impact? What strategies have proven ineffective – either resulting in no impact or negative impact?
 - a. Leader level:
 - i. What impact does the program have on specifically changing women's behavior to more actively participate in the ongoing political process?
 - ii. How, if at all, do initiatives focused on individual women's leadership result in gains for women writ large?
 - b. CSO level:
 - i. What type of CSO has the greatest influence on government policy and why? Service delivery organizations, advocacy organizations, or organizations that do both?
 - ii. How, if at all, are organizations better able to handle political transitions as a result of their participation in the capacity building portion of the program? How do organizations maintain or increase their resilience? Or put another way: what civil society strategies are most successful in dealing with current legal environments?
 - c. Network level:
 - i. Are networks under the program activated? What is their impact? What is the difference, if any, in impact of work done under the program by organizations vs. networks of organizations?
2. Are there minimum enabling environment requirements that CSOs need to have an impact on civic participation or government policy / service delivery? What would the minimally permissive environment look like? What beyond a sufficient / minimum enabling environment is needed to get people engaged in the political process?
3. How does the program impact CSO service provision, if at all? What causes this impact?