Performance Monitoring Plan for

USAID/Croatia

Prepared by: Management Systems International (MSI)

Harry Carr
Tom Zalla

With: USAID/E & E
Rita Hudson
Ron Sprout
Liz McKeon

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Attachments:

A. Overview of the Performance Monitoring Plan (PMP)

1. The Purpose of the PMP

USAID's Center for Development, Information and Evaluation (CDIE) describes the purpose of a PMP, in its *Performance Management Toolkit – A Guide to Developing and Implementing Performance Monitoring Plans*, in the following way.

> A PMP is a performance management tool used by an Operating Unit and Strategic Objective (SO) Team to help plan and manage the process of assessing and reporting progress towards achieving a Strategic Objective. It is a critical tool for ***planning, managing and documenting*** how performance data is collected and used. A PMP contributes to the effectiveness of the performance monitoring system by assuring that ***comparable*** data will be collected on a ***regular and timely*** basis.

Paraphrasing CDIE's definition, since the Annual Review process has recently been modified, the PMP serves to:

- ➢ Define specific performance indicators for each SO and IR, determine baselines and set targets;
- ➢ Incorporate relevant data collection requirements into activities and obligation agreements; and
- ➢ Communicate expectations to partner institutions responsible for producing the outputs intended to cause measurable change in performance.

According to the ADS Guidance on PMP Elements (ADS 201.3.4.13), a PMP must contain to following:

- ❑ Detailed description of performance indicators to be tracked;
- ❑ Source, method and schedule for data collection and assigned responsibility for data collection to a specific office, team or individual;
- ❑ Description of known data limitations, the significance of the limitations and planned actions to address these limitation; and
- ❑ Description of quality assessment procedures that will be used for verifying and validating the measured values of actual performance.

The USAID/Croatia Performance Monitoring Plan follows these requirements. The Mission has chosen to track the performance of its program at three levels: the level of strategic objectives, the level of intermediate results and the level of sub-intermediate results. The third, sub-IR, level is the highest level of achievement tracked by the Mission's Implementing Partners and their projects. Thus, the PMP includes the highest level of activity performance measurement. In taking this extra step – of including the sub-IR activity level performance indicators – the Mission is ensuring a close causal relationship or "bond" with the Mission program results.

The Croatia PMP does not, at the time of its preparation, contain baseline data for all indicators as some activities were being initiated at the time and baselines had not yet been gathered. For these indicators, therefore, targets were either estimated with the intention of finalizing them once baselines were gathered or they have not been included. In most cases baselines and targets have been set from the PMP's initial preparation.

The Croatia PMP has been formulated in a facilitated process directed by each SO Team Leader and in close consultation with and agreement between the Facility Managers and the Implementing Partners.

2. The Format of the Croatia PMP

The PMP describes, in sub-sections B.1 and B.2, the Croatia Mission's goal and the strategic objectives it has formulated for achieving that goal. The results framework is then presented graphically while the performance indicators for each SO are shown in matrix form.

In Section C each strategic object is described in terms of the activities being carried out to achieve each SO. Each SO sub-section also has a graphic presentation of its results framework as well as a listing of the indicators used to measure that performance. At the end of each SO sub-section is a statement of "critical assumptions" given in the Croatia Strategic Plan. In tracking the performance of the Mission against its performance indicators it is also important to track the critical assumptions and the extent to which they apply or do not apply over the course of the Strategic Plan.

Following Section C, in Attachment A, each performance indicator is presented in a Performance Indicator Reference Sheet with the following categories of information:

- The strategic objective and intermediate result to which the indicator applies;
- The performance indicator itself;
- A precise definition of the indicator, showing what exactly is meant by the words in the indicator and how it will be measured, including its unit of measurement and the levels at which it will be disaggregates if applicable;
- The source method for gathering data on the indicator as well the frequency with which data will be gathered and responsible party in the Mission for obtaining the information;
- If there are any limitations or foreseeable weaknesses to the indicator, they will be described along with actions the Mission can take to mitigate or diminish those limitations;
- Any "next steps" which need to be taken in defining or measuring the indicator are described at the end under "Other Notes".

Finally Attachment B contains the Performance Data Table showing the baselines and targets for each year of the strategy's life for each individual indicator. Since the PMP was prepared in year two of the strategy – March of 2002 – generally 2001 is taken as the base year for which baseline data values are shown when available. In some cases the base year is 2000. If a project ends before 2005 target values are shown for post-project years if data can be gathered by the Mission without the Implementing Partner and if the Mission believes that measurable performance is still identifiable, that is if the Mission believes impact is still measurable. In all cases, the last year for which performance data are to be gathered is 2005, the final year of the strategy.

B. USAID/Croatia Results Framework

1. Mission Goal

USAID's overarching goal for Croatia in this strategic planning period is the development of a fully democratic society and productive market economy that together serve as a cornerstone for prosperity and stability in the region. There are four preconditions for Croatia to achieve this goal, each of which corresponds to one of USAID/Croatia's Strategic Objectives. The first is the development of conditions that foster competition and constantly increasing productivity, innovation and job creation in a vigorous private-sector led economy. The second, no less important, is the building of a transparent, accountable and effective political system at central, regional and local levels that is responsive to citizen needs and fundamental principles of democracy and human rights. Third is an application of those principles to the return and sustainable reintegration of all refugees and displaced persons who wish to reclaim their original homes and resume their productive lives in Croatia, in accordance with the Dayton and Erdut Agreements. Fourth and final is the mitigation of adverse social impacts of these multiple changes, in order to improve living conditions and sustain the political will so necessary to the transition process.

2. Mission Focus

Each Strategic Objective is believed to be achievable within the planning period considering the projected resources available and USAID's capacity to attain necessary results.

SO 1.3, Growth of a Dynamic and Competitive Private Sector, is the first and (in resource terms) most significant new strategic priority in the Mission's portfolio. Its focus will be on promoting competitiveness and private enterprise development, particularly small and medium enterprises (SMEs). Assistance provided to privatization of state-owned assets and to fiscal reform will encourage a competitive market environment and reduce the current public-sector dominance of the economy.

SO 2.1, More Effective Citizen Participation and Improved Governance, will focus most of its resources and attention on development of good governance at all levels. A particularly important dimension is support to increasing local government capacity, as many public functions and authorities are expected to be devolved to the local level. Development of a strong civil society and independent media will remain central to this objective.

SO 3.1, Accelerated Return and Sustainable Reintegration of War-Affected Populations, is a continuing objective that can be measured by easily quantified results. However, under this Strategy, the emphasis will shift toward a comprehensive community-based approach that will bring a critical mass of assistance with infrastructure reconstruction, economic revitalization efforts, community-building and legal aid in communities that welcome and contribute toward the return of minority citizens to their towns and their homes. A second important change will be the increased use of market mechanisms and economic incentives to support the return and reintegration process. This objective will be phased out beginning in the third year of the planning period if conditions warrant.

SO 3.4, Mitigation of Adverse Social Conditions and Trends, is a new objective that relates closely to the other three. Undertaken as a result of increased resources made available to USAID/Croatia recently by the Congress, this SO will be modest in terms of resources but will leverage change and investment in the social transition in important ways. Addressing the central need for job creation, the objective will support a tripartite initiative of Government, employers and workers to find fair and effective solutions to unemployment problems and other labor-related issues. Reform of labor regulations appears to be a particular need. Pension reform will be a second focus. Smaller initiatives will address the special problems of vulnerable groups, particularly those affected by HIV/AIDS and trafficking. In the latter part of the planning period, this objective may assume responsibility for the final stages of work with minorities and returning refugees.

The Mission's Results Framework at the SO level is shown graphically on the following page.

3. Basic Assumptions for Strategic Success

A number of conditions beyond the sphere of USAID's control must be met or maintained in order to achieve successful results in this Strategy. These are necessary for an appropriate political and economic environment that supports attainment of all Strategic Objectives. Lower-level assumptions are identified in Part II in the discussion of individual SOs. Strategy-wide assumptions are:

- Peace will prevail in the states of the former Yugoslavia, with no conflicts or outbreaks of hostilities in the region, and democratic transition will advance in post-Milosevic Serbia.

- Transition in the political process and the economy will continue through normal processes inherent in open societies and markets.

- The governing coalition in Croatia will remain intact or, if changed, will continue its commitment to democracy, human rights and a market-oriented economy.

- No major external economic shocks will occur.

- Croatia will sign a Stabilization and Association Agreement with the European Union, thereby opening its economy and Government to the new opportunities, resources and international obligations that come with candidacy for EU accession.

- The Government will maintain its policy to comply with the Dayton and Erdut agreements and its commitment to cooperate with the International War Crimes Tribunal.

STRATEGIC FRAMEWORK

GOAL

A Democratic Society and Productive Market Economy that Serve as a Cornerstone for Prosperity and Stability in the Region

SO 1.3

Growth of a Dynamic and Competitive Private Sector

SO 2.1

More Effective Citizen Participation and Improved Governance

SO 3.1

Accelerated Return and Sustainable Reintegration of War-Affected Populations

SO 3.4

Mitigation of Adverse Social Conditions and Trends

C. Mission Performance

1. Strategic Objective 1.3 – Growth of a Dynamic, Competitive Private Sector

<u>**Activities**</u>

- **Fiscal Reform**

USAID is supporting two advisors working in the Ministry of Finance to support restructuring of the GOC's fiscal operations. One advisor focuses on the new government accounting (SAP) system and the forthcoming shift to a single Treasury from the current widely scattered and uncontrolled revenue and expenditure functions. The other is focusing on decentralization of fiscal authority and responsibility to sub-national units of government. Both advisors coordinate their work very closely with that of two U.S. Treasury advisors, also assigned to the Ministry of Finance, who focus on budget and tax questions.

Implementation of the new SAP automated accounting system is a significant step forward in GOC budget and expenditure management. The next significant milestones will be implementation of the single Treasury account, inclusion of extra-budgetary funds into the SAP system, and improvement of cash and debt management. These should take place in the second half of 2001.

On fiscal decentralization, the GOC plans to take the first step by devolving limited responsibility for some local services (e.g. maintenance and materials costs in the health and education sectors) to local governments in the second half of 2001. The mechanisms for transferring from the central government the necessary fiscal resources for those services are currently being considered.

- **Privatization**

The objective of this activity is to enhance the capacity of the Croatia Privatization Fund (CPF) to execute its mandate to prepare approximately 1500 state-owned enterprises (or shares thereof) for restructuring, sale and/or liquidation. The first phase of this work, involving one long-term advisor supported by several intermittent short-term experts, which ended May 15, 2001. The CPF has requested follow-on assistance, which USAID plans to put into place by July 2001 following a competitive procurement. The new activity will include a major component focused on Agrokombinate restructuring and privatization in concert with the request for assistance received from the Ministry of Agricultural, the controlling entity, along with the CPF. The new activity will provide assistance for enhanced investor outreach and a public education program to address the social issues in rural areas and isolated opposition to private ownership in the agricultural sector. The CPF has moved over the last several months to consolidate the portfolio of SOEs and begin to build privatization momentum. Over 300 insolvent enterprises have been moved into bankruptcy, and the shares of several hundred enterprises in which the State holds only minority interests have been moved to the stock exchange for sale. An international tender process is underway for the sale of 56 enterprises (primarily in the tourist sector) that are insolvent but may be attractive for investors. The CPF has also moved forward with the sales of a few of the larger and more attractive enterprises (e.g. Excelsior Hotel in Dubrovnik). A major offering of assets in the tourism sector is under development and planned for market presentation at the end of the 2001 tourist season.

- **Commercial Law Reform**

Following an assessment of Croatia commercial law performed in March 2000, USAID began a short-term program of technical assistance that included: (1) preliminary work toward modernization of systems for protecting property rights, focused on the Land Registry within the Zagreb Municipal Court; (2) initial effort to develop a registry for secured transactions; and (3) assessment of bottlenecks in the Company Registry within the Zagreb Commercial Court. This phase ended in April 2001 and is followed by a larger program to be carried out in close collaboration with the World Bank. The new commercial law reform program will continue in the focus areas and add significant technical assistance to six commercial courts aimed at improving court and caseload management and eliminating years-long litigation delays. Outputs form the USAID program, such as process flow refinement and workload management will directly feed into requirements documentation that will be needed for the Ministry of Justice to procure the facilitating automation software with their World Bank loan.

- **Small and Medium Enterprise Development**

A competitive SME sector is viewed as critical to future job creation and economic growth. The sector is currently small and weak. A recently completed assessment recommended a two pronged approach designed to improve Croatia's competitiveness with the overall goal of increasing employment and investment. USAID is currently implementing a strategic competitiveness initiative, which will promote public/private dialogue to address barriers to competitiveness in selected sectors (e.g. information technology and tourism). A second activity will build entrepeneurship, marketing, business planning, and financial management skills in the SME sector by building the capacity and outreach of existing local business consulting firms, improving SMEs' access to credit, and most significantly, expanding Croatian businesses use of recognized European and International market standards. The latter will be mobilized in late-summer, 2001 after a competitive procurement.

- **Energy Sector Restructuring**

In response to requests from the Ministry of Economy and the Croatian Electricity Company (HEP), USAID is assisting both entities as they develop legislation and an action plan for unbundling and eventual privatization of HEP and establishment of an independent regulatory authority and a competitive regional power market. USAID assisted in drafting of a package of 5 major energy sector laws currently under consideration in the National Assembly. Starting in September a full time USAID-funded advisor will be providing technical assistance to the independent regulatory authority on implementing regulations and institutional development. This activity dovetails with the regionally-funded Stability Pact power-sector reintegration effort. Future activities may include energy efficiency improvement at the municipal level, with emphasis on schools, hospitals and district heating.

- **Bank Supervision**

Resuming a focus on the financial sector that existed in the USAID/Croatia program until 1997, when it was suspended due to lack of political will on the part of the HDZ Government, USAID is providing assistance to the Croatian National Bank in the areas of both onsite and offsite bank supervision. A new long-term contract should be in place by July 1. The new activity will focus specifically on development of an offsite supervision manual, consolidated supervision, computerized off-site supervision reporting and Early Warning Systems.

- **Competitiveness**

To be competitive in global and regional markets, Croatia needs to improve both its microeconomic foundations for indigenous business development and its attractiveness to foreign investors. Business leaders are best positioned to identify barriers and to advocate legislative and policy changes to eliminate them. Thus, USAID is supporting the work of a new Croatian Competitiveness Council made up of top Croatian business leaders in carrying out a dialogue with Government leaders on an agenda for change. The program is also working with key industry "clusters", including tourism and information communications technology, in order to help them undertake strategic actions aimed at better positioning themselves in the market.

- **Economic Policy Assistance to the Deputy Prime Minister**

In response to a direct request from the Deputy Prime Minister who is the senior-most person in the Government responsible for economic policy, USAID is providing him with a long-term advisor who contributes analysis and critical evaluation of policy options on a wide range of economic restructuring issues.

The Results Framework for SO 1.3 is shown in graphic form on the following page. The Intermediate Results for SO 1.3 and the indicators selected to measure performance against them are shown in matrix form on page 10.

Critical Assumptions

- The Government remains stable with a continuing commitment to economic reform
- The GOC and USAID development partners implement currently envisioned programs in critical reform areas
- The GOC continues on its path toward EU accession, and signs a Stabilization and Association agreement in the near future
- There are no large external economic shocks

Next Steps

Several indicators for SO 1.3 require relatively timely macro data. These include percentage of GDP arising from the private sector, private sector share of employment, increased percentage of GDP arising from the SME sector, and increase in total investment. In this PMP we have relied on secondary sources, some of which remain to be confirmed as to availability on a regular basis in a consistent format with a consistent definition over time. This has required some compromises with respect to precision of the indicator, timeliness of availability, and possibly, consistency over time. The major part of the problem arises from how data on the private sector must be compiled from government data sources.

Apparently, the only way to separate data on the private sector from other data in the national accounts is manually and crudely. Croatia has many companies, large and medium, where Government is a shareholder. Information on capital structure does not appear among the data sent quarterly to ZAP, the entity responsible for tax administration and preparation of the national accounts. Companies where Government is the only shareholder or the largest shareholder are known and can be specifically listed for electronic grouping, but it would be very difficult, as we understand it, to isolate all companies in which government has an interest. That may not even be desirable. Once the government is a minority shareholder one might assume the company takes on attributes more like private sector companies than public companies.

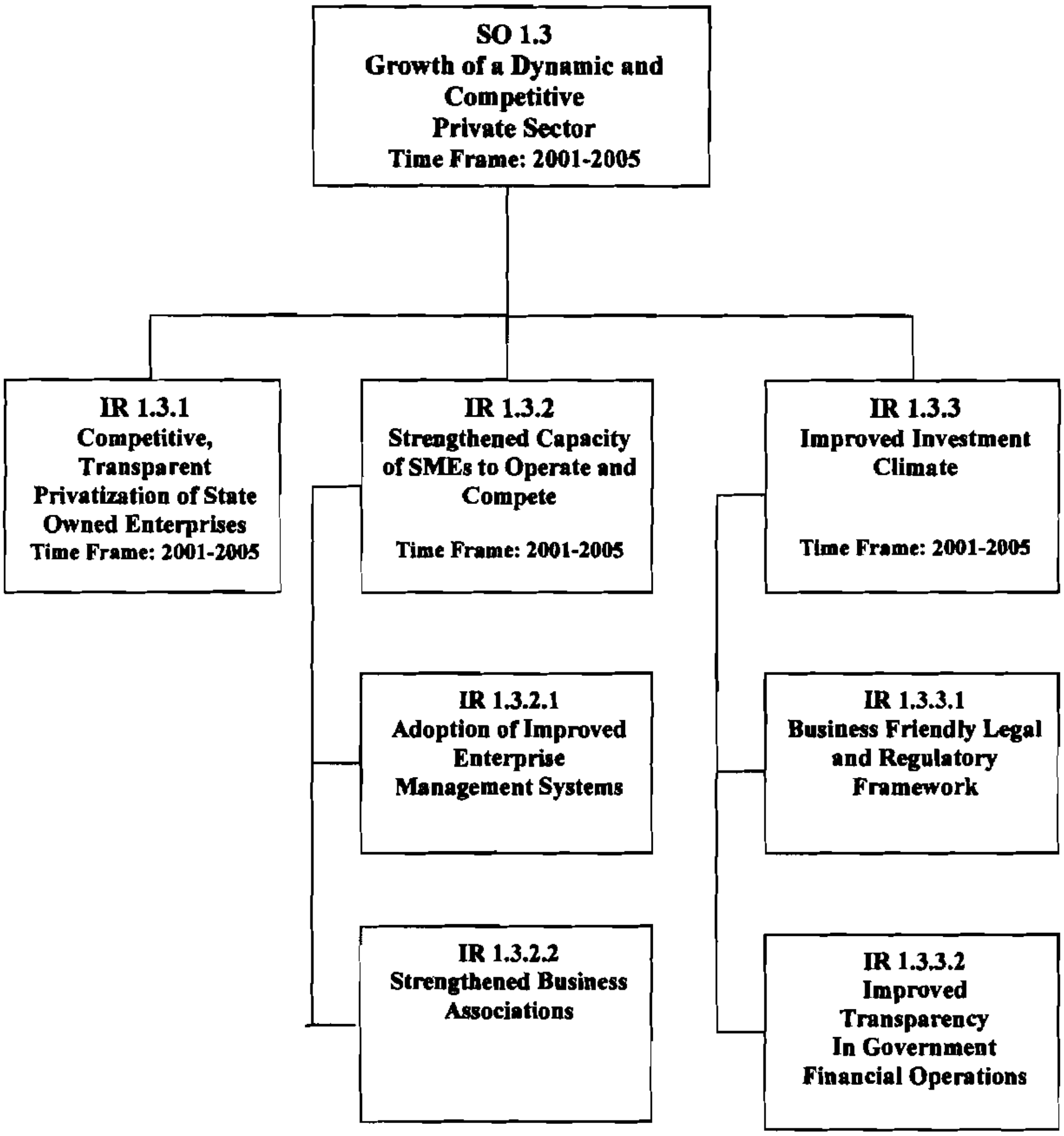
Whatever system is used to isolate companies identified as public, in the USAID definition of the term, they must be tagged manually for separation in any public/private aggregations. The private sector is then, by definition, what remains. This is, apparently, the process that is used when preparing data on private sector activity in Croatia.

The PMP team has contacted the Head of Sector for National Accounts at the Central Bureau of Statistics (Currently Ivan Sutalo, 385 1 6159 291) and has asked whether the CBS would be willing to tabulate private sector share of GDP for USAID. According to Mr. Sutulo these data could be available within 9-12 months following the end of the calendar year to which they pertain. Mr. Sutalo has agreed to provide the data if available, but needs to clarify whether he can, in fact, do this.

An alternative source for these data may be ZAP directly. Company data are reported to ZAP within a month following the end of a quarter. Because how the VAT operates, coupled with remnants of a centralized economy, revenue, profits and expenses are reported quarterly by all entities to ZAP, and assets and employment are reported annually. We have not been able to assess the extent to which ZAP is willing to use its database to produce the types of data required for the two GDP and one SME indicator. However, it certainly has the potential to prepare whatever aggregations and breakdowns USAID needs for its performance indicators, on a quarterly basis.

A third source of ***known*** availability for these data is ZAPI, a Croatian business intelligence firm that has on its computers a nearly complete set of the ZAP data from which it routinely produces business intelligence reports. The database includes over 140,000 registered companies and 120,000 craftsmen, not all of which are economically active. Information for each company includes reporting classification, number of employees, total assets by year, total revenue by quarter, financial profits and most of the data in the ZAP database. Because of the database structure, it is very easy to define a query and produce results in less than a day. From the ZAPI database it should be possible to produce a breakdown of the national accounts (or data that represent 95% of GDP) by size of firm (as defined by employment, amount of assets, revenue, etc.), public or private, or any other way. As with ZAP and the Central Bureau of Statistics, ZAPI would have to identify and separate specific firms known to be public sector firms (i.e., parastatals in the U.S. sense, as opposed to limited liability companies in the Croatian sense). Both the ZAP and ZAPI data could, potentially, produce a public versus private sector breakdown for any sector or group of firms (SME) within two months of the end of a quarter.

Asking CBS for GDP data relating to a private sector breakdown will place decisions over the firms to be included in the private versus public sectors largely outside of USAID control. Given that public companies are not defined in the same way in Croatia as by USAID, there may be some confusion in how to group companies as the instructions pass from the top to the individuals actually creating the aggregations at CBS. There is also a good possibility that the data will be recompiled annually by personnel who change, making it difficult to ensure that procedures for aggregating the data remain consistent from one year to the next. Ability to control aggregation procedures much more closely is a good reason to access these data through ZAPI rather than CBS or ZAP directly.


SO 1.3
Growth of a Dynamic and Competitive Private Sector
Time Frame: 2001-2005
IR 1.3.1
Competitive, Transparent Privatization of State Owned Enterprises
Time Frame: 2001-2005
IR 1.3.2
Strengthened Capacity of SMEs to Operate and Compete
Time Frame: 2001-2005
IR 1.3.3
Improved Investment Climate
Time Frame: 2001-2005
IR 1.3.2.1
Adoption of Improved Enterprise Management Systems
IR 1.3.3.1
Business Friendly Legal and Regulatory Framework
IR 1.3.2.2
Strengthened Business Associations
IR 1.3.3.2
Improved Transparency In Government Financial Operations

Intermediate Result Strategic Objective/	Performance Indicator	Source of Data
SO 1.3 – Growth of a Dynamic and Competitive Private Sector	(1) Increased percentage of GDP arising from the private sector	EBRD Transition Report
	(2) Increased private sector share of employment	EBRD Transition Report
IR 1.3.1 – Competitive, Transparent Privatization of State-Owner Enterprises	(1) Number of entities offered for sale by the Privatization Fund (a) Value of cash received for privatized entities (b) Value of debt assumed by buyers of privatized entities (c) Value of investment commitments made by buyers of privatized entities	Privatization Fund Tender Registry
IR 1.3.2 – Strengthened Capacity of SMEs to Operate and Compete	(1) Increased percentage of GDP arising from the SME subsector	Central Bureau of Statisitcs Ministry of SME
IR 1.3.2.1 – Adoption of Improved Enterprise Management Systems	(1) Increase in consulting sales by USAID trained consultants	CEP COP Reports
	(2) Increase in revenue among USAID assisted industry clusters	CCI COP Reports
IR 1.3.2.2 – Strengthened Business Associations	(1) Increased number of people trained in courses conducted by USAID-assisted industry associations	CEP COP Reports
IR 1.3.3 – Improved Investment Climate	(1) Increase in total gross investment (2) Improved credit rating for Croatian sovereign debt	Central Bureau of Statisitcs Bradynet.com
IR 1.3.3.1 – Business Friendly Legal and Regulatory Framework	(1) Reduced average time to process comercial disputes	Commercial courts of Split
	in selected commercial courts	and Osijek
	(2) Reduced average time required to register land transfers in ZLR	ZLR - Zaghreb Municipal Ct.
	(3) Number of legal and regulatory barriers to investment removed	FIAS Steering Committee
IR 1.3.3.2 – Improved Transparency (and/or efficiency??) in Government Financial Operations	(1) Increased local government expenditures as a percent of total general government spending	Ministry of Finance
	(2) Improved Index of Sound Financial Management at the Treasury	KPMG/Barents
	(3) Publically disseminated program budget documents produced by Ministries	KPMG/Barents

2. SO 2.1 – More Effective Citizen Participation and Improved Governance

Activities

- **Civil Society (Non-Governmental Organizations)**

USAID programs improve the environment in which NGOs operate by supporting legal reform, including tax reforms to increase charitable contributions; providing technical and financial assistance to NGOs to enhance management, financial sustainability, and policy advocacy skills; and assisting NGO support organizations that, in turn, strengthen small, grassroots NGOs. Cro-NGO, a new three-year, $6 million activity, will build capacity in these areas while stimulating the expansion of grassroots community initiatives. With USAID assistance, NGOs have made significant progress in forging relationships with local governments, business communities, labor unions and the media.

- **Media**

The ProMedia II Program aims to strengthen the diversity, effectiveness, and financial viability of independent media by expanding the business skills, as well as the technical and capital resources, of independent media outlets and the TV and radio networks they have formed with USAID assistance. ProMedia II provides advice on legal reforms to guarantee freedom of the press; assists independent media outlets and journalists with training, grants and technical assistance; strengthens media associations; and facilitates the further development of independent broadcast media. This year CCN, the USAID-assisted independent television network, garnered two of the Croatian Journalists' Association's most prestigious awards: best television program (for the daily news program "Vijesti dana") and for best investigative report.

- **Local Government Reform**

The Local Government Reform Program (LGRP) assists local governments to reform in order to keep pace with the demands of Croatia's current fiscal decentralization efforts and the devolution of authorities from the central government to local governments. The LGRP provides assistance in local economic development strategic planning; provides financial analysis software and training to improve fiscal management; helps create systems to promote better asset management; and increases citizens' participation in local government affairs. The Program also provides advice to the GOC on policy issues pertinent to local government reform and strengthens the Association of Cities and Municipalities. Financial analysis software developed by Urban Institute has been adopted by the Croatian Ministry of Finance as its standard for municipal budgeting.

- **Political Processes**

USAID's assistance to Croatia's new Government, the Sabor, and the coalition parties focuses on helping the government and its representatives communicate more effectively internally and with constituents; increasing the professionalism of parliament; enhancing the responsiveness and accountability of parliamentarians, to their constituents, and parties to their members; and strengthening local party branches to increase citizen participation at the local level. Assistance has also included survey research to assist parties in defining their goals for campaigns leading to Croatia's recent local elections.

- **Rule of Law/Judicial Reform**

USAID assistance promotes judicial reform by assisting the Ministry of Justice and the Zagreb Municipal Court to increase efficiency, address case backlogs, and introduce automation. USAID addresses the need for judicial training through the ABA/CEELI Croatia program that funds workshops and conducts training for judges and other practitioners and supports continuing legal education. Assistance has also been provided to strengthen the Association of Croatian Judges as a more effective advocate for legal reform.

The Results Framework for SO 2.1 is shown in graphic form on the following page. The Intermediate Results for SO 2.1 and the indicators selected to measure performance against them are shown in matrix form on page 14.

Critical Assumptions

- The Croatian economy will continue to grow in real terms by at least 3.0 percent annually, enabling CSOs, associations and other private institutions to become sustainable.

- By the end of 2001, new legislation will be enacted that devolves some fiscal and political responsibilities to local governments. By mid 2002, local governments will be able to take advantage of new legislation to generate and expend at least 70 percent of their revenues.

- The EU accession process results in assistance to reform the judiciary, state-broadcast media, and local government, beginning in 2002.

- The GOC introduces judicial reforms in systematic fashion. These reforms conform to EU/Council of Europe standards.

SO 2.1
More Effective Citizen Participation and Improved Governance

- **IR 2.1.1 More Effective Citizen Participation in Political and Economic Decision-Making**
  - **IR 2.1.1.1** Enhanced Enabling Environment for Growth of Effective CSOs and NGOs
  - **IR 2.1.1.2** Community-Based Civic action programs Expanded/Implemented
  - **IR 2.1.1.3** Improved Capacity of the NGO Sector
  - **IR 2.1.1.4** Strengthened Political Parties to be Open, Inclusive and Representative of Citizens

  Partners:
  AED
  IREX
  Urban Institute
  NDI
  STAR
  GOC
  ICNL

- **IR 2.1.2 Sustainable and Balanced Commercial Media**
  - **IR 2.1.2.1** Journalists' Professional Standards Improved
  - **IR 2.1.2.2** Management and Business Capacity of Media Organizations Strengthened

  Partners:
  IREX
  NUT
  CCN
  CJA

- **IR 2.1.3 More Efficient and Responsive Selected Governance Systems**
  - **IR 2.1.3.1** Local Government Capacity to Manage Resources Improved
  - **IR 2.1.2.3** Court Administration Modernized to Support More Efficient and Responsive Judiciary

  Partners:
  Urban Institute
  Demo. municipalities
  NCSC
  MOJ
  Zagreb Municipal Court

Intermediate Result Strategic Objective/	Performance Indicator	Source of Data
SO 2.1 -- More Effective Citizen Participation and Improved Governance	Weighted Composite Measure of IR 2.1.1, IR 2.1.2 and IR 2.1.3	See below
IR 2.1.1 -- More Effective Citizen Participation in Political and Economic Decision-Making	(1) Increased citizen action taken on issues of local and national importance	CroNGO project records
IR 2.1.1.1 -- Enhanced Enabling Environment for Growth of Effective CSOs	(1) Improved rating of Croatia on NGO Sustainability Index -- Legal Framework	NGO Sustainability Index
IR 2.1.1.2 -- Community-Based Civic Action Programs Expanded/Implemented	(1) Increased number of CSO small grants in execution	CroNGO records
	(2) Increased value of CSO small grants in execution	CroNGO records
IR 2.1.1.3 -- Improved Capability of the NGO Sector	(1) Improved rating of Croatia on NGO Sustainability Index -- Organizational Capacity	NGO Sustainability Index
IR 2.1.1.4 -- Strengthened Political Parties to be Open, Inclusive and Representative of Citizens	(1) Increased participation of women and youth in targeted political parties	Implementing Partner (NDI) records
	(2) Increased voter outreach events and membership drives or other recruitment measures conducted by targeted political parties	Implementing Partner (NDI) records
IR 2.1.2 -- Sustainable and Balanced Commercial Media	(1) Decreased rating of Croatia on the Overall Average for media sustainability	IREX Media Sustainability Index
	(2) Freedom House Press Freedom Survey	Freedom House
	(3) Increased rating for Croatia on the MSI Attribute 3: Multiple news sources provide citizens with reliable and objective news	IREX Media Sustainability Index
IR 2.1.2.1 -- Journalists' Professional Standards Improved	(1) Decreased rating for Croatia on the MSI Attribute 2: Journalism meets professional standards of quality	IREX Media Sustainability Index
IR 2.1.2.2 -- Management and Business Capacity of Media Organizations Strengthened	(1) Decreased rating for Croatia on the MSI Attribute 4:Independent media are well-managed businesses, allowing editorial independence	IREX Media Sustainability Index
IR 2.1.3 -- Greater Efficiency in and Responsive of Selected Governance Systems	(1) Increased incidence of citizen task force recommendations reflected in EDSP and in local government budgets	Task Force meeting reports, EDSPs and budgets
	(2) Increased use of existing and new public feedback mechanisms to local government	Public hearings, task forces, computer polling, website, hits
	(3) Decreased average time for case disposition at the ZMC	Case Management System
IR 2.1.3.1 -- Local Government Capacity to Manage Increased	(1) Increased number of local governments using a program/budget practice and format	FAM budget module of the LGRP
IR 2.1.3.2 -- Court Administration Modernized to Support more Efficient and Responsive Judiciary	(1) Increased annual case dipositions per assisted ZMC division (2) Number of case management system software modules developed and installed	Case Management System ZMC/NCSC Project records

3. SO 3.1 – Accelerated Return and Sustainable Reintegration of War-Affected Populations

USAID assistance to the return and reintegration of refugees and displaced persons has been significantly expanded in terms of resources and the types of activities that will be implemented. The geographic scope of USAID assistance has been narrowed to assure that resources are concentrated to bring about sustainable reintegration.

Activities

- **Economic and Community Revitalization Activity (ECRA)**

USAID's new program of economic revitalization in the war-affected areas focuses on: 1) community-based economic programs that create jobs and output; (2) increasing community reintegration in return areas; (3) increasing the rate of cross-border returns, and (4) improving access to housing for returnees, displaced persons and "settlers" using market-based approaches. ECRA will also support legal assistance for returnees. Assistance under ECRA will be closely coordinated with CIRP; both activities will concentrate on the same group of municipalities. ECRA activities will be funded through competitive sub-grants to U.S. and Croatian NGOs managed by implementing partner Mercy Corps International. The housing component will be addressed by Urban Institute.

- **Community Infrastructure Rehabilitation Program (CIRP)**

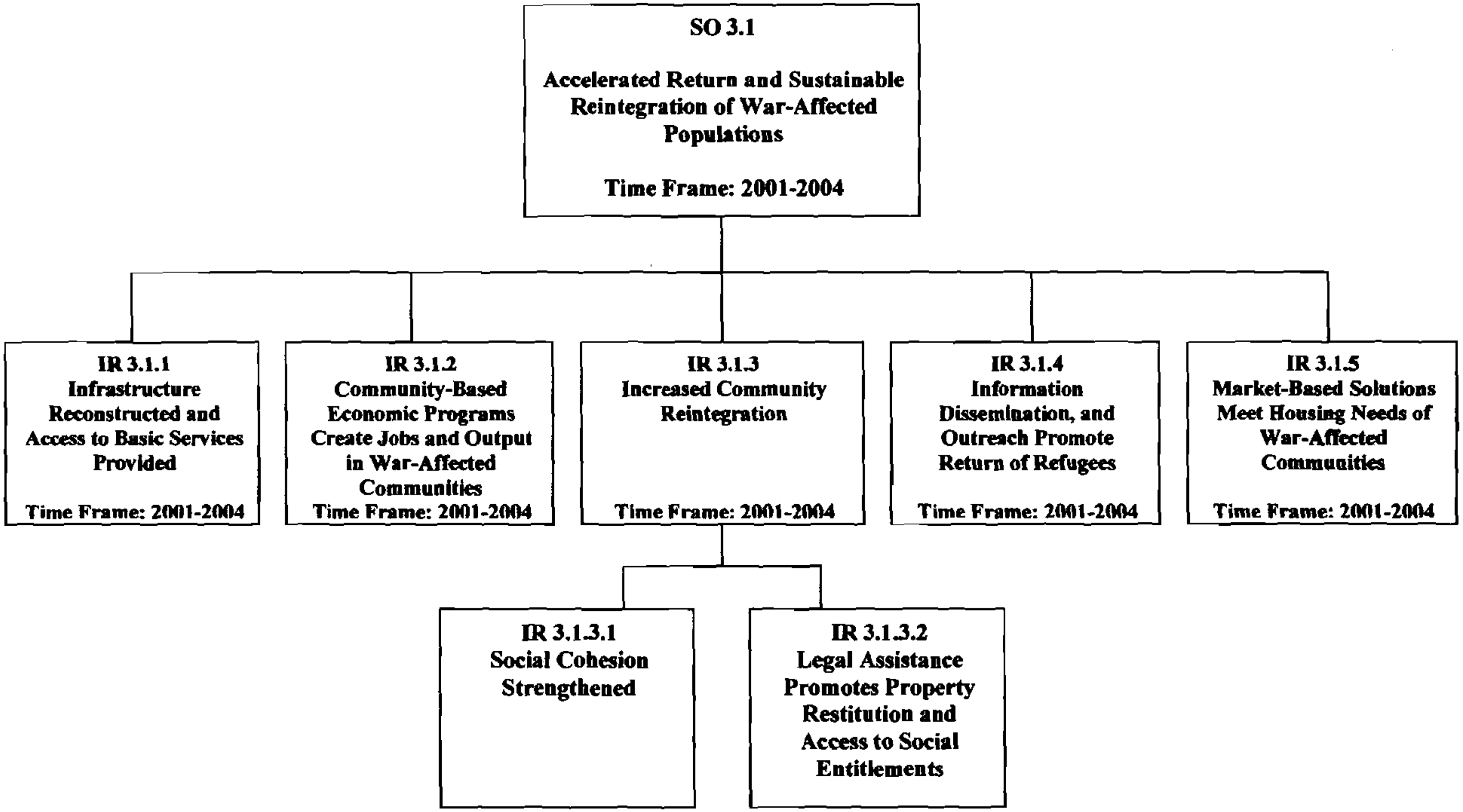
A new and expanded infrastructure repair program focuses on the reconstruction of municipal infrastructure (electricity, water and wastewater facilities, markets, public buildings such as schools, community centers and clinics) to support the return and reintegration of displaced persons and refugees in Croatia's war-affected areas. It will concentrate on projects in up to 15 municipalities that have demonstrated a willingness to support the return and reintegration of ethnic minorities by entering into a partnership agreement with USAID. A major part of this activity is being implemented in close coordination with the Croatian Electricity Company (HEP) and focuses on the rehabilitation of electricity distribution networks serving war-affected towns and villages. USAID funds for CIRP are enhanced by HEP's cost-share agreements with USAID.

The Results Framework for SO 3.1 is shown in graphic form on the following page. The Intermediate Results for SO 3.1 and the indicators selected to measure performance against them are shown in matrix form on page 17.

Critical Assumptions

- Funding: USAID funding for return and reintegration will continue at present levels for two years and decrease slightly for the last two years of this Strategy (FY 2001-2004).

- Return trends: Return levels will continue at or above the present pace for the coming two years, but level off afterwards. The security situation will continue to be relatively stable in ethnically mixed areas, with only minor harassment of minority returnees. Croatia's relations with its neighbors FRY and Bosnia will remain stable or improve and borders and transport linkages will become more open, facilitating freedom of movement and the


SO 3.1
Accelerated Return and Sustainable Reintegration of War-Affected Populations
Time Frame: 2001-2004
IR 3.1.1
Infrastructure Reconstructed and Access to Basic Services Provided
Time Frame: 2001-2004
IR 3.1.2
Community-Based Economic Programs Create Jobs and Output in War-Affected Communities
Time Frame: 2001-2004
IR 3.1.3
Increased Community Reintegration
Time Frame: 2001-2004
IR 3.1.4
Information Dissemination, and Outreach Promote Return of Refugees
Time Frame: 2001-2004
IR 3.1.5
Market-Based Solutions Meet Housing Needs of War-Affected Communities
Time Frame: 2001-2004
IR 3.1.3.1
Social Cohesion Strengthened
IR 3.1.3.2
Legal Assistance Promotes Property Restitution and Access to Social Entitlements

AR

Performance Indicator Reference Sheet

Strategic Objective: 1.3 Accelerated growth of Agribusiness Sector → Name SO.

Intermediate Result

Indicator: Number of new employees achieving sustainable employment status and number of underemployed workers who achieve sustainable employment status in assisted organizations and enterprises in economically distressed areas of Croatia.

DESCRIPTION

Precise Definition(s): The term *organizations and enterprises* include all those that receive financial or other types of assistance through RIEDA. As a result of the assistance they receive from RIEDA, many of these enterprises are expected to employ additional labor and/or increase the utilization of underemployed labor already being employed. *Sustainable* on farm *employment* is defined as employment which generates sufficient income to provide the individual a livelihood while sustainable off farm employment is defined as employment which provides a wage equal or greater than the Croatian minimum wage as provided by law. This indicator will include both on farm and off farm employment but ***will not*** include temporary or aggregated part-time employment.

Unit of Measure: Increase in employment over pre-assistance levels for each enterprise or individual assisted

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: When initiating contact with an enterprise to be assisted, DAI staff will gather employment data on potential clients prior to assistance being rendered. At the end of each 12-month period, DAI will update the employment data for each enterprise using the same methodology as used in the original contact,

Data Source(s): Data collected by DAI on RIEDA clients prior to and after receiving financial or other type of assistance, with annual or more frequent monitoring visits, as appropriate.

Frequency/Timing of Data Acquisition: Data will be gathered by DAI prior to receiving financial or other type of assistance and, at least annually thereafter, in time for inclusion in DAI Quarterly reports to USAID.

Responsible Individual(s) at USAID: Agricultural Specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: DAI will monitor the quality of data as they are being collected by the M/E staff.

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets: Employment in RIEDA assisted organizations and enterprises includes # of new employees added and # of underemployed persons who become sustainable employees (as defined above) as a result of growth of existing business and/or expansion of output moved into the food chain (ex. processors, wholesalers, distributors, etc.)

Baseline: 0

Targets: 2004: 300 2005: 350 2006: 430 2007: 450 2008: 470
Total: 2,000

January 22, 2003

Determination of ACE Cluster Indicators

1. All data for 2001 and 2002 are actual results from the Croatian Bureau of Statistics as presented in the table listing the Value of Purchased and Sold Agricultural, Forestry and Fishing Products for the following categories:

   - Raw cows milk
   - Pigs, live
   - Other vegetables, fresh or chilled

2. Outyear projections for 2003 and 2004 were calculated by USAID staff with projections for the period 2005 to 2008 calculated by ACE staff using the following criteria.

Raw cow's milk

a. Volume of milk produced increases by 4% to 5% per year
b. Price holds at 1.98 ku/kg for 2004, then drops gradually to 1.80 by 2008

Pigs, live

a. Volume of pork produced increases 5% per year from 2005 through 2007 and then declines by 3 percent in 2008
b. Price per meat unit is 18 lipa with average meat units of carcass hogs increasing from 52 in 2005 to 55 in 2008 with 85% of market producers selling on a meat unit basis from 2005 through 2008.

Other vegetables, fresh or chilled

a. Volume of produce marketed through formal channels increases by 25% in 2005, 27% in 2006 and 2007, and 29% in 2008.
b. Price remains at 3,000 kuna per mt over the period

USAID Agribusiness Growth Indicators

22-Jan-04

Overall Agribusiness Growth Indicator

Table 1, Increase in value of annual buyoff of selected agricultural products (expressed in thous HRK)

Buyoff Value	2001	2002	2003	2004	2005	2006	2007	2008
Target			1,436,296	1,564,748	1,662,003	1,740,334	1,799,369	1,890,270
Actual	1,227,615	1,440,539						

Source: Croatian Central Bureau of Statistics

Table 2, Increase in value of annual buyoff of Croatian "raw cow milk" (expressed in thous HRK)

Buyoff Value	2001	2002	2003	2004	2005	2006	2007	2008
Target			942,000	1,002,840	1,027,151	1,040,847	1,025,508	1,076,783
Actual	717,142	882,005						

Source: Croatian Central Bureau of Statistics

Table 3, Increase in value of annual buyoff of Croatian "live swine" (expressed in thous HRK)

Buyoff Value	2001	2002	2003	2004	2005	2006	2007	2008
Target value			430,000	481,538	534,390	571,900	611,825	604,460
Actual value	478,663	501,738						

Source: Croatian Central Bureau of Statistics

Table 4, Increase in value of annual buyoff of Croatian "other vegetables, fresh or chilled" (expressed in thous HRK)

Buyoff Value	2001	2002	2003	2004	2005	2006	2007	2008
Target			64,296	80,370	100,463	127,587	162,036	209,026
Actual	31,810	56,796						

Source: Croatian Central Bureau of Statistics

22-Jan-04

Construction of ACE Indicators

Dairy

Characteristic	2001	2002	2003	2004	2005	2006	2007	2008
Production (mt)	409,328	444,349	475,758	506,485	526,744	547,814	569,727	598,213
Price	1.75	1.98	1.98	1.98	1.95	1.90	1.80	1.80
Target value (thous ku)			942,000	1,002,840	1,027,151	1,040,847	1,025,508	1,076,783
Actual value (thous ku)	717,142	882,005						
Annual Change (mt)		35,021	31,409	30,727	20,259	21,070	21,913	28,486

4% annual marketing increase
2005 to 2007, 5% in 2008
Average price assumed to decline to EU levels

Swine

Characteristic	2001	2002	2003	2004	2005	2006	2007	2008
Production (mt)	67,907	66,599	59,722	63,970	67,168	70,527	74,053	71,831
Price	7.0	7.5	7.2	7.5	8.0	8.1	8.3	8.4
Target value (thous ku)			430,000	481,538	534,390	571,900	611,825	604,460
Actual value (thous ku)	478,663	501,738						
Annual Change (mt)		-1,308	-6,877	4,248	3,198	3,358	3,526	-2,222

Year	MU	Coverage
2003	50	0.8
2004	51	0.82
2005	52	0.85
2006	53	0.85
2007	54	0.85
2008	55	0.85

Horticulture

Characteristic	2001	2002	2003	2004	2005	2006	2007	2008
Production (mt)	12,724	18,932	14,288	26,790	33,488	42,529	54,012	69,675
Price	2.5	3.0	4.5	3.0	3.0	3.0	3.0	3.0
Target value (thous ku)			64,296	80,370	100,463	127,587	162,036	209,026
Actual value (thous ku)	31,810	56,796						
Annual Change (mt)		6,208	-4,644	12,502	6,698	9,042	11,483	15,663

25% marketing increase in 2005
27% marketing increase in 2006 & 2007
29% marketing increase in 2008

Average price assumed to remain constant
as quality and quantity increases to meet EU levels

G. **Expected results and Deliverables by component**

Work plan requirements and expected outputs over the life of the RIEDA project are described below along with first year deliverables to be completed for each component. Deliverables in subsequent years (2-4) will be specified in the Work Plan originally developed and modified annually as necessary.

Within 45 days of contract signing, the Contractor shall submit to USAID/Croatia, for approval, a work plan for activities under the contract for the four-year life of the contract. This work plan shall include a description of the principal tasks and assistance activities to be undertaken by the Contractor over the life of the contract under each project component, a proposed schedule for such activities, a listing of the principal counterparts for each proposed activity, and a description and estimate of the amounts of short-term expertise, training and other support resources that would be required to provide the assistance proposed.

The work plan shall also include a description of what each assistance activity or combination of activities is expected to accomplish and will indicate how and to what extent these accomplishments will contribute to the achievement of the overall targets and benchmarks for the project. It shall further include (as described below) a performance-monitoring plan, including success indicators.

Forty-five days prior to the start of each of the following years of the contract, the Contractor shall submit to USAID/Croatia, for approval, any revisions to the work plan for the balance of the life of the contract. This should include an analytic justification for the proposed revisions and their sequencing. If portions of the revised work plan are based on assessments conducted by or assisted by the Contractor, a copy of the assessment shall be provided with the work plan.

Life of project outputs and suggested first year deliverables for each component area are as follows. The contractor is encouraged to comment on these proposed outputs and deliverables and to suggest alternatives, based on experience, which may better capture the results that should be expected for each component. All outputs and deliverables should be linked to an overall vision of the project. Deliverables for subsequent years will be contained in agreed upon annual work plan revisions.

Component 1 Technical and informational support to emerging commercial agricultural producers in expanding the quantity and meeting market quality requirements for targeted agricultural products.

Life of project expected results:

At least two, new, agricultural product cluster programs underway that are of special interest and relevance to emerging commercial farmers in RIEDA areas.

A minimum of 2,500 emerging commercial producers from project-assisted areas have attended a mixture of training courses, put on at least 50 times, that support expanded production and farm enterprise development.

A minimum of 2,000 emerging commercial producers in project areas have participated in project production-related activities aimed at increasing quantity and/or quality of products included in new and existing (ACE) product clusters.

A minimum of two business service providers supplying agricultural advice and training support to or via agricultural enterprises serving emerging commercial farmers in RIEDA areas.

Deliverables within first year: One new, potential cluster area identified. At least 200 emerging commercial producers contacted in some manner. Two training courses developed and presented with 300 producers from RIEDA areas involved. Contacts established with one potential business service provider and plans for their involvement underway.

Component 2 Support to emerging commercial and non-commercial agricultural producers in accessing credit and other services required to increase production.

Life of project expected results:

A minimum of 1,000 operating and medium-term loans received by emerging commercial farmers in project-assisted areas.

A minimum of 200 capital loans received by non-commercial family farms in RIEDA areas.

Two MFI's have been convinced to provide new loan products for non-commercial and emerging commercial family farms.

At least 500 small farmers currently on the Ministry of Agriculture's social support program registry will move up to the commercial support category.

Deliverables within first year: Agreement reached with one MFI on at least one new loan product and applications for financing completed by at least 200 emerging or non-commercial family farms from RIEDA areas. At least 50 non-commercial agricultural producers involved with RIEDA activities have moved from the social to the production registry maintained by the Ministry of Agriculture.

Component 3 Development and/or strengthening of agricultural associations and cooperatives with emphases on existing organizations and their sustainability.

Life of project expected results:

Twenty farmer organizations developed and/or strengthened into self-sustaining organizations in the areas of special state concern.

Cooperative training modules for leadership and members developed and utilized.

A minimum of 20 small, organizational-development, matching grants made to agricultural producer organizations in RIEDA areas.

At least 10 assisted cooperatives in project areas receive loan funding.

Deliverables within first year: Identify five farmer organizations to be assisted in RIEDA areas. Agreements with three cooperatives signed detailing assistance to be provided. Formal linkages established by at least two cooperatives with the Croatian Cooperative Association. Evidence of forward contracts or other formal relationships with processors/market outlets provided by two cooperatives. Small matching, strengthening grants made to at least two farmer organizations in RIEDA areas.

Component 4 For targeted cluster products (with maximum, non-duplicative collaboration with ACE), the development of formalized market linkages for producers and producer organizations from the special areas of state concern.

Life of project expected results

A minimum of 20 farmer organizations have signed formal market chain contracts or agreements.

At least 40 market chain contracts or agreements signed covering a minimum of 10 different products.

A minimum of 2,000 emerging commercial farmers benefiting from formal market chain contracts or agreements.

Deliverables within first year: Two contracts or agreements signed among producers, producer organizations and end-users. At least 50 emerging commercial farmers benefiting from the market chain contracts/agreements.

H. Counterparts

Depending on the particular project activity, any or all of the following may be appropriate collaborators and counterparts: emerging commercial and non-commercial farmers, cooperatives, farmer associations, traders, processors, the Ministries of Agriculture and Small and Medium Enterprise, the Association of Cooperatives, municipality and regional authorities, banks and other donors.

SECTION D – PACKAGING AND MARKING

Intermediate Result Strategic Objective/	Performance Indicator	Source of Data
SO 3.1 -- Accelerated Return and Sustainable Reintegration of War-Affected Populations	(1) Increased number of returnees in partnership communities	ECRA; SO Team
	(2) Increased percentage of total returnees for each year in economically active age group	ECRA; SO Team
IR 3.1.1 -- Infastructure Reconstructed and Access to Basic Services Provided	(1) Number of CIRP public structure projects completed and operating	CIRP contractor reports
	(2) Number of CIRP sponsored new and restored connections to public utility services at initial operation	CIRP contractor reports and SO team survey of NGOs
	(3) Total number of persons directly benefiting from CIRP facilities	SO Team & CIRP contractor
IR 3.1.2 -- Community-Based Economic Programs Create Jobs and Output in War-Affected Populations	(1) Increase in employment in ECRA assisted enterprises	ECRA implementing partners
	(2) Increase in the value of sales contracts concluded by ECRA assisted producers, firms, producer associations and cooperatives	ECRA implementing partners
IR 3.1.3 -- Increased Community Reintegration	(1) Increased number of participants in ECRA community-based initiatives and social and legal services	ECRA implementing partners
IR 3.1.3.1 -- Social Cohesion Strengthened	(1) Number of successful community-based initiatives under ECRA	ECRA implementing partners
IR 3.1.3.2 -- Legal Assistance Promotes Property Restitution and Access to Social Entitlements	(1) Number of legal and social services cases closed by ECRA partners	ECRA implementing partners
IR 3.1.4 -- Information Dissemination and Outreach Promote Return of Refugees	(1) Increased percentage of returnees in ECRA areas influenced to return by cross-border activities	ECRA implementing partners
IR 3.1.5 -- Market-Based Solutions Meet Housing Needs of War-Affected Communities	(1) Number of households utilizing USAID funded reconstruction vouchers or services to obtain permanent housing	ECRA implementing partners
	(2) Number of households utilizing USAID guaranteed loans to purchase permanent accommodations or to improve property	Lending bank partner records
	(3) Repayment rate on DCA guaranteed permanent accommodation and property improvement loans	Lending bank partner records

return process. It is also assumed that the presence of Bosnian Croats in minority-owned homes will continue to slow the process of housing repossession (despite changes in legislation). Likewise, it is assumed that the majority of Bosnian Croats will remain in Croatia, although return to Bosnia will increase slightly.

- Housing: Improved rates of housing reconstruction and housing repossession are critical for success of USAID's return assistance program, but the Agency depends primarily on the Government and the EU to fulfill these goals. Government reconstruction funding will continue to be primarily for Croat returnees, leaving the international community to foot the bill for reconstruction of homes for Serbs. It is assumed that the Government will pass and enforce new legislation to speed up the process of property restitution for minority homeowners. The EU will continue its housing reconstruction activities.

- Government involvement: The Croatian Government, selected local governments and public utility companies will continue to cooperate with the Agency as it implements this program. Croatian public utility companies will provide some cost-share funds for our projects (primarily through design and supervision). The Croatian Mine Action Center, CROMAC, will continue to supervise and implement de-mining efforts throughout Croatia.

- Democratization: Local elections scheduled for April 2001 will be free and fair and result in election of more moderate municipal administrations in many of Croatia's return areas. As a result of the local elections, Serbs will have more representation in local administrations and the power-sharing agreements will be peaceful.

4. Mitigation of Adverse Social Conditions and Trends

Activities

- **Pension Reform**

USAID provides assistance to the Ministry of Labor and Social Welfare in launching a public education campaign to prepare the Croatian public for pension reform and training of Hagena's Supervision Department in efficient fund supervision and certificate training for fund managers. This campaign targets the general public and selected constituencies on the new pension fund options. These efforts will complement those of the World Bank, which is expected to approve a major pension reform loan in 2002.

- **Labor Market Support**

USAID provides training to Croatian unions for the purpose of providing the advocacy tools necessary to represent the economic interests of union workers during privatization and restructuring, reform of social institutions, and in economic and political integration processes. Gender education and learning perspectives are integrated in the program.

- **Tripartite Social Dialogue**

USAID is actively supporting the tripartite process of social dialogue among labor, government and employers, through Croatia's Social and Economic Council (GSV). The

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principal aim of this program is to contribute to the development of a culture in which a democratic and transparent consensus-building process can flourish. To this end, USAID supports the newly established GSV Secretariat including analysis unit, which will sponsor research and public roundtables on key issues of mutual concern.

♦ **Improved Status of Selected Vulnerable Groups**

Targeted programs are being implemented to address the special problems of highly vulnerable populations affected by, or potentially affected by, HIV/AIDS and trafficking.

The Results Framework for SO 3.4 is shown in graphic form on the following page. The Intermediate Results for SO 3.4 and the indicators selected to measure performance against them are shown in matrix form on page 21.

Critical Assumptions

- The GOC remains stable with a continuing commitment to economic and social reform.
- The GOC, trade unions and main employer associations remain committed to the process of tripartite social dialogue trough the GSV
- The GOC and USAID development partners implement currently envisioned programs for pension and labor market reform.

Next Steps

SO 3.4 has been the most newly formulated of the Mission's SOs. The indicators used to measure the Mission's performance have been agreed upon between the Mission and its Implementing Partners. The following steps remain to be completed:

➢ The sources and methods for gathering the data to measure the indicators for SO 3.4 should be verified and accepted by implementing partners;
➢ Baseline data have to be gathered for all indicators.

SO 3.4

Mitigation of Adverse Social Conditions and Trends

Time Frame: 2001-2005

IR 3.4.1
Public Acceptance of Multi-Pillar Pension Reform Sustained

IR 3.4.2
Tripartite Dialogue Contributes toward Realization of Improved Social and Economic Policies

IR 3.4.3
Improved Status of Selected Vulnerable Groups

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Intermediate Result/ D. Strategic Objective	Performance Indicator	Source of Data
SO 3.4 – Mitigation of Adverse Social Conditions and Trends 2001-2005	(1) Rising % of companies comply with pension contribution requirement (2) Rising % of public see GSV as positive way to improve social and economic policy reforms	REGOS records (Carana) Public opinion questionnaire (MSI)
IR 3.4.1 – Public Acceptance of Multi-Pillar Pension Reform Sustained	(3) Public support for new pension system	PULS/World Bank national poll (Carana)
IR 3.4.1.1 – Media & policymakers capable of communicating reform elements to public	(4) Rising % of public feels it has or can find sufficient information about pension system	PULS/World Bank or other national poll (Carana)
IR 3.4.1.2 – Public makes informed choices to invest in private pillars	(5) % of eligible pillar 2 candidates registered before deadline	REGOS statistics (Carana)
IR 3.4.1.3 – Measures implemented to protect consumer interests and promote consumer rights	(6) % of SMEs that use USAID developed compliance software to forward contributions to REGOS	REGOS statistics (Carana)
	(7) Union confederations promote & disseminate information on consumer rights and responsibilities	Public education programs, TOTs, website links (ACILS)
IR 3.4.2 – Tripartite Dialogue Contributed Toward Improved Social and Economic Policies	(8) GSV recommendations reflected in legislation and policy decisions	GOC and Sabor records (MSI)

IR 3.4.2.1 – Fully functioning GSV & OSP achieved	(9) OSP expert unit analysis is used by GSV members	Office of Social Partnership records (MSI)
	(10) Rising demand for mediation and dispute resolution mechanisms adopted by the GSV	Office of Social Partnership records (MSI)
IR 3.4.2.2 – Unions strengthened to play constructive role in tripartite process	(11) Improved collaboration and strategic planning between trade union confederations	Union documents, press releases, joint statements and other records (ACILS)

Intermediate Result/ E. **Strategic Objective**	**Performance Indicator**	**Source of Data**
IR 3.4.3 – Improved Status of Selected Vulnerable Groups		
IR 3.4.3.1 Increased public awareness to reduce stigma and isolation of victims	(12) Improved understanding/sensitivity by target group on HIV/AIDS (13) Improved understanding/sensitivity by target group on anti-trafficking	Source data and measurement determined by respective implementers (AIHA, HuHIV, IOM/Rosa Center)
IR 3.4.3.2 Increased public response to contain and reduce vulnerability	(14) Improvement of national action plan against trafficking (16) Municipal leaders in Split and Zagreb promote HIV/AIDS awareness	National Action Plan (IOM) Source data and measurement determined by implementer (AIHA, HuHIV)
IR 3.4.3.3 Increased public demand for competent information and services	(16) Rise in number of clients seeking confidential testing or counseling for HIV/AIDS in the cities of Split and Zagreb	Official records (AIHA, HuHIV)

Attachment A

Performance Indicator Reference Sheets

Performance Indicator Reference Sheet

Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector
Intermediate Result:
Indicator: increased percentage of GDP arising from the private sector

DESCRIPTION

Precise Definition(s): The percent of total GDP accounted for by private sector enterprises

Unit of Measure: percent
Disaggregated by:

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: These data are available annually from the EBRD in its November Transition Report. The value represents mid-year calculations. Results are reported in 5% increments.

Data Source(s): EBRD Transition Report (November)

Frequency/Timing of Data Acquisition: Annually, in November for a mid-year calculation. Alternative data sources could be more timley. See discussion in notes below.
Responsible Individual(s) at USAID: Damir Novinic

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any): Data gathered through EBRD may have an unacceptable time lag unless reporting is tied to its availability.
Actions Taken or Planned to Address Data Limitations: SO 1.3 team to investigate ZAP and ZAPI to see if one of the two can provide GDP data in a shorter time frame, with greater control over definitions to be used in aggregating these data. Moreover, with these two sources, quarterly data should be available within two months of the end of the quarter. If so, calculating this indicator on a rolling four quarter basis will provide a more sensitive indicator of progress toward the SO objective.

OTHER NOTES

Notes on Baselines/Targets: 2001= 60 ; 2002= 60 ; 2003= 65 ; 2004= 70 ; 2005= 70

Location of Data Storage:

Other Notes:

If the SO team desires more refined data for this indicator there are three internal Croatian sources with various strengths and weaknesses. Apparently, the only way to separate data on the private sector from other data in the national accounts is manually and crudely. Croatia has many companies, large and medium, where Government is a shareholder. Information on capital structure does not appear among the data sent to ZAP, the entity responsible for tax administration and preparation of the national accounts. On the other hand, companies where Government is the only shareholder or the largest shareholder are known and can be specifically listed. This list can be modified as more information is available, but whatever companies are identified as public, in the USAID definition of the term, they must be tagged manually for separation in any public/private aggregations of ZAP data. The private sector is then, by definition, what remains.

The PMP team has contacted the Head of Sector for National Accounts at the Central Bureau of Statistics (Currently Ivan Sutalo, 385 1 6159 291) and has requested that these data be tabulated for UAID. Facilitator for this contact was Lana Andricevic of the Ministry of Finance, currently working in collaboration with Jim Ruth, U.S.Treasury adviser to the Ministry of Finance. According to Mr. Sutulo these data should be available within 9-12 months following the end of the calendar year to which they pertain. Mr. Sutalo has agreed to provide the data if available, but needs to clarify whether he can do this.

An alternative source for these data may be ZAP directly. Company data are reported to ZAP within a month following the end of a quarter. Revenue is reported quarterly by all entities to ZAP , and assets and employment are reported annually. We have not been able to assess the extent to which ZAP is willing and able to use its database to produce the types of data required for this indicator. Lana Andricevic has contacts there that could be pursued to determine this.

A third source of ***known*** availability for these data is ZAPI, a Croatian business intelligence firm that has on its computers a nearly complete set of the ZAP data from which it routinely produces business intelligence reports. The database includes over 140,000 registered companies and 120,000 craftsmen, not all of which are economically active. Information for each company includes reporting classification, number of employees, total assets by year, total revenue by quarter, financial profits and most of the data in the ZAP database. Because of the database structure, it is very easy to define a query and produce results in less than a day. From the ZAPI database it should be possible to produce a breakdown of the national accounts (or data that represent 95% of GDP) by size of firm (as defined by employment, amount of assets, revenue, etc.), public or private or any other way. As with ZAP and the Central Bureau of Statistics, ZAPI would have to identify specific firms known to be public sector firms (i.e., parastatals in the U.S. sense, as opposed to limited liability companies in the Croatian sense) in order to create a public versus private sector breakdown for GDP, employment or for any sector. Both the ZAP and ZAPI data could, potentially, produce estimates within two months of the end of a quarter.

Asking CBS for GDP data relating to a private sector breakdown will place control over the firms to be included in the private versus public sectors outside of USAID control. Given that public companies are not defined in the same way in Croatia as by USAID, there may be some confusion in how to group companies as the instructions pass from the top to the individuals actually creating the aggregations at CBS. There is also a good possibility that the data will be recompiled annually by personnel who change, making it difficult to ensure that procedures for aggregating the data remain consistent from one year to the next. Ability to control aggregation procedures much more closely is a good reason to access these data through ZAPI rather than CBS or ZAP directly.

Performance Indicator Reference Sheet
Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector **Intermediate Result:** **Indicator:** increased private sector share of employment
DESCRIPTION
Precise Definition(s): The percent of total GDP accounted for by private sector enterprises **Unit of Measure:** percent **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: These data are available annually from the EBRD in its November Transition Report. The value represents mid-year calculations. **Data Source(s):** EBRD Transition Report (November) **Frequency/Timing of Data Acquisition:** Annually, in November for a mid-year calculation. Alternative data sources could be more timley. See discussion in notes below. **Responsible Individual(s) at USAID:** Damir Novinic
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** Data gathered through EBRD may have an unacceptable time lag unless reporting is tied to its availability. **Actions Taken or Planned to Address Data Limitations:** SO 1.3 team to investigate ZAP and ZAPI to see if one of the two can provide employment data in a shorter time frame, with greater control over definitions to be used in aggregating these data. Moreover, with these two sources, quarterly data should be available within two months of the end of any quarter. If so, calculating this indicator on a rolling four quarter basis will provide a more sensitive indicator of progress toward the SO objective.

OTHER NOTES

Notes on Baselines/Targets: 2000= 56 ; 2001= 57 ; 2002= 58 ; 2003= 60 ; 2004= 62 ; 2005= 65
Location of Data Storage:
Other Notes:
If the SO team desires more refined data for this indicator there are three internal Croatian sources with various strengths and weaknesses. Apparently, the only way to separate data on the private sector from other data in the national accounts is manually and crudely. Croatia has many companies, large and medium, where Government is a shareholder. Information on capital structure does not appear among the data sent to ZAP, the entity responsible for tax administration and preparation of the national accounts. On the other hand, companies where Government is the only shareholder or the largest shareholder are known and can be specifically listed. This list can be modified as more information is available, but whatever companies are identified as public, in the USAID definition of the term, they must be tagged manually for separation in any public/private aggregations of ZAP data. The private sector is then, by definition, what remains.

The PMP team has contacted the Head of Sector for National Accounts at the Central Bureau of Statistics (Currently Ivan Sutalo, 385 1 6159 291) and has requested that these data be tabulated for UAID. Facilitator for this contact was Lana Andricevic of the Ministry of Finance, currently working in collaboration with Jim Ruth, U.S.Treasury adviser to the Ministry of Finance. According to Mr. Sutulo these data should be available within 9-12 months following the end of the calendar year to which they pertain. Mr. Sutalo has agreed to provide the data if available, but needs to clarify whether he can do this.

An alternative source for these data may be ZAP directly. Company data are reported to ZAP within a month following the end of a quarter. Revenue is reported quarterly by all entities to ZAP , and assets and employment are reported annually. We have not been able to assess the extent to which ZAP is willing and able to use its database to produce the types of data required for this indicator. Lana Andricevic has contacts there that could be pursued to determine this.

A third source of ***known*** availability for these data is ZAPI, a Croatian business intelligence firm that has on its computers a nearly complete set of the ZAP data from which it routinely produces business intelligence reports. The database includes over 140,000 registered companies and 120,000 craftsmen, not all of which are economically active. Information for each company includes reporting classification, number of employees, total assets by year, total revenue by quarter, financial profits and most of the data in the ZAP database. Because of the database structure, it is very easy to define a query and produce results in less than a day. From the ZAPI database it should be possible to produce a breakdown of the national accounts (or data that represent 95% of GDP) by size of firm (as defined by employment, amount of assets, revenue, etc.), public or private or any other way. As with ZAP and the Central Bureau of Statistics, ZAPI would have to identify specific firms known to be public sector firms (i.e., parastatals in the U.S. sense, as opposed to limited liability companies in the Croatian sense) in order to create a public versus private sector breakdown for GDP, employment or for any sector. Both the ZAP and ZAPI data could, potentially, produce estimates within two months of the end of a quarter.

Asking CBS for GDP data relating to a private sector breakdown will place control over the firms to be included in the private versus public sectors outside of USAID control. Given that public companies are not defined in the same way in Croatia as by USAID, there may be some confusion in how to group companies as the instructions pass from the top to the individuals actually creating the aggregations at CBS. There is also a good possibility that the data will be recompiled annually by personnel who change, making it difficult to ensure that procedures for aggregating the data remain consistent from one year to the next. Ability to control aggregation procedures much more closely is a good reason to access these data through ZAPI rather than CBS or ZAP directly.

Performance Indicator Reference Sheet

Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector
Intermediate Result: 1.3.1: Competitive, Transparent Privatization of State-Owned Enterprises
Indicator: Number of entities sold by the privatization fund

DESCRIPTION

Precise Definition(s): The Privatization Fund will sell both operating companies and pieces of companies. Some companies will be broken into several segments prior to putting them up for tender. Some of the tenders will have no bidders. The process is, by definition, transparent. It includes published procedures for preparing and submitting tenders, public opening of tenders and public notice of the tender accepted. The partner responsible for implementing this activity is assured that there are no unreasonable barriers to the process operating in a fair and competitive manner most of the time. The number of entities sold measures the successful completion of the final part of this process.

Unit of Measure: tenders completed

Disaggregated by:

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Count of successful tenders as reported by PriceWaterhouseCoopers

Method of Acquisition by USAID: PriceWaterhouseCoopers will collect these data and will forward them to USAID via its semi-annual monitoring report.

Data Source(s): Privatization Fund tender registry

Frequency/Timing of Data Acquisition: Annually

Responsible Individual(s) at USAID: Frederick Claps

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets:

2001= 0 ; 2002= 100 ; 2003= 150 ; 2004= 250 ; 2005= 350

This indicator will have several components that better reflect performance but which are very difficult to estimate in advance. There will be no baselines or targets set for these components. The value of companies to be sold will be determined by the market and will be only a fraction of shareholder's subscribed capital. The value depends on a multitude of factors, including the amount of debt the buyer agrees to assume, and the amount of additional investment the buyer agrees to make. The SO team believes that targets would be highly speculative of little use in monitoring the performance of this activity. Instead, certain values that will be known once a sale is complete will be monitored. In addition to the number of entities sold by the Privatization Fund, the SO team will monitor and report data on the value of cash received by the Privatization Fund from completed and accepted tenders, the value of debt assumed by the buyer and the amount of additional investment commitments made by the buyer. This information will be a matter of public record and easily obtained once a sale is complete.

Location of Data Storage:

Other Notes:

Performance Indicator Reference Sheet

Strategic Objective: SO 1.3: Growth of a Dynamic and Competitive Private Sector
Intermediate Result: IR 1.3.2: Strengthened Capacity of SMEs to Operate and Compete
Indicator: Increased percentage of GDP arising from the SME subsector

DESCRIPTION

Precise Definition(s): output of all enterprises and companies that are not large according to the Central Bureau of Statistics definition, expressed as a percentage of total GDP. Large companies are those which satisfy any two of three criteria relating to assets, employment and revenue.

Unit of Measure: annual percentage share of GDP

Disaggregated by: size of firm as determined by number of employees

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Standing request to the Head of Sector for National Accounts at the Central Bureau of Statistics (Currently Ivan Sutalo, 385 1 6159 291) to tabulate these data. Facilitator for this contact was Lana Andricevic of the Ministry of Finance, currently working in collaboration with Jim Ruth, U.S.Treasury adviser to the Ministry of Finance. Data should be available within 9-12 months following the end of the year. Mr. Sutalo has agreed to provide the data if available, but needs to clarify this. An alternative source may be the Ministry of SME, office of the assistant minister, who works closely with the legal reform activity. A potential third source is ZAP, the entity responsible for tax administration and preparation of the national accounts. We have not been able to assess the extent to which ZAP is willing and able to use its database to produce the types of data required for this indicator. Lana Andricevic has contacts there that could be pursued to determine this. A fourth source of ***known*** availability is ZAPI, a Croatian business intelligence firm that has on its computers a nearly complete set of the ZAP data from which it routinely produces business intelligence reports. The database includes over 140,000 registered companies and 120,000 craftsmen, not all of which are economically active. Information for each company includes reporting classification, number of employees, total assets by year, total revenue by quarter, financial profits and most of the data in the ZAP database. Because of the database structure, it is very easy to define a query and produce results in less than a day.

Company data are reported to ZAP within a month following the end of a quarter. Revenue is reported quarterly and assets and employment are reported annually. From the ZAPI database it should be possible to produce a breakdown of the national accounts (or data that represent 95% of GDP) by size of firm (as defined by employment, amount of assets, revenue, etc.). Somewhat more crudely, it is possible to identify specific firms known to be public sector firms (i.e. parastatals in the U.S. sense, as opposed to limited liability companies in the Croatian sense) in order to create a public versus private sector breakdown for any sector. This breakdown will not be complete since there is no readily accessible database of ownership interests. However, the larger and more purely government owned companies are known. This should provide sufficient separation to produce an excellent indicator of privatization.

Method of Acquisition by USAID: Damir Novinic of the SO1.3 team will gather directly from the CBS.

Data Source(s): Central Bureau of Statistics, Head of Sector for National Accounts or other source, if feasible.

Frequency/Timing of Data Acquisition: Annually. If CBS is source of data then once annually, requested in March or April and delivered between September and December for the previous year.

Responsible Individual(s) at USAID: Damir Novinic, SO 1.3 team

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any): Asking CBS for data relating to a SME breakdown will probably require adoption of the definition used by CBS. This definition excludes only the largest firms. A more refined definition might better reflect the SMEs targeted by most SO 1.3 activities. Moreover, since this source of data is unpublished, and must be recompiled annually by personnel who may change, it will be difficult to ensure that procedures for aggregating the data remain consistent from one year to the next. Ability to control aggregation procedures much more closely is a good reason to access these data through ZAPI rather than CBS or ZAP directly. However, If the ministry of SME gathers such data on a routine basis one would assume that aggregation procedures would be consistent over time. In that case this ministry would be the logical source for these data.

Actions Taken or Planned to Address Data Limitations: SO 1.3 team to continue to investigate availability of SME GDP data from the Ministry of SME and in the event such data are not available there, to determine whether CBS, ZAP or ZAPI represent the best source.

OTHER NOTES
Notes on Baselines/Targets: 2001= 25 ; 2002= 25 ; 2003= 30 ; 2004= 35 ; 2005= 40 **Location of Data Storage:** **Other Notes:**

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Performance Indicator Reference Sheet

Strategic Objective: SO 1.3: Growth of a Dynamic and Competitive Private Sector

Intermediate Result: IR 1.3.2.1: Adoption of Improved Enterprise Management Systems

Indicator: Increase in consulting sales by USAID trained consultants

DESCRIPTION

Precise Definition(s): Increase in annual gross consulting revenues of consultants trained by CEP

Unit of Measure: Thousand dollars

Disaggregated by: Consulting firm

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Collect baseline data from consultants signed up for CEP training programs as part of application process; consultant applicant must agree to provide updated data annually.

Method of Acquisition by USAID: Contractor to provide annual updates as part of quarterly reports

Data Source(s): CEP intake and monitoring questionnaires administered to trainees

Frequency/Timing of Data Acquisition: At each training session and once annually for each trainee thereafter

Responsible Individual(s) at USAID: Frederick Claps

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: First data will be collected in May 2002. These data will constitute the baseline for indicator targets.

Known Data Limitations and Significance (if any): Consultant-provided data may be biased upward

Actions Taken or Planned to Address Data Limitations: Apply reasonableness test to each report from consultants – follow up inquiries as warranted

OTHER NOTES

Notes on Baselines/Targets: Target average annual consulting revenue growth of 25% per year for CEP trained consultants for each year of program participation (2), and 10% thereafter.

2001= 0 ; 2002= 500 ; 2003= 1,125 ; 2004=1,812 ; 2005= 2,219

Location of Data Storage: Consultant data base at CEP office

Other Notes: Targets based on 50 consultants trained in 2002, 2003 and 2004, base year revenue of $40,000

Performance Indicator Reference Sheet
Strategic Objective: SO 1.3: Growth of a Dynamic and Competitive Private Sector **Intermediate Result:** IR 1.3.2.2: Strengthened Business Associations **Indicator**: Increased revenue among USAID assisted industry clusters
DESCRIPTION
Precise Definition(s): Increase in annual gross revenues of enterprises relative to the base period for the enterprise. The base period for the enterprise is the year prior to accessing USAID assistance through the industry clusters program. Revenue is estimated only for those firms benefiting directly from project activities. **Unit of Measure:** annual percentage growth **Disaggregated by:** industry cluster
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: CCI will collect baseline data from companies when they agree to work with the activity. The baseline data will include total revenue for the year prior to initiation of USAID assistance. Participating companies must agree to provide updated data annually relating to total annual revenues for the company. Revenues will continue to be monitored by the project after activities with a particular cluster have ended. Should the number of companies assisted become too large to follow individually CCI will use a random sampling procedure, stratified by year assistance was initiated, to monitor the current performance of graduated companies. **Method of Acquisition by USAID:** Contractor to provide revenue data updates as part of fourth quarter report **Data Source(s):** CCI intake and monitoring questionnaires administered to participating firms **Frequency/Timing of Data Acquisition:** Once prior to initiating assistance and once annually thereafter. **Responsible Individual(s) at USAID:** Damir Novinic
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: First data will be collected in May 2002. These data will constitute the baseline for first year companies. 2001= 0% ; 2002= 15% ; 2003= 15% ; 2004= 10% ; 2005= 10% **Known Data Limitations and Significance (if any):** None **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: Target average annual revenue growth among assisted companies of 15% per year for each year of program participation (2) and 10% per year thereafter. **Location of Data Storage:** Participating company database at CCI office **Other Notes:**

Performance Indicator Reference Sheet
Strategic Objective: SO 1.3: Growth of a Dynamic and Competitive Private Sector **Intermediate Result:** IR 1.3.2.2: Strengthened Business Associations **Indicator**: Increased number of people trained in courses conducted by USAID-assisted industry associations
DESCRIPTION
Precise Definition(s): **Unit of Measure:** Number of trainees **Disaggregated by:** none
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: CEP will monitor its assisted associations and record training programs conducted by them **Method of Acquisition by USAID:** Contractor to provide annual updates as part of quarterly reports **Data Source(s):** CEP **Frequency/Timing of Data Acquisition:** Quarterly **Responsible Individual(s) at USAID:** Frederick Claps
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: None **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: 2001= 0 ; 2002= 225 ; 2003= 525 ; 2004= 675 ; 2005= 675 Cumulative targets 225 750 1,425 2,100 **Location of Data Storage:** Training data base at CEP office **Other Notes:**

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Performance Indicator Reference Sheet

Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector
Intermediate Result: 1.3.3: Improved Investment Climate
Indicator: Increase in total gross investment

DESCRIPTION

Precise Definition(s): gross fixed capital formation at constant (1997) prices, quarterly data
Unit of Measure: percentage growth
Disaggregated by: none

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Collect from CBS web site
Method of Acquisition by USAID: Collect from CBS web site
Data Source(s): Central Bureau of Statistics web site (www.dzs.hr/Eng/2001/12-1-1_3e2001.htm).
Frequency/Timing of Data Acquisition: quarterly. Preliminary data are available on the web site within two months of the end of the quarter.
Responsible Individual(s) at USAID: Damir Novinic

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: none
Known Data Limitations and Significance (if any): Data include all investment, including public investment.
Actions Taken or Planned to Address Data Limitations: SO 1.3 to investigate availability of data on private sector only or on foreign investment only from the Croatian National Bank as a possible alternative source of more targeted data on investment.

OTHER NOTES

Notes on Baselines/Targets: 6% annual growth
Actual results, rolling 12 months: Targets

2000=29,298	; 2001: 1Q= 30,012;	2002: 1Q=	; 2003: 1Q=	; 2004: 1Q=	; 2005: 1Q=
	2Q= 30,641	2Q=	2Q=	2Q=	2Q=
	3Q= 30,939	3Q=	3Q=	3Q=	3Q=
	4Q= 31,055	4Q= 32,900	4Q= 34,900	4Q= 37,000	4Q= 39,200

Location of Data Storage: CBS web site; SO1.3 Team Leader files.
Other Notes: Data to be collected quarterly for PMP purposes, but reported on annual basis to Washington.

Performance Indicator Reference Sheet
Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector **Intermediate Result:** 1.3.3: Improved Investment Climate **Indicator:** Improved credit rating for Croatian sovereign debt
DESCRIPTION
Precise Definition(s): Indicator of general credit quality for Croatia as reported on bradynet.com **Unit of Measure:** Scale, 0-100 **Disaggregated by:** none
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Collect from bradeynet..com web site **Method of Acquisition by USAID:** Collect from bradeynet.com web site **Data Source(s):** bradeynet.com calculates index by aggregating ratings available from all major rating agencies using a numeric scale for each, with +1 or -1 for positive or negative outlooks **Frequency/Timing of Data Acquisition:** annually, at the end of December. Data on the web site are updated whenever there is a rating change by one of the rating services. **Responsible Individual(s) at USAID:** Damir Novinic
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: none **Known Data Limitations and Significance (if any):** Data for past time periods may no longer be available. There is no evidence that the current value is any different from the end of 2001. **Actions Taken or Planned to Address Data Limitations:** The PMP team has communicated with Bradeynet.com regarding availability of past data but no response has been received. Tom Zalla will follow-up with a phone call when in the states.
OTHER NOTES
Notes on Baselines/Targets: 2000= 2001= 59.24 2002= 61 2003= 64 2004= 66 2005= 68 **Location of Data Storage:** SO1.3 Team Leader files. **Other Notes:**

Performance Indicator Reference Sheet

Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector
Intermediate Result: 1.3.3.1 Business Friendly Legal and Regulatory Framework
Indicator: Reduced average time to process commercial disputes in selected commercial courts

DESCRIPTION

Precise Definition(s): Average time between initial filing of complaint and disposition of case as recorded in commercial court registries

Unit of Measure: days

Disaggregated by: Commercial Disputes, with separate data for Split and Osijek Courts

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Obtain the first 50 case filings for the prior 12 months from the registry books. Identify the those which have closed within twelve months and measure the number of days to closing. All registration requests not closed during the year will be treated as requiring 12 months to close. Aggregate the total number of days until closing and divide by the total number of cases (50). Measurement should be in calendar days, not business days.

Method of Acquisition by USAID: Booz Allen will collect these data on an annual basis and forward them to USAID via its monitoring reports

Data Source(s): Commercial Courts of Split and Osijek

Frequency/Timing of Data Acquisition: Annual

Responsible Individual(s) at USAID: Fred Claps

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2002

Known Data Limitations and Significance (if any): Quality of data is very good, however, it must be gathered manually. Automation project should lead to more efficient data collection within 12-18 months. Because the activity supporting this indicator will be completed in late, 2004, data for 2004 and 2005 will have to be provided by the commercial courts directly, or via a commitment of USAID resources not yet programmed. Estimated time required to calculate an annual number is three days.

Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets: 2000=200 ; 2001= 200 ; 2002= 200 ; 2003= 180 ; 2004=162 ; 2005= 145

Location of Data Storage: Booz Allen project office; SO 1.3 Team Leader files

Other Notes: Split and Osijek will show impact of reforms sooner as part of the pilot project. Complexity of the Zagreb Court will skew results for several years.

Performance Indicator Reference Sheet

Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector

Intermediate Result: 1.3.3.1 Business Friendly Legal and Regulatory Framework

Indicator: Reduced average time required to register land transfers in Zagreb Land Registry

DESCRIPTION

Precise Definition(s): Average time between submission of request for registration in Zagreb Land Registry Office until entry into registration book

Unit of Measure: days

Disaggregated by: land transfers and mortgages (separate data for each)

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Obtain the first 50 registration requests for each indicator (transfers and mortgages) for the prior 12 months from the registry books. Determine and capture the number of days between submission and registration. All registration requests not closed during the year will be treated as requiring 12 months to close. Aggregate the total number of days until closing and divide by the total number of cases (50). Measurement should be in calendar days, not business days.

Method of Acquisition by USAID: Booz Allen will collect these data on an annual basis and forward them to USAID via its monitoring reports

Data Source(s): Zagreb Land Registry at Zagreb Municipal Court

Frequency/Timing of Data Acquisition: Annual

Responsible Individual(s) at USAID: Fred Claps

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2002

Known Data Limitations and Significance (if any): Quality of data is very good. Because the activity supporting this indicator will be completed in late, 2004, data for 2004 and 2005 will have to be provided by the Zagreb Municipal court directly, or via a commitment of USAID resources not yet programmed. Estimated time required for calculating an annual number is three days.

Actions Taken or Planned to Address Data Limitations:

1. Use of simplified forms for resolving cases
2. Introduction of simplified Kalendar (rejection) resolutions
3. Reorganization of activities and rearranging client service times
4. Improved client education and support
5. Sporadic and systematic EDP conversion of Land Books with regular activities and overtime
6. More efficient production system for Land Book extracts
7. Delegation of authority to Clerks for resolving simple submissions

OTHER NOTES

Notes on Baselines/Targets: 2000= 273 ; 2001= 273 ; 2002= 245 ; 2003= 170 ; 2004= 100 ; 2005= 30

Location of Data Storage: Booz Allen project office

Other Notes: Address and contact information for Zagreb Land Registry Office:

Municipal Court in Zagreb
Land Registry Office
Hrvatske bratske zajednice bb
Tel: 01/6302-222
Fax: 01/6302-201
President of the Land Registry Office: Željko Živković

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Performance Indicator Reference Sheet

Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector

Intermediate Result: 1.3.3.1: Business Friendly Legal and Regulatory Framework

Indicator: Number of legal and regulatory barriers to investment removed

DESCRIPTION

Precise Definition(s): legal and regulatory barriers targeted for removal have been identified in the action plan or the FIAS (Foreign Investment Advisory Service) Steering Committee, formed by the Government of Croatia and assisted by CCI. The role of the Steering Committee is to address the recommendations made by the FIAS to reduce administrative barriers to investment.

Unit of Measure: One item on the action agenda accomplished.

Disaggregated by: Action agenda items are broken down into individual activities, but an item is not removed as a barrier until all these activities have been completed.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Data will be gathered by CCI from minutes of FIAS Steering Committee meetings.

Method of Acquisition by USAID: CCI will collect this information as the items on the agenda are realized and will forward it to USAID via its semi-annual monitoring report.

Data Source(s): minutes of FIAS Steering Committee meetings

Frequency/Timing of Data Acquisition: Quarterly

Responsible Individual(s) at USAID: Damir Novinic

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Action agenda approved by the GOC on 2/14/02

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets: Ten major barriers, at least three removed by May, 2002 and at least three removed in each subsequent year.

Location of Data Storage: FIAS Steering Committee records (copy in CCI office files)

Other Notes:

Performance Indicator Reference Sheet

Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector
Intermediate Result: 1.3.3.2: Improved Transparency in Government Financial Operations
Indicator: increased local government expenditures as a percentage of general government spending

DESCRIPTION

Precise Definition(s): local government budgets as a percent of total consolidated state and local government budgets (without pensions, health insurance, or unemployment)
Unit of Measure: percent

Disaggregated by:

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Data will be gathered by KPMG/Barents from the Ministry of Finance
Method of Acquisition by USAID: KPMG/Barents will report these data to USAID via its semi-annual monitoring report.
Data Source(s): MOF annual report on the state budget; MOF annual report on local government spending
Frequency/Timing of Data Acquisition: Annually
Responsible Individual(s) at USAID: Damir Novinic

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 10, 2002
Known Data Limitations and Significance (if any): none
Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets:
2000= 11.8% 2001= 12.7% 2002= 13.4% 2003=15.3% 2004= 18.4% 2005= 19.2%
Location of Data Storage: Ministry of Finance—Local Government Department; Ministry of Finance—Budget Execution Department
Other Notes: Since the MOF started in 2002 operating a Central Treasury Account including the pension, health insurance, and unemployment funds, it is important that all the numbers be reviewed so as not to include these amounts; also, care must be taken to reduce the central government budget by the amount of transfers to local governments so as to avoid double-counting (the expenditures supported by these transfers are reflected in local government budgets)

Performance Indicator Reference Sheet
Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector **Intermediate Result:** 1.3.3.2: Improved Transparency in Government Financial Operations **Indicator:** improved Index of Sound Financial Management at the Treasury
DESCRIPTION
Precise Definition(s): The Index of Sound Financial Management has been constructed by KPMG from a list of 25 indicators covering several aspects of financial management. Each of the 25 components of good financial management is scored "Yes" or "No"; some components are weighted more heavily than others. The annual score is the per cent of the maximum score achieved in the year. **Unit of Measure:** percent of maximum **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Data will be gathered by KPMG/Barents through observation and discussions with MOF management regarding financial management processes **Method of Acquisition by USAID:** KPMG/Barents will report these data to USAID via its semi-annual monitoring report. **Data Source(s):** KPMG Barents **Frequency/Timing of Data Acquisition:** Annually **Responsible Individual(s) at USAID:** Damir Novinic
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 11, 2001 **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: 2000=0% 2001= 0% 2002= 27% 2003= 76% 2004= 100% 2005=100% **Location of Data Storage:** **Other Notes:** (see attachment for details regarding individual components of the index and the associated weights)

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Performance Indicator Reference Sheet

Strategic Objective: 1.3: Growth of a Dynamic and Competitive Private Sector
Intermediate Result: 1.3.3.2: Improved Transparency in Government Financial Operations
Indicator: Improved index of publicly disseminated program budget documents produced by ministries

DESCRIPTION

Precise Definition(s): Each ministry receives a score of "1" for each of the following actions:

(1) a budget document is produced that contains narrative descriptions of each major service, shows costs for each major service, outcomes of operating each major service, and identifies the legal basis for the service;
(2) the document is presented to the parliament as part of the budget delivered by the MOF
(3) the document is made available by the MOF to the public through libraries and sent to major newspapers.

The annual index score is the percent of the total maximum score achieved for all ministries and agencies.
Unit of Measure: percent of maximum

Disaggregated by:

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Data will be gathered by KPMG/Barents from observations in the MOF, discussions with staff or members in the Sabor, and discussions with staff of major newspapers.
Method of Acquisition by USAID: KPMG/Barents will report these data to USAID via its semi-annual monitoring report.
Data Source(s): KPMG/Barents
Frequency/Timing of Data Acquisition: Annually
Responsible Individual(s) at USAID: Damir Novinic

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 11, 2002
Known Data Limitations and Significance (if any):
Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets:
2000= 0% 2001= 0% 2002= 5% 2003= 25% 2004= 40% 2005= 50%
Location of Data Storage: MOF, Sabor Budget Committee, Major newspapers
Other Notes:

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Appendix B: FISCAL REFORM PROJECT—Index of Sound Financial Management

ACCOUNTING AND FINANCIAL REPORTING COMPONENT

INDICATOR	WEIGHT	SCORE	EVIDENCE (MOF)	2001	2002	2003	2004
MANAGEMENT							
MOF can obtain access to all detailed agency transactions.	M	2	Removal of legal and procedural impediments	0	2	2	2
MOF withdraws cash balances in all agency bank accounts.	M	2	Closure of agency accounts including GIROS Opening of agency zero balance accounts under MOF authority		2	2	2
Implementation of annual cash flow forecasting at Budget time.	H	3	Budget papers		3	3	3
Integration of cash flow forecasting into short term borrowing process	M	2	Implementation of MOF Treasury processes			2	2
Implementation of cash flow forecasting in Budget user cash requirements planning.	M	2	Implementation of MOF cash planning and allocation processes			2	2
Obligation processes adopted by all Budget user ministries and agencies	H	3	Implementation of MOF system and processes				3
☐ Integrated with procurement system	H	3	Implementation of Agency and MOF systems				3
☐ Integrated with personnel information system	M	3	Implementation of Agency and MOF systems				3
☐ Incorporates equipment purchases, capital projects staff and non-discretionary operating expenses	H	3	Implementation of Agency and MOF systems			3	3
Establishment of Registry of Government loan and guarantee	H	3	Implementation of MOF information collection activity and central recording			3	3

INDICATOR	**WEIGHT**	**SCORE**	**EVIDENCE (MOF)**	2001	2002	2003	2004
liabilities							
Implementation of procedure for approval of such liabilities by MOF	H	3	Implementation of MOF rules and authorities				3
Procedure for collection of current information	M	2	Implementation of MOF recording processes		2	2	2
TOTAL SCORE FOR MANAGEMENT RELATED INDICATORS		30		0	7	19	31
ACCOUNTING							
Central Treasury accounting for all funds Central MOF processing??				0	2	3	3
Implementation of new Chart of Accounts consistent with GFS model (best practice)	H	3	Implementation of Chart of Accounts by MOF and in all Budget user agencies		3	3	3
Explanation or correction of deviations from GFS model	M	2	MOF response to IMF or other outside queries		2	2	2
Use of IFMS for Budget preparation Budget execution and Supervision Budget outturn reporting Cash management Financial reporting Debt management	H	3				3	3

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INDICATOR	WEIGHT	SCORE	EVIDENCE (MOF)	2001	2002	2003	2004
TOTAL SCORE FOR ACCOUNTING RELATED INDICATORS		8		0	7	11	11
REPORTS							
Specifying suite of financial reports Details of reports provided Details of users to whom reports directed	H	3	Approval of suite of reports by MOF	0	3	3	3
Monthly reporting by Budget user ministries and agencies of obligations	H	2	Receipt by MOF of obligation reports from all agencies			2	2
Monthly reporting by MOF of total Government obligations and liabilities	H	2	First MOF report to Government of monthly details.			2	2
Monthly reporting by MOF of total Government outlays	H	2	First MOF report to Government of monthly details			2	2
Monthly reporting by MOF of Budget balances unobligated	H	2	First MOF report to Government of monthly details			2	2
Monthly reporting by MOF of revenue collections and Budget revenue comparisons	M	2	First MOF report to Government of monthly details			2	2
Monthly reporting by MOF of analytical information on Government finances	M	2	Review of content of MOF monthly reports			2	2

INDICATOR	WEIGHT	SCORE	EVIDENCE (MOF)	2001	2002	2003	2004
Cash flow reporting by Treasury quarterly (including National Bank)	H	3	First MOF report to Government of monthly details			3	3
TOTAL SCORE FOR REPORTS RELATED INDICATORS		18		0	3	18	18
FINANCIAL RESULTS							
Reduction of outstanding arrears all Budget users and all funds by 25% from previous year		3		0	0	0	3
TOTAL SCORE FOR FINANCIAL RESULTS RELATED INDICATORS		3		0	17	48	63
Maximum Possible				63	63	63	63
% of Maximum Achieved				0%	27%	76%	100%

Performance Indicator Reference Sheet

Performance Indicator Reference Sheet

Strategic Objective: More Effective Citizen Participation and Improved Governance
Intermediate Result:
Indicator: Weighted Composite Measure of IR 2.1.1, IR 2.1.2 and IR 2.1.3

DESCRIPTION

Precise Definition(s): This composite index takes weights coefficients determined in the base year of 2002 for selected indicators for IRs 2.1.1 + 2.1.2 + 2.1.3 in the following way –

- For IR 2.1.1, take Indicator ***Increased citizen action taken on issues of local and national importance*** (See the appropriate Indicator Reference Sheet for its precise definition) and calculate in each target year the ***percentage of of the target attained for the year***,
- For IR 2.1.2, take Indicator ***Increased rating of Croatia on the Overall Average for media sustainability*** (See the appropriate Indicator Reference Sheet for its precise definition) and calculate in each target year the ***percentage of the target attained for the year***,
- For IR 2.1.3, take the results of two indicators:

  Increased use of existing and new public feedback mechanisms to local government and calculate the percentage of the target attained for the year

  And

  Decreased average time for case disposition at the ZMC

  (See the appropriate Indicator Reference Sheet for their precise definitions) and calculate for each target yearthe percentage of the target attained

  and multiply each percentage so calculated by the assigned weighting coefficient.

Unit of Measure: As an index, it varies
Disaggregated by: NA

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Varies with the collection method of each index component (See the appropriate Indicator Reference Sheet for its precise definition)
Method of Acquisition by USAID: Varies with the collection method of each index component (See the appropriate Indicator Reference Sheet for its precise definition)
Data Source(s): Varies with the collection method of each index component (See the appropriate Indicator Reference Sheet for its precise definition)
Frequency/Timing of Data Acquisition:
Responsible Individual(s) at USAID: Activity Managers Slavica Radosevic, Tom Rogers and Arsen Juric as supervised by the SO Team Leader Chuck Howell

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any): The indicator "Increased incidence of citizen task force recommendations reflected in economic development strategic plans (EDSPs) and in local government budgets or in other plans (e.g. citizen participation plan)" is a better component measure for IR 2.1.3 than the indicator chosen and identified above. However, the Mission will not see results from this indicator until the out years of the Strategic Plan.
Actions Taken or Planned to Address Data Limitations: The Mission can begin tracking that indicator as it's effects are registered. The overall calculation and weighting coefficients would, of course, need to be modified accordingly

OTHER NOTES

Notes on Baselines/Targets:
Location of Data Storage:
Other Notes: Weighting coefficients; for illustrative purposes this index is calculated using egual weights for 2.1.1, 2.1.2, and 2.1.3 and, equal weights for each 2.1.3 indicator.

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1 -- More effective citizen participation and improved governance **Intermediate Result:** IR 2.1.1 – More effective citizen participation in political and economic decision-making **Indicator: Increased citizen action taken on issues of local and national importance**
DESCRIPTION
Precise Definition(s): The indicator represents a direct measure of the IR at the input level. "citizen action" is measured by ***the number of small grants awarded at the local level and sustainability grants awarded to Partners for Local Initiatives (PLIs) and Anchor Organizations (AOs).*** The logic of the indicator is that small grants are generated out of a perceived need at the local level by citizens who have become aware, not only of the problem to be addressed but also of the CroNGO small grants offered by the PILs. They then take action by applying for small grants. If a grant is awarded, the award represents a significant input to successful civic action at the local level. The same logic is meant to apply to Sustainability Grants at the national level: They represent significant inputs to a sustainable and effective NGO sector in Croatia, thus fulfilling a broader level civic need at the national level. **Unit of Measure:** Grants awarded by CroNGO **Disaggregated by:** National and local level
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: CroNGO project and PLI records will be reviewed on an annual basis by CroNGO staff **Method of Acquisition by USAID:** Provided by AED and the CroNGO project **Data Source(s):** CroNGO and PLI refords **Frequency/Timing of Data Acquisition:** Annual basis **Responsible Individual(s) at USAID:** Slavica Radosevic, Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March, 2002 **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: Baseline year 2001=0; Target 2002=30; Actual 2002=40; Target 2003=75; **Location of Data Storage:** **Other Notes:**
<u>Next Steps:</u> As described above, this is an input level indicator. It is, in essence, measuring CroNGO Project execution with the assumption that if the project has been properly design and executed the expected impact of "an effective citizen participation" will happen. The measure of the Mission's success in achieving this Intermediate Result would be improved by the addition of a second indicator which focused on real outputs or products achieved by the grants and the range of citizens involved in achieving those outputs. More significantly an impact indicator identifying and tracking, perhaps, follow-up actions taken by grantees beyond the scope of the small grants themselves.

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1 -- More effective citizen participation and improved governance **Intermediate Result:** IR 2.1.1.1 – Enhanced enabling environment for growth of effective CSOs **Indicator: Increased rating of Croatia on NGO Sustainability Index – Legal Framework**
DESCRIPTION
Precise Definition(s): Adoption of new non-profit laws or other regulations that define status of CSOs ***(Note: The USAID NGO Sustainability Index is composed of seven components of which Legal Framework is one. Reference is made to USAID documents which describe in detail what the sub-component parts which define legal framework are and how it is calculated over those sub-components.)*** **Unit of Measure:** Croatian CSOs/NGOs Index - Annual rating number **Disaggregated by:** N/A
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: ICNL annual assessment and NGO sustainability index expert group discussion **Method of Acquisition by USAID:** Provided by ICNL and USAID/Croatia **Data Source(s):** NGO Sustainability Index and ICNL Annual Report **Frequency/Timing of Data Acquisition:** Annual basis **Responsible Individual(s) at USAID:** Slavica Radosevic, Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: N/A **Known Data Limitations and Significance (if any):** (1) There exists some possibility that the continuation of the NGO Sustainability Index may be funded and that data collection will not be carried during the full 2002-05 period covered by the Croatia Strategy. **Actions Taken or Planned to Address Data Limitations:** (1) The Croatia Mission is committed to continued data gathering and measurement of the NGO Sustainability Index in Croatia through Mission funding. (2) The mission should obtain final results as soon as possible prior to publication.
OTHER NOTES
Notes on Baselines/Targets: As Baseline data we will use the latest assessment of the legal environment for 2001 **Location of Data Storage:** USAID/Croatia - PMP Data file **Other Notes:** ICNL will provide additional assessment of the legal environment that will help us to obtain more objective data

Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1 -- More effective citizen participation and improved governance **Intermediate Result:** IR 2.1.1.2 – Community-based civic action programs expanded/implemented **Indicator: Increased number of CSO small grants in execution**
DESCRIPTION
Precise Definition(s): This is an input measure of the IR. It counts the number of small grants awarded to local CSOs by the CroNGO Partners for Local Initiatives (PLIs). It is intended to be used in combination with "value of CSO small grants", a second indicator, to measure together CroNGOs level of execution of the local initiatives component of IR 2.1.1. **Unit of Measure:** Small grant awards **Disaggregated by:** Gender (if applicable), region, specific project area
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: CroNGO staff, and particularly the PLI staff, will count the grants recorded in PLI files on an annual basis between dates determined with reference to USAID reporting requirements for the PMP **Method of Acquisition by USAID:** Provided by AED and the CroNGO project **Data Source(s):** PLI records **Frequency/Timing of Data Acquisition:** Quarterly and annual basis **Responsible Individual(s) at USAID:** Slavica Radosevic, Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March, 2002 **Known Data Limitations and Significance (if any):** Initial data will be less relevant, since most grants will start in early Fall 2002 **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: **Location of Data Storage:** AED and USAID/Croatia PMP files **Other Notes:**

Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1 -- More effective citizen participation and improved governance **Intermediate Result:** IR 2.1.1.2 – Community-based civic action programs expanded/implemented **Indicator: Increased value of CSO small grants in execution**
DESCRIPTION
Precise Definition(s): This is an input measure of the IR. It calculates the value of small grants awarded to local CSOs by the CroNGO Partners for Local Initiatives (PLIs). It is intended to be used in combination with "number of CSO small grants", a second indicator, to measure together CroNGOs level of execution of the local initiatives component of IR 2.1.1. **Unit of Measure:** Small grant awards **Disaggregated by:** Gender (where applicable), region and project area
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: CroNGO staff, and particularly the PLI staff, will calculate CroNGO quarterly reports the value grants recorded in PLI files on an annual basis between dates determined with reference to USAID reporting requirements for the PMP **Method of Acquisition by USAID:** Provided by AED and the CroNGO project **Data Source(s):** PLI records **Frequency/Timing of Data Acquisition:** Annual basis **Responsible Individual(s) at USAID:** Slavica Radosevic, Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March, 2002 **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: 2001 = 0 2002 = 30 2004 = 75 **Location of Data Storage:** AED and USAID/Croatia PMP file **Other Notes:**

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1 -- More effective citizen participation and improved governance **Intermediate Result:** IR 2.1.1.3 – Improved capability of the NGO sector **Indicator: Increased rating of Croatia on NGO Sustainability Index – Organizational Capacity**
DESCRIPTION
Precise Definition(s): The organizational capacity dimension of the index addresses the operation of NGOs ***(Note: The USAID NGO Sustainability Index is composed of seven components of which Organizational Capacity is one. Reference is made to USAID documents which describe in detail what the sub-component parts which define organizational capacity are and how it is calculated over those sub-components.)*** **Unit of Measure:** Croatian CSOs/NGOs **Disaggregated by**: *Region*
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Annual assesment organized by NGO expert group meetings in Zagreb, Split, Rijeka and Osijek **Method of Acquisition by USAID:** Provided by USAID/Croatia **Data Source(s):** NGO Sustainability Index **Frequency/Timing of Data Acquisition:** Annual basis **Responsible Individual(s) at USAID:** Slavica Radosevic, Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: N/A **Known Data Limitations and Significance (if any):** (1) There exists some possibility that the continuation of the NGO Sustainability Index may be funded and that data collection will not be carried during the full 2002-05 period covered by the Croatia Strategy. **Actions Taken or Planned to Address Data Limitations:** (1) The Croatia Mission is committed to continued data gathering and measurement of the NGO Sustainability Index in Croatia through Mission funding. (2) The mission should obtain final results as soon as possible prior to publication.
OTHER NOTES
Notes on Baselines/Targets: Baseline data and targets will be defined based on results of 2001 NGO index Croatia rating **Location of Data Storage:** USAID/Croatia - PMP file **Other Notes:** AED will also provide an assistance with the NGO Index annual assessment

Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1. More Effective citizen participation and improved governance **Intermediate Result:** IR 2.1.1.4. Strengthening political parties to be open, inclusive and representative of citizens **Indicator: Increase in participation of women and youth in targeted political parties**
DESCRIPTION
Precise Definition(s): Women/Youth inclusion on candidates lists will be a measure of their political participation. "Youth" is defined as someone 15 years or older. This will be conditioned by voter eligibility regulations. ***(Note: Potentially this indicator could be broken into two parts: Women and youth inclusion in candidate lists for open elections at the national, county and local levels as well as inclusion on candidate lists for party -- internal – elections. See 'next steps below"*** **Unit of Measure:** NUMBER OF W/Y candidates on party lists of targeted parties. **Disaggregated by:** *male/female, youth/adult*
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: **Method of Acquisition by USAID: Quarterly reports** **Data Source(s): NDI** **Frequency/Timing of Data Acquisition: Qarterly** **Responsible Individual(s) at USAID:** Sanja Vukotic, CTO
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Baseline taken in April 2002 by NDI **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: **Location of Data Storage:** **Other Notes:**
Next Steps: **(1)** Baseline data has to be gathered and targets, then, need to be set; **(2)** Further refinement in the definition of the indicator is needed, e.g. given local, county and national voter eligibility requirements, is it desirable to refine, accordingly, "women" and "youth" more precisely, **(3)** If party candidate lists are open information and all parties with which USAID works have similar or comparable candidacy eligibility and voting procedures, then the inclusion of this as a separate measure might be desirable

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1. More Effective citizen participation and improved governance
Intermediate Result: IR 2.1.1.4. Strengthening political parties to be open, inclusive and representative of citizens
Indicator: Increased voter outreach events and membership drives or other recruitment measures conducted by targeted political parties
DESCRIPTION
Precise Definition(s): Direct voter contact exclusive of media, including events such as: meetings in public places, door-to-door campaign, concert, rallies, direct mail solicitation as well as internet solicitation.
Unit of Measure: NUMBER OF EVENTS
Disaggregated by:
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method:
Method of Acquisition by USAID: Quarterly reports
Data Source(s): NDI
Frequency/Timing of Data Acquisition: Qarterly
Responsible Individual(s) at USAID: Sanja Vukotic, CTO
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Baseline taken in April 2002 by NDI
Known Data Limitations and Significance (if any):
Actions Taken or Planned to Address Data Limitations:
OTHER NOTES
Notes on Baselines/Targets:
Location of Data Storage:
Other Notes:
Next Steps: **(4)** Baseline data has to be gathered and targets, then, need to be set; ***(5)*** Further refinement in the definition of the indicator is needed, e.g. given local, county and national voter eligibility requirements, is it desirable to refine, accordingly, "women" and "youth" more precisely,

Performance Indicator Reference Sheet
Strategic Objective: 2.1 – More Effective Citizen Participation and Improved Governance **Intermediate Result:** IR 2.1.2 -- Sustainable and Balanced Commercial Media **Indicator: Improved rating of Croatia on the Overall Average for media sustainability**
DESCRIPTION
Precise Definition(s): As an index, the MSI is a composite measure of media sustainability assessing five "attributes" of a successful media system: (1) that legal norms protect and promote free speech and access to public information, (2) that journalism meets professional standards of quality, (3) that multiple news sources provide citizens with reliable and objective information, (4) that independent media are well-managed businesses, and (5) Supporting institutions function in the professional interests of independent media. **Unit of Measure:** Media organization **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: A score is attained for each media sustainability attribute, described above, by rating seven to nine indicators. Scoring is done in two parts: (1) A panel of experts is assembled in each country drawn from various sectors of relevance to the media which prepares an analysis of the quality of the media of the country in question against the particular attribute and to score each of the indicators for the attribute. Those scores are aggregated for a country attribute score. (2) The analysis prepared by the panel is analyzed by the IREX staff in Washington DC and they then score the country and attribute, based on the analysis and other data, independently of the panel. **Method of Acquisition by USAID:** The IREX/ProMedia II staff deliver the scores to the USAID activity manager **Data Source(s)**: ProMedia II **Frequency/Timing of Data Acquisition:** **Responsible Individual(s) at USAID:** Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** The index is assembled by the same firm that executes the Croatia ProMedia project and so is open to the perception of conflict of interest: IREX is apparently measuring its own performance. The MSI is assembled under a regional contract and by a different part of the firm. The local (Zagreb) IREX staff participate in the measurement of the Croatia index by choosing the participants in the particular issue scoring and in the Focus Group. Another limitation with the MSI is that it may not be funded in the future under the regional contract. **Actions Taken or Planned to Address Data Limitations:** Insofar as he local IREX staff participate in the measurement of the Croatia index the USAID/Croatia activity manager will approve and, where necessary choose alternate candidates for participating in the scoring and focus group. If the regional funding for the MSI ends, the local IREX director has committed to carrying out data gathering for the MSI using consistent methodology.
OTHER NOTES
Notes on Baselines/Targets: Baseline 2001; Target 2002=2.25; Target 2003=4.0; **Location of Data Storage:** **Other Notes:**

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Performance Indicator Reference Sheet
Strategic Objective: 2.1 – More Effective Citizen Participation and Improved Governance **Intermediate Result:** IR 2.1.2 -- Sustainable and Balanced Commercial Media **Indicator: Freedom House Survey for Press Freedom – Croatia**
DESCRIPTION
Precise Definition(s): As an index, the Freedom House Press Freedom Survey is a composite measure of open press assessing four components of fee speech: (6) Laws and regulations that influence media content, (7) Political pressures and controls on media content (8) Economic influences over media content and (9) Repressive actions (killing journalists, physical violence, censorship, arrests, etc.) A country is rated on each component for print and broadcast media , each on a scale of 1 to 15. An overall rating is given on a scale of 1 to 100 where the ranges of 0 to 30 represent "free press", from 31 to 60 represent "partly free press" and scores of 61 to 100 represent "not free press". This indicator is included as a check on the IREX Media Sustainability Index. **Unit of Measure:** Media organizations **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Reference to the Freedom House Country Survey results **Method of Acquisition by USAID**: Freedom House surveys **Data Source(s)**: Freedom House surveys **Frequency/Timing of Data Acquisition:** **Responsible Individual(s) at USAID:** Tom Rogers, Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: **Location of Data Storage:** **Other Notes:**

Performance Indicator Reference Sheet
Strategic Objective: 2.1 – More Effective Citizen Participation and Improved Governance **Intermediate Result:** IR 2.1.2.1 – Journalists' professional standards improved **Indicator: Increased rating of Croatia on the MSI Attribute 3: "Multiple news sources provide citizens with reliable and objective news"**
DESCRIPTION
Precise Definition(s): As an index, the MSI is a composite measure of media sustainability assessing five "attributes" of a successful media system, among which is "Multiple news sources provide citizens with reliable and objective news". The indicators contained in and measured by this attribute are: (1) Plurality of public and private news sources(e.g. print, broadcast, Internet) exist and are affordable, (2) Citizens' access to domestic and international news is not restricted, (3) State and public media reflect the viuews of the entire political spectrum, are nonpartisan, and serve the public interest, (4) Independent news agencies gather and distribute news for print and broadcast media, (5) Independent broadcast media produce their own news programs, (6) Transparency of media ownership allows consumers to judge objectivity of news; news ownership is not concentrated in a few conglomerates and, (7) A broad spectrum of social interests are reflected and represented in the media, including minority-language information sources. **Unit of Measure:** Media organization **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: A score is attained for each media sustainability attribute, described above, by rating seven to nine indicators. Scoring is done in two parts: (3) A panel of experts is assembled in each country drawn from various sectors of relevance to the media which prepares an analysis of the quality of the media of the country in question against the particular attribute and to score each of the indicators for the attribute. Those scores are aggregated for a country attribute score. (4) The analysis prepared by the panel is analyzed by the IREX staff in Washington DC and they then score the country and attribute, based on the analysis and other data, independently of the panel. **Method of Acquisition by USAID:** The IREX/ProMedia II staff deliver the scores to the USAID activity manager **Data Source(s)**: ProMedia II **Frequency/Timing of Data Acquisition:** **Responsible Individual(s) at USAID:** Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** The index is assembled by the same firm that executes the Croatia ProMedia project and so is open to the perception of conflict of interest: IREX is apparently measuring its own performance. The MSI is assembled under a regional contract and by a different part of the firm. The local (Zagreb) IREX staff participate in the measurement of the Croatia index by choosing the participants in the particular issue scoring and in the Focus Group. Another limitation with the MSI is that it may not be funded in the future under the regional contract. **Actions Taken or Planned to Address Data Limitations:** Insofar as he local IREX staff participate in the measurement of the Croatia index the USAID/Croatia activity manager will approve and, where necessary choose alternate candidates for participating in the scoring and focus group. If the regional funding for the MSI ends, the local IREX director has committed to carrying out data gathering for the MSI using consistent methodology.
OTHER NOTES

Performance Indicator Reference Sheet
Strategic Objective: 2.1 – More Effective Citizen Participation and Improved Governance **Intermediate Result:** IR 2.1.2.1 – Journalists' professional standards improved **Indicator: Improved rating of Croatia on the MSI Attribute2: "Journalism meets professional standards of quality"**
DESCRIPTION
Precise Definition(s): As an index, the MSI is a composite measure of media sustainability assessing five "attributes" of a successful media system, among which is "journalism meets professional standards of quality". The indicators contained in and measured by this attribute are: (8) Reporting is fair, objective and well sourced, (9) Journalists follow recognized and accepted ethical standards, (10) Journalists and editors do not practice self-censorship, (11) Journalists cover key events and issues, (12) Pay levels for journalists and other media professionals are sufficiently high to discourage corruption, (13) Entertainment programming does not eclipse news and informational programming, (14) Technical factors and equipment for gathering, producing and distributing news are modern and efficient and (15) Quality niche reporting and programming exists (investigative, business/economics, local, political) **Unit of Measure:** Media organization **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: A score is attained for each media sustainability attribute, described above, by rating seven to nine indicators. Scoring is done in two parts: (5) A panel of experts is assembled in each country drawn from various sectors of relevance to the media which prepares an analysis of the quality of the media of the country in question against the particular attribute and to score each of the indicators for the attribute. Those scores are aggregated for a country attribute score. (6) The analysis prepared by the panel is analyzed by the IREX staff in Washington DC and they then score the country and attribute, based on the analysis and other data, independently of the panel. **Method of Acquisition by USAID:** The IREX/ProMedia II staff deliver the scores to the USAID activity manager **Data Source(s):** ProMedia II **Frequency/Timing of Data Acquisition:** **Responsible Individual(s) at USAID:** Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** The index is assembled by the same firm that executes the Croatia ProMedia project and so is open to the perception of conflict of interest: IREX is apparently measuring its own performance. The MSI is assembled under a regional contract and by a different part of the firm. The local (Zagreb) IREX staff participate in the measurement of the Croatia index by choosing the participants in the particular issue scoring and in the Focus Group. Another limitation with the MSI is that it may not be funded in the future under the regional contract. **Actions Taken or Planned to Address Data Limitations:** Insofar as he local IREX staff participate in the measurement of the Croatia index the USAID/Croatia activity manager will approve and, where necessary choose alternate candidates for participating in the scoring and focus group. If the regional funding for the MSI ends, the local IREX director has committed to carrying out data gathering for the MSI using consistent methodology.
OTHER NOTES

Performance Indicator Reference Sheet
Strategic Objective: 2.1 – More Effective Citizen Participation and Improved Governance **Intermediate Result:** IR 2.1.2.1 – Journalists' professional standards improved **Indicator: Increased rating of Croatia on the MSI Attribute 4: "Independent media well-managed businesses, allowing editorial independence"**
DESCRIPTION
Precise Definition(s): As an index, the MSI is a composite measure of media sustainability assessing five "attributes" of a successful media system, among which is "Independent media well-managed businesses, allowing editorial independence". The indicators contained in and measured by this attribute are: (16) Media outlets and supporting firms operate as efficient, professional and profit-generating businesses, (17) Media received revenue from a multitude of sources, (18) Advertising agencies and related industries support and advertising market, (19) Advertising revenue as a percentage of total revenue is in line with accepted standards at commercial outlets, (20) Independent media do not receive government subsidies, (21) Market research is used to formulate strategic plans, enhance advertising revenue, and tailor products to the needs and interests of audiences and, (22) Broadcast ratings and circulation figures are reliably and independently produced **Unit of Measure:** Media organization **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: A score is attained for each media sustainability attribute, described above, by rating seven to nine indicators. Scoring is done in two parts: (7) A panel of experts is assembled in each country drawn from various sectors of relevance to the media which prepares an analysis of the quality of the media of the country in question against the particular attribute and to score each of the indicators for the attribute. Those scores are aggregated for a country attribute score. (8) The analysis prepared by the panel is analyzed by the IREX staff in Washington DC and they then score the country and attribute, based on the analysis and other data, independently of the panel. **Method of Acquisition by USAID:** The IREX/ProMedia II staff deliver the scores to the USAID activity manager **Data Source(s)**: ProMedia II **Frequency/Timing of Data Acquisition:** **Responsible Individual(s) at USAID:** Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** The index is assembled by the same firm that executes the Croatia ProMedia project and so is open to the perception of conflict of interest: IREX is apparently measuring its own performance. The MSI is assembled under a regional contract and by a different part of the firm. The local (Zagreb) IREX staff participate in the measurement of the Croatia index by choosing the participants in the particular issue scoring and in the Focus Group. Another limitation with the MSI is that it may not be funded in the future under the regional contract. **Actions Taken or Planned to Address Data Limitations:** Insofar as he local IREX staff participate in the measurement of the Croatia index the USAID/Croatia activity manager will approve and, where necessary choose alternate candidates for participating in the scoring and focus group. If the regional funding for the MSI ends, the local IREX director has committed to carrying out data gathering for the MSI using consistent methodology.
OTHER NOTES

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1 -- More effective citizen participation and improved local government **Intermediate Result:** IR 2.1.3 – Local government capacity to manage increases **Indicator: Increased incidence of citizen recommendations reflected in local government budgets or in other plans (e.g. citizen participation plan)**
DESCRIPTION
Precise Definition(s): This is a proxy indicator, measuring the IR. The measure will track specific events occurring in two identifiable places. It is conditioned that all events must happen. It will count the number of times citizen and local government expressed desires are included formally in an EDSP in the form of a recommendation and also addressed by the local government by being included in some form in the budget. The most important element of this indicator is that the private sector works effectively with public sector to produce positive change in a local government. **Unit of Measure:** Local governments / number of projects within an EDSP (at least partially) developed with citizens and reflected in the local government budget **Disaggregated by:** *types of projects / recommendations*
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Data will be gathered by the LGRP, with or through its demonstration local governments **Method of Acquisition by USAID:** Data will be delivered by the LGRP to the USAID Activity Manager on an annual basis adequate to allow for any necessary reporting requirements of the USAID mission. **Data Source(s)**: LGRP **Frequency/Timing of Data Acquisition: Annual** **Responsible Individual(s) at USAID:** Tom Rogers, Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** (1) There will be a lag problem in that the time between a task force recommendation and its implementation as measured by inclusion in the budget. **Actions Taken or Planned to Address Data Limitations:** (1) One way to address the lag problem would be identify stages through which a task force recommendation passes and then segment the indicator, counting the number of those stages that a specific recommendation passes, while still counting its inclusion in the budget. If plans are adopted by the City Council it will signify an important stage in the process because there is a greater likelihood that the projects that come out of the plans will be reflected in the budget
OTHER NOTES
Notes on Baselines/Targets: **Location of Data Storage:** **Other Notes:**

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1 -- More effective citizen participation and improved local government **Intermediate Result:** IR 2.1.3 – Greater efficiency in and responsiveness of selected governance systems **Indicator: Increased use of existing and new public feedback mechanisms to local government**
DESCRIPTION
Precise Definition(s): The indicator is a direct measure of the responsiveness of local government through such varied forms as public hearings, tasks forces, computer access through the information management system, etc. A particular universe of feedback/communication media will be identified for this indicator. These may include, for example, the computer-based local government link (Internet Portal) established in Osijek/Crikvenica, economic development strategic planning task force meetings, budget hearings, and attendance, etc. For new mechanisms, defining criteria will be identified. Once "feedback mechanisms" have been identified a way of defining "use" will formulated, e.g. "number of people participating, attending...", "counting feedback messages through formalized forms of recording such as meeting or for a minutes, etc." **Unit of Measure:** Local governments / number of communication forms utilized in local governments **Disaggregated by:** types of communication/feed back chanels /tools
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Data will be gathered by the LGRP, with or through its demonstration local governments **Method of Acquisition by USAID:** Data will be delivered by the LGRP to the USAID Activity Manager on an annual basis adequate to allow for any necessary reporting requirements of the USAID mission. **Data Source(s): information/reports from local governments (supported in some cases by media articles)** **Frequency/Timing of Data Acquisition: Annual** **Responsible Individual(s) at USAID:** Tom Rogers, Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: **Location of Data Storage:** **Other Notes:**

Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: More effective citizen participation and improved local governance **Intermediate Result:** IR 2.1.3. – Greater efficiency in and responsiveness of selected governance systems **Indicator: Decreased average time for case disposition at the ZMC**
DESCRIPTION
Precise Definition(s): Average time between initial case filing and disposition for the ZMC's civil and criminal divisions **Unit of Measure:** Months **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Review of cases disposed over the survey period **Method of Acquisition by USAID**: Periodic monitoring report from compiled case information **Data Source(s):** NCSC's Monitoring and Evaluation Plan, later the automated Case Management System (CMS) **Frequency/Timing of Data Acquisition:** August 2002, August 2003 **Responsible Individual(s) at USAID:** Arsen Juric, Cognizant Technical Officer
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Baseline 2000 data, Carl Blair (NCSC chief of party) **Known Data Limitations and Significance (if any):** None known at this time **Actions Taken or Planned to Address Data Limitations:** N/A
OTHER NOTES
Notes on Baselines/Targets: 2000 selected as baseline year since project began September 2000. Targets set at 5% for August 2002 and 10% for August 2003. **Location of Data Storage:** NCSC Performance Indicators **Other Notes:**

Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: SO 2.1 -- More effective citizen participation and improved local government **Intermediate Result:** IR 2.1.3.1 – Greater efficiency in and responsiveness of selected governance systems **Indicator: Increased number of local governments using a new budget practice and format**
DESCRIPTION
Precise Definition(s): This is a proxy indicator for the intermediate result, measuring the number of local governments throughout Croatia that have adopted and are using a new budgeting practice (budget-in-briefs, mayor's budget message, and public hearings on the planned budget) and budget format that reflects, on the expenditure side, data in economic and functional classifications engaged in by the local government. The budget format should mirror that described in Ministry of Finance regulation related to reporting by local governments The logic of the indicator is that (1) if a local governments can put into use the prescribed budget format then it will have to be able to analyze data in economic, functional and organization terms, have an administrative operation (including information systems and human resource) base capable of implementing such a system which will be a proxy measure for an administratively efficient governance system and (2) insofar as the budget is a public document, as an oriented budget classification along economic, functional, and organizational lines, it will better inform the public about what local government is doing with public funds and thus be more responsive. The indicator applies to the full universe of local governments in Croatia because the Ministry of Finance mandates a new budgeting format nationwide and the financial analysis model (budget module) applied to generate these budget data was developed by the LGRP. Use of the new budget format will be manifest in the formal approval of and presentation of local government budgets to the Ministry of Finance. Additionally, the LGRP will introduce budget-in-briefs, mayor's budget message, and public hearings on the budget to local governments as a way of summarizing budget data for citizens in a more readily interpretable manner and thus increasing efficiency of resource allocation. Having citizens better understand budgets of local governments will contribute toward a better understanding of how local resources are allocated and mobilize citizens to respond to local governments. Moreover, better informed citizens will be able to contribute toward resource allocation decision made by local governments and thus local government will be more responsive. **Unit of Measure:** Local governments **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Report from MoF on local governments that submitted budget report with use of new budgeting method (financial analysis model) and LGRP report on the number of local governments who issued budget-in-brief documents **Method of Acquisition by USAID:** MoF/LGRP report to USAID **Data Source(s): MoF, LGRP** **Frequency/Timing of Data Acquisition: Budget format, quarterly basis and budget-in-brief on annual basis** **Responsible Individual(s) at USAID:** Tom Rogers, Activity Manager
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: **Location of Data Storage:** **Other Notes:**

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Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: More effective citizen participation and improved local governance **Intermediate Result:** IR 2.1.3.2. – Court Administration Modernized to Support More Efficient and Responsive Judiciary **Indicator: Percentage increase in case dispositions per division (civil and criminal) at the ZMC**
DESCRIPTION
Precise Definition(s): Increase in case dispositions at the civil and criminal divisions at the ZMC **Unit of Measure:** Percentage **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: ZMC Annual Report (December), CMS **Method of Acquisition by USAID**: Periodic monitoring report **Data Source(s):** NCSC/ZMC **Frequency/Timing of Data Acquisition:** August 2002, August 2003 **Responsible Individual(s) at USAID:** Arsen Juric, Cognizant Technical Officer
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: August 2002, Carl Blair (NCSC chief of party) **Known Data Limitations and Significance (if any):** None known at this time **Actions Taken or Planned to Address Data Limitations:** N/A
OTHER NOTES
Notes on Baselines/Targets: Baseline 2000. 2001 = 17% 2002 = 25%; 2003 = 40% **Location of Data Storage:** NCSC Performance Indicators **Other Notes:**

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Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: More effective citizen participation and improved local governance **Intermediate Result:** IR 2.1.3.2. – Court Administration Modernized to Support More Efficient and Responsive Judiciary **Indicator: Number of case management system software modules installed and in use at the ZMC**
DESCRIPTION
Precise Definition(s): Number of software packages specific to the needs of the ZMC division **Unit of Measure:** Cardinal number **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Identify number of functional software modules at the ZMC **Method of Acquisition by USAID**: Periodic monitoring report **Data Source(s):** NCSC **Frequency/Timing of Data Acquisition:** February 2003, April 2003, July 2003 **Responsible Individual(s) at USAID:** Arsen Juric, Cognizant Technical Officer
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: February 2003, Carl Blair (NCSC chief of party) **Known Data Limitations and Significance (if any):** None known at this time **Actions Taken or Planned to Address Data Limitations:** N/A
OTHER NOTES
Notes on Baselines/Targets: February 2003: 1; April 2003: 2: July 2003: 3 **Location of Data Storage:** NCSC Performance Indicators **Other Notes:**

Performance Indicator Reference Sheet

Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations

Intermediate Result:

Indicator: Increased number of returnees in partnership communities

DESCRIPTION

Precise Definition(s): A returnee is defined as an individual who was displaced from their original home in an ECRA municipality to (a) another area within Croatia or (b) another country, and has subsequently returned to a partnership municipality.

Unit of Measure: number of persons returning during the year

Disaggregated by: gender, age and ethnicity

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Initial collection of data will be done by ECRA implementing partners from persons accessing ECRA legal services for the first time each year who indicate they are returnees during the year that they are accessing services. Only those partners providing legal services will collect these data as they are the most likely to work with new returnees. Because there is some concern that ECRA legal services will not provide complete coverage, USAID will conduct an annual survey to verify the completeness of the ECRA data.

Method of Acquisition by USAID: Mercy Corps will collect these data from its implementing partners on a quarterly basis and will forward them to USAID via its semi-annual program reports, after verifying them for accuracy. The annual survey will be collected by USAID and conducted in a manner that is independent from the data collection system maintained by ECRA since the purpose of the survey is to verify the completeness of ECRA data.

Data Source(s): ECRA implementing partner intake questionnaires administered when legal services are first rendered; source(s) additional to ECRA implementing partners to verify completeness of their data.

Frequency/Timing of Data Acquisition: ECRA data will be gathered by Implementing Partners daily; data gathered by USAID will be collected annually.

Responsible Individual(s) at USAID: Livia Mimica

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: The initial quality assessment will be done when the annual survey results become available around January 31, 2003.

Known Data Limitations and Significance (if any): There is concern that some returnees will not access ECRA legal services and will, therefore, not be counted in the ECRA data. Moreover, this problem may get worse over time as more returnees are preceded by other family members who have already established a residence in a partnership municipality. There is also concern that some returnees may be counted twice if they access legal services more than once.

Actions Taken or Planned to Address Data Limitations: Mercy Corps will try to control double counting by requiring Implementing Partners to maintain a database of the clients they serve. The problem of missed returnees will be assessed following the annual survey and appropriate adjustment in reported results will be made as indicated.

OTHER NOTES

Notes on Baselines/Targets:

Baseline: ***According to UNHCR, in 2001: 1,762 returnees****

Baseline includes special intervention areas outside the 11 ECRA partnership municipalities: Cetingrad, Gornji Bogicevci, Donji Srb (opcina Gracac), Oklaj (opcina Promina), Ruzic, Stara Gradiska, and Unesic.

Targets: ***2002: 837+500 ???*** ***2003: ????***

Location of Data Storage:

Other Notes: The target figures are inclusive of 500 unregistered persons, who, according to the implementors' records, "commute" between the current residence "in exile" and the return place......

** ODPR data for 2001 is 4,185*

Performance Indicator Reference Sheet

Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations

Intermediate Result:

Indicator: Increased percentage of total returnees for each year fall in the economically active age group

DESCRIPTION

Precise Definition(s): persons returning who are between the ages 18-55.

Unit of Measure: percent

Disaggregated by: gender, age and ethnicity

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Initial collection of data will be done by ECRA implementing partners from persons accessing ECRA legal services for the first time each year who indicate they are returnees during the year that they are accessing services. Only those partners providing legal services will collect these data, as they are the most likely to work with new returnees. Because there is some concern that ECRA legal services will not provide complete coverage, USAID will fund an annual survey to verify the completeness of the ECRA data.

Method of Acquisition by USAID: Mercy Corps will collect these data from its implementing partners on a quarterly basis and will forward them to USAID via its semi-annual program reports, after verifying them for accuracy. The annual survey will be collected by USAID and conducted in a manner that is independent from the data collection system maintained by ECRA since the purpose of the survey is to verify the completeness of ECRA data.

Data Source(s): ECRA implementing partner intake questionnaires administered when legal services are first rendered; source(s) additional to ECRA implementing partners to verify completeness of their data.

Frequency/Timing of Data Acquisition: ECRA data will be gathered by Implementing Partners daily; data gathered by USAID will be collected annually.

Responsible Individual(s) at USAID: Livia Mimica

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: The initial quality assessment will be done when the annual survey results become available on January 31, 2003.

Known Data Limitations and Significance (if any): There is concern that many returnees will not access ECRA legal services and will, therefore, not be counted. Moreover, this problem may get worse over time as more returnees are preceded by other family members who have already established a residence in a partnership municipality. There is also concern that some returnees may be counted twice if they access legal services more than once.

Actions Taken or Planned to Address Data Limitations: Mercy Corps will try to control double counting by requiring Implementing Partners to maintain a database of the clients they serve. The problem of missed returnees will be assessed following the annual survey and appropriate adjustment in reported results will be made.

OTHER NOTES

Notes on Baselines/Targets:

Baseline: ***According to ODPR, in 2001: Of the 4,185 returnees, 2,245 or 54% fall in the economically active age group (aged 18-55).***

Baseline includes special intervention areas outside the 11 ECRA partnership municipalities: Cetingrad, Gornji Bogicevci, Donji Srb (opcina Gracac), Oklaj (opcina Promina), Ruzic, Stara Gradiska, and Unesic.

Targets: ***2002: 54%*** ***2003: 65%***

Location of Data Storage:

Other Notes:

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Performance Indicator Reference Sheet

Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War Affected Populations

Intermediate Result: 3.1.1: Infrastructure Reconstructed and Access to Basic Services Provided

Indicator: Number of CIRP public structure projects completed and operating

DESCRIPTION

Precise Definition(s): A public structure is a road, water system, community building, waste disposal system, electric sub-station or other structure completed under an LBI contract. It also includes equipment or materials purchased by LBI and put into operation by end users. Operating means the public structure is being utilized by the intended beneficiaries.

Unit of Measure: number, cumulative

Disaggregated by:

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: direct collection by LBI, the partner rendering the service.

Method of Acquisition by USAID: LBI will collect these data and will forward them to USAID via its semi-annual monitoring reports.

Data Source(s): Implementing Partner's internal records

Frequency/Timing of Data Acquisition: Data will be gathered by LBI at the time an initiative is completed and operational.

Responsible Individual(s) at USAID: Zeljka Zgaga

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets: 2000= 0 ; 2001= 7 ; 2002= 82 ; 2003= 102 ; 2004= 0 ; 2005= 0

Both baseline and target data include special intervention areas outside of the 11 partnership municipalities. 2001 data include some carryover from a prior year program.

Location of Data Storage:

Other Notes: Targets are cumulative totals of structures completed and operating

Performance Indicator Reference Sheet
Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations **Intermediate Result:** 3.1.1: Infrastructure Reconstructed and Access to Basic Services Provided **Indicator:** Number of CIRP sponsored new and restored connections to public utility services
DESCRIPTION
Precise Definition(s): a connection is restored when a user has the capacity to attach to the service as soon as he can complete the financial requirements for a connection. The user does not, in fact, have to access the connection in order to be counted toward this indicator. He simply has to have the physical capacity to do so. New connections will include connections made in the years following initial completion of the facility. **Unit of Measure:** Number of connections **Disaggregated by:**
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: direct collection by LBI, the partner rendering the service. **Method of Acquisition by USAID:** LBI will collect these data and will forward them to USAID via its semi-annual monitoring reports. **Data Source(s):** Implementing Partner's internal records **Frequency/Timing of Data Acquisition:** data will be gathered by LBI at the time an initiative is completed and operational. LBI will monitor completed activities in order to estimate connections made in each year following the year of completion. **Responsible Individual(s) at USAID:** Zeljka Zgaga
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: 2001= ; 2002= ; 2003= ; 2004= ; 2005= The SO team will obtain baseline data for 2001 and targets for 2002 and 2003. Both baseline and target data include special intervention areas outside of the 11 partnership municipalities. 2001 data include some carryover from a prior year program. **Location of Data Storage:** **Other Notes:**

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Performance Indicator Reference Sheet
Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations **Intermediate Result:** 3.1.1: Infrastructure Reconstructed and Access to Basic Services Provided **Indicator:** Total number of persons directly benefiting from CIRP facilities
DESCRIPTION
Precise Definition(s): direct beneficiaries are first order beneficiaries, i.e., those who utilize the facilities or services themselves. It does not include current indirect beneficiaries or future direct or indirect beneficiaries. **Unit of Measure:** number **Disaggregated by:** none
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Estimates prepared by the SO 3.1 team, in collaboration with LBI, the CIRP contractor rendering the service. **Method of Acquisition by USAID:** . **Data Source(s):** Implementing Partner's internal records, population data for the covered area and judgements of the SO 3.1 team **Frequency/Timing of Data Acquisition:** Estimates will be made annually. **Responsible Individual(s) at USAID:** Zeljka Zgaga
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: 2000= ; 2001= ; 2002= ; 2003= ; 2004= ; 2005= The SO team will obtain baseline data for 2001 and targets for 2002 and 2003. Both baseline and target data include special intervention areas outside of the 11 partnership municipalities. 2001 data include some carryover from a prior year program. **Location of Data Storage:** **Other Notes:**
Beneficiary baseline and targets for this indicator will underestimate total beneficiaries because it does not include indirect beneficiaries or future beneficiaries of the restored facilities.

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Performance Indicator Reference Sheet

Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations

Intermediate Result: 3.1.2: Community Based Economic Programs Create Jobs and Output in War-Affected Communities

Indicator: Increase in employment in ECRA assisted individual enterprises

DESCRIPTION

Precise Definition(s): Individual enterprises will include all those enterprises that do not sell via contracts that permit calculation of total annual sales, and include those that receive either financial or other types of assistance. Many of these enterprises will use assistance they receive from ECRA to increase the employment of underemployed household labor rather than add new workers. Therefore, each initial loan made to these enterprises will be considered as having added a minimum of one new employee, even if there is no additional labor added to the enterprise. Repeat loans for such households will be considered to maintain that additional unit of employment, unless the household reports an increase in the number of workers. In that case the increase will be counted in full and will be added to the one attributed to the initial loan. This indicator will also include additional employment created through job-training/retraining activities.

Unit of Measure: increase in employment over pre-assistance levels for each enterprise or individual assisted

Disaggregated by: gender, age, and ethnicity of newly employed

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: When initiating contact with a micro or small enterprise to be assisted, ECRA implementing partners (IP) will gather data on potential clients prior to assistance being rendered. At the end of each 12-month period, the IP will update employment data for each enterprise using the same methodology, always being careful to add at least one employee for each initial loan received, and to maintain that one employee with repeat loans. Trained or retrained workers will be counted by implementing partners when the worker obtains formal employment.

Method of Acquisition by USAID: Mercy Corps will collect these data from its implementing partners on a quarterly basis and will forward them to USAID via its semi-annual program reports, after verifying them for accuracy.

Data Source(s): Data collected by IP on ECRA clients prior to and after receiving financial or other type of assistance, with annual or more frequent monitoring visits, as appropriate.

Frequency/Timing of Data Acquisition: Data will be gathered by Implementing Partners prior to and after receiving financial or other type of assistance and, at least annually thereafter, in time for inclusion in Mercy Corp's semi-annual report to USAID.

Responsible Individual(s) at USAID: Petra Klein Saban

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Mercy Corps will monitor the quality of data as they are being collected by the IP. USAID will assess the quality of the data via spot checks of specific beneficiaries of ECRA community based economic programs conducted by the USAID activity manager for this activity via field monitoring trips.

Known Data Limitations and Significance (if any): Gathering good quality output and sales data from smaller enterprises that sell most of their output to neighbors and local markets is usually very difficult. For these firms employment is a proxy for output as well as a direct indicator. On the other hand, it would require a lot of time and effort to collect employment data from large farmers and from beneficiaries of assistance to cooperatives and producer associations acting on behalf of a large number of members. This indicator will not include increases in employment among these beneficiaries. Measuring changes in employment relative to a base period for each enterprise makes the base period zero and avoids problems associated with maintaining a correct baseline when adding enterprises in later years.

Actions Taken or Planned to Address Data Limitations: A second indicator for this IR will track changes in output for beneficiaries of assistance to cooperatives, producer associations, and producers that sell on contract.

OTHER NOTES

Notes on Baselines/Targets: ***Employment of ECRA assisted individual enterprises includes # of first-time loans and # of individuals who obtain employment as a result of training/re-training activities:*** *Baseline:* ***0***

Targets: ***2002: 660*** ***2003: 974*** ***(Total End-of-Project target: 1,634)***

In 2002, 361 individuals will gain sustained employment. In 2003, 1,023 individuals will gain sustained employment. (Total End-of-Project target: 1,384)

Location of Data Storage: ***Mercy Corps and Implementing partners*** *Other Notes:*

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Performance Indicator Reference Sheet

Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations

Intermediate Result: 3.1.2: Community Based Economic Programs Create Jobs and Output in War-Affected Communities

Indicator: Increase in the value of sales contracts concluded by ECRA assisted producers, firms, producer associations and cooperatives

DESCRIPTION

Precise Definition(s): A sales contract will include oral sales agreements as well as written ones. It will also include deliveries to intermediaries, which track purchases by producers.

Unit of Measure: Increase in the value of sales contracts relative to pre-assistance levels

Disaggregated by: none

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: When initiating contact with a cooperative, producer or producer association to be assisted, ECRA implementing partners (IP) will gather data on prior year sales by the respective producer, association or cooperative directly from the producer or association or cooperative representatives. Data for new sales will be gathered in the same way or directly from the buyer, as appropriate.

Method of Acquisition by USAID: Mercy Corps will collect these data from its implementing partners on a quarterly basis and will forward them to USAID via its semi-annual program reports, after verifying them for accuracy.

Data Source(s): Data collected by IP on ECRA clients prior to and after receiving financial or other type of assistance, with annual or more frequent monitoring visits, as appropriate.

Frequency/Timing of Data Acquisition: Data will be gathered by Implementing Partners prior to and after ECRA clients receive financial or other type of assistance, and in time for inclusion in Mercy Corp's second semi-annual report to USAID.

Responsible Individual(s) at USAID: Petra Klein Saban

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Mercy Corps will monitor the quality of data as they are being collected by the IP. USAID will assess the quality of the data via spot checks of specific beneficiaries of ECRA community-based economic programs conducted by the USAID activity manager for this activity via field visits.

Known Data Limitations and Significance (if any): Members of cooperatives and producer associations may be selling output outside of the cooperative or association prior to ECRA assistance. ECRA assistance may draw some of this existing production into the association's contract sales. To the extent this occurs, recording the value of new sales contracts at the association level will overstate the net increase in farm output by the amount of sales so shifted. This may be a significant proportion of the increase in output reported for the producer group.

Actions Taken or Planned to Address Data Limitations: ECRA IPs will be alerted to this problem and will be asked to estimate its significance. If it is deemed significant the IP will query a sample of group members to determine what percent of their sales through the group represented output they would have produced anyway had the cooperative not received the assistance of the IP. This proportion will provide an estimate of a fudge factor that can be applied to reported sales to get at net new sales and, as a result, the relationship of reported sales to new output.

OTHER NOTES

Notes on Baselines/Targets:

Baseline: ***0***

Targets: ***2002: $606,560 2003: $1,057,500 (Total End-of-Project target: $1,664,060; 289 contracts)***

Location of Data Storage: ***Mercy Corps and Implementing partners***

Other Notes:

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Performance Indicator Reference Sheet

Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations

Intermediate Result: 3.1.3: Increased Community Reintegration

Indicator: Increased number of participants in ECRA community-based initiatives and social and legal services

DESCRIPTION

Precise Definition(s): This is an aggregate measure that combines persons participating in community-based initiatives and those resolving legal and social issues with assistance from ECRA implementing partners into a single measure. Persons participating do not include persons hired for performing services required to implement the community-based initiative nor do they include non-participating beneficiaries of the community-based initiatives or persons whose issue is not resolved. 'Resolving a substantive legal issue' is defined as a single intervention with a client for a specific discrete activity and results in a resolved legal issue. 'Addressing social needs' is defined as an individual has completed the service or is accessing the service on an ongoing basis.

Unit of Measure: persons participating in community based initiatives plus persons for whom ECRA services helped resolve substantive legal issues and/or address social needs.

Disaggregated by: gender, age and ethnicity of the participants and service recipients, respectively

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: When organizing a community based initiative the IP will record the number of persons participating in that initiative, excluding persons hired for rendering services to realize the initiative. For legal and social services the IP rendering the service will collect demographic data on all users and will follow up a sample of service users to confirm successful resolution of the service.

Method of Acquisition by USAID: Mercy Corps will collect these data from its implementing partners on a quarterly basis and will forward them to USAID via its semi-annual program reports, after verifying them for accuracy.

Data Source(s): community leaders responsible for overseeing realization of the community-based event and its subsequent utilization; Implementing Partner's service utilization records.

Frequency/Timing of Data Acquisition: Data will be gathered by Implementing Partners at the time a service is provided or an initiative is organized and operational, with follow-up of a sample of recipients of legal services to note whether their legal issue has been resolved.

Responsible Individual(s) at USAID: Petra Klein Saban

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Mercy Corps will monitor the quality of data as they are being collected by the IP. USAID will assess the quality of the data via spot checks of ECRA community based programs conducted by the USAID activity manager for this activity via field visits.

Known Data Limitations and Significance (if any):

Though there could be some double counting of individuals who participate in more than one community initiative and/or social service and/or legal service, since the initiatives and services are discreet activities, Mercy Corps does not consider this to be an issue.

Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets: ***Includes participants/clients of legal services***

Baseline: ***0***

Targets: ***2002: 8,510*** ***2003: 9,484*** ***(Total End-of-Project target: 17,994)***

Location of Data Storage: ***Mercy Corps and Implementing partners***

Other Notes:

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Performance Indicator Reference Sheet
Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations **Intermediate Result:** 3.1.3.1: Social Cohesion Strengthened **Indicator:** Number of successful community-based initiatives under ECRA
DESCRIPTION
Precise Definition(s): A successful community-based initiative is one, which is realized and utilized by the intended beneficiaries. **Unit of Measure:** number **Disaggregated by:** none
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: direct collection by the IP rendering the service. **Method of Acquisition by USAID:** Mercy Corps will collect these data from its implementing partners on a quarterly basis and will forward them to USAID via its semi-annual program reports, after verifying them for accuracy. **Data Source(s):** Implementing Partners **Frequency/Timing of Data Acquisition:** Data will be gathered by Implementing Partners at the time an initiative is organized and operational. The IP will monitor beneficiary use at least annually thereafter, in time for inclusion in Mercy Corp's second semi-annual report to USAID **Responsible Individual(s) at USAID:** Petra Klein Saban
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Mercy Corps will monitor the quality of data as they are being collected by the IP. USAID will assess the quality of the data via spot checks of specific beneficiaries of ECRA community based programs conducted by the USAID activity manager for this activity via field visits. **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: *Baseline:* ***0*** *Targets:* ***2002: 76*** ***2003: 181*** ***(Total End-of-Project target: 257)*** *Location of Data Storage:* ***Mercy Corps and Implementing partners*** *Other Notes:*

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Performance Indicator Reference Sheet

Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations

Intermediate Result: 3.1.3.2: Legal Assistance Promotes Property Restitution and Access to Social Entitlements

Indicator: Number of legal services resolved by ECRA partners

DESCRIPTION

Precise Definition(s): Legal services include social entitlements, property restitution or other legal assistance. 'Resolving a substantive legal issue' is defined as a single intervention with a client for a specific discrete activity and results in a resolved legal issue. A specific discrete activity could be court representation.

Unit of Measure: number of legal services resolved

Disaggregated by: gender, age, ethnicity of beneficiary

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: the IP rendering the service will collect demographic data on all users.

Method of Acquisition by USAID: Mercy Corps will collect these data from its implementing partners on a quarterly basis and will forward them to USAID via its semi-annual monitoring reports, after verifying them for accuracy.

Data Source(s): Implementing Partners service utilization records.

Frequency/Timing of Data Acquisition: Data will be gathered by Implementing Partners at the time a service is provided, with follow-up of a sample of individuals to determine the proportion that are resolved.

Responsible Individual(s) at USAID: Petra Klein Saban

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Mercy Corps will monitor the quality of data as they are being collected by the IP. USAID will assess the quality of the data via spot checks of specific beneficiaries of ECRA community based programs conducted by the USAID activity manager for this activity via field visits for this purpose.

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets:

Baseline: ***0***

Targets: ***2002: 3,904 of 7,840 legal services get resolved*** ***2003: 3,886 of 7,830 legal services get resolved***

(Total estimated End-of-Project target: Of the estimated 15,670 legal services provided, 7,790 legal services (about 50%) get resolved.

Location of Data Storage: ***Mercy Corps and Implementing partners***

Other Notes:

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Performance Indicator Reference Sheet

Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations

Intermediate Result: 3.1.4: Information Dissemination and Outreach Promote Return of Refugees

Indicator: Increased percentage of returnees in ECRA areas influenced to return by cross-border activities

DESCRIPTION

Precise Definition(s): of the returnees indicating they have returned that year and are accessing ECRA legal services for the first time, the number indicating that information dissemination and outreach activities influenced their decision to return. A returnee is defined as an individual who was displaced from their original home in a partnership municipality to (a) another area within Croatia or (b) another country, and has subsequently returned to their partnership municipality. A cross border activity is an information dissemination and/or outreach activity, such as a media announcement, a go and see visit, a talk radio or TV program with established returnees or a community official/resident who has communicated with them about circumstances in their home municipality.

Unit of Measure: new returnees

Disaggregated by: gender, age and ethnicity of the new returnees

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: collection of data will be done by ECRA implementing partners as returnees access ECRA services. Only those partners providing legal services will collect these data as they are the most likely to work with new returnees. This should help to avoid double counting arising from several entities collecting similar data in a given area.

Method of Acquisition by USAID: Mercy Corps will collect these data from its implementing partners on a quarterly basis and will forward them to USAID via its semi-annual program reports, after verifying them for accuracy.

Data Source(s): ECRA implementing partner intake questionnaires administered when legal services are first rendered to a returnee who has indicated that he/she has returned during that year.

Frequency/Timing of Data Acquisition: Data will be gathered daily by Implementing Partners providing legal services to ECRA clients.

Responsible Individual(s) at USAID: Petra Klein Saban

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Mercy Corps will monitor the quality of data as they are being collected by the IP. USAID will assess the quality of the data via spot checks of specific beneficiaries of ECRA community based programs conducted by the USAID activity manager for this activity via field visits for this purpose.

Known Data Limitations and Significance (if any): ECRA partners are not the only organizations conducting cross-border activities to induce refugees to return. Some of the persons responding that one or more of the listed cross-border activities influenced their decision to return may be responding to a non-ECRA activity. At the same time, returnees to non-partnership municipalities may be responding to ECRA cross border activities, though this number is, most likely much smaller than the first number. On balance it appears that the percent of returnees influenced by cross-border activities is larger than the percent influenced by the cross-border activities of ECRA's implementing partners alone.

Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets: ***One of the three IPs providing legal services (and, therefore, tracking information for this indicator) was unable to establish targets for the 'number of returnees influenced to return by cross-border activities' since this IP has not tracked this sort of information in the past. Therefore, targets are for two of the IPs only.***

Baseline: ***The percent for the first program year will also serve as the baseline for subsequent years.***

Targets: ***2002: 129 of 551 returnees influenced to return 2003: 261 of 1,117 returnees influenced to return***

(Total End-of-Project target: 390 of 1,668 returnees (23%) influenced to return by cross-border activities)

Location of Data Storage: ***Mercy Corps and Implementing partners.***

Other Notes: ***This indicator is predicated on the assumption that the percentage of ECRA-counted returnees is not materially different from those returnees missed by ECRA. To the extent that this is true, ECRA data on returnees do not have to be complete for this indicator to be valid.***

Performance Indicator Reference Sheet

Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations

Intermediate Result: 3.1.5: Market-Based Solutions Meet Housing Needs of War-Affected Communities

Indicator: Number of households utilizing USAID funded reconstruction vouchers and services to obtain permanent housing and repossession of houses by refugees, in accordance with the NHS program.

DESCRIPTION

Precise Definition(s):

Unit of Measure: number of households in accordance with NHS program target beneficiaries

Disaggregated by: age and ethnicity of the heads of households (including the male and female heads of a household)

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: collection of data will be done by ECRA implementing partners overseeing distribution and utilization of the vouchers and provision of assistance with obtaining permanent housing. Intake/monitoring questionnaire to be prepared by ECRA.

Method of Acquisition by USAID: Mercy Corps and/or Urban Institute will collect these data from its implementing partners on a quarterly basis and will forward them to USAID via its semi-annual program reports, after verifying them for accuracy.

Data Source(s): ECRA implementing partner intake questionnaires administered to voucher holders when vouchers are utilized and service receivers when a service is first provided and at the end of the program for beneficiaries.

Frequency/Timing of Data Acquisition: Data will be gathered when the voucher holder first begins utilizing the voucher for construction or reconstruction activities and at the end of program.

Responsible Individual(s) at USAID: Petra Klein Saban

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Mercy Corps and/or Urban Institute will monitor the quality of data as they are being collected by the IP. USAID will assess the quality of the data via spot checks of specific voucher users during field checks.

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations:

OTHER NOTES

Notes on Baselines/Targets: ***NHS program dates are April 2002-August 2003.***

Baseline: ***0***

Targets: ***2002: 0 2003: 300 (Total End-of-Project target: 300)***

Location of Data Storage: ***SO 3.1 Team Leader files***

Other Notes:

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Performance Indicator Reference Sheet
Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations **Intermediate Result:** 3.1.5: Market-Based Solutions Meet Housing Needs of War-Affected Communities **Indicator:** Number of households utilizing USAID guaranteed loans to purchase permanent accommodations or to improve property
DESCRIPTION
Precise Definition(s): **Unit of Measure:** Number of loans **Disaggregated by:** gender, age and ethnicity of the recipient of the loan
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: data collection will be done by lending bank partners implementing this activity **Method of Acquisition by USAID:** the implementing partner will collect these data and will forward them to USAID via semi-annual program reports. **Data Source(s):** lending bank partner loan records **Frequency/Timing of Data Acquisition:** Data will be gathered when the household first begins receiving assistance for obtaining permanent housing **Responsible Individual(s) at USAID:** Petra Klein Saban
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Mercy Corps will monitor the quality of data as they are being collected by the IP. USAID will assess the quality of the data via spot checks of specific voucher users during routine field checks. **Known Data Limitations and Significance (if any):** None **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: the size of this program has not yet been determined. The SO team will define targets when it is. 2001= 0 ; 2002= ; 2003= ; 2004= ; 2005= **Location of Data Storage:** SO 3.1 Team Leader files **Other Notes:**

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Performance Indicator Reference Sheet
Strategic Objective: 3.1: Accelerated Return and Sustainable Reintegration of War-Affected Populations **Intermediate Result:** 3.1.5: Market-Based Solutions Meet Housing Needs of War-Affected Communities **Indicator:** Repayment rate on DCA guaranteed permanent accommodation and property improvement loans
DESCRIPTION
Precise Definition(s): Amount of each year's loan payments that are current at year-end divided by the amount of payments due as of the end of the year. With this definition arrears become part of the denominator, resulting in a measure of repayment that is very quick to reveal emerging problems. **Unit of Measure:** Percent repaid **Disaggregated by:** gender, age and ethnicity of the recipient of the loan
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: data collection will be done by lending bank partners implementing this activity **Method of Acquisition by USAID:** the implementing partner will collect these data and will forward them to USAID via semi-annual program reports. **Data Source(s):** lending bank partner loan records **Frequency/Timing of Data Acquisition:** data will be gathered at the end of each calendar year **Responsible Individual(s) at USAID:** Petra Klein Saban
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: 2001= 0 ; 2002=90 ; 2003=91 ; 2004=93 ; 2005=95 **Location of Data Storage:** SO 3.1 Team Leader files **Other Notes:**

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Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends **Intermediate Result:** **Indicator: Rising percentage of public see GSV as positive way to improve social and economic policy reforms**
DESCRIPTION
Precise Definition(s): Earlier polls have established that, even though the public sees the GOC as "responsible" for reform, people are more likely to deem reforms reasonable if they are negotiated by multiple parties. This indicates that the GSV can play an important role in fostering and maintaining social cohesion by working productively toward consensus on important aspects of labor market and social policy reforms. **Unit of Measure:** % of public that knows the GSV, understands its role, and feels the GSV has a positive impact on reform, and/or feels that tripartite dialogue is more likely than not to lead to better reforms and outcomes for the Croatian people. Measurements could be taken by placing several questions in existing national polls at regular intervals (2 – 4 times per year). **Disaggregated by:** gender, geographic location
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: National Opinion Polls **Method of Acquisition by USAID:** Public opinion surveys are administered on a regular basis to get reaction to the direction of reforms, particularly those that affect bread and butter issues. MSI to gather panel data and tabulations on relevant questions added to existing polls. **Data Source(s):** Actual sources may vary depending on the timing and frequency of polling. MSI will request existing outfits that measure public opinion and attitudes about reform to add questions to conserve on cost. **Frequency/Timing of Data Acquisition:** 2 to 4 times per calendar year, depending on feasibility and cost. Timing may also be selected to coincide with particular outputs of the GSV, where opportunities for recognition may likely be greater. **Responsible Individual(s) at USAID:** SO 3.4 Team Activity Manager for Tripartite Process (Chuck Howell)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002 **Known Data Limitations and Significance (if any):** MSI will need to assess which among the highly regarded, professional polling outfits it can most easily cooperate with and coordinate added questions at reasonable cost. **Actions Taken or Planned to Address Data Limitations:** Best if MSI can lay out a schedule for frequency and timing of adding questions in advance with one partner, but adjust if necessary along the way.
OTHER NOTES
Notes on Baselines/Targets: The national opinion poll MSI reported on in its April 2002 monthly will serve as the project baseline. Targets will be set at modest increments from the baseline data, which MSI will exchange with USAID/Croatia by August 2002. **Location of Data Storage:** Original tabulations with polling outfit that maintains questions. Reports with MSI. **Other Notes:** **NEXT STEPS: MSI to verify likely cost of polling questions if 2, 3 or 4 times per year, determine the appropriate frequency relative to cost and feasibility, and negotiate any needed changes in project line-items in consultation with USAID.**

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Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends **Intermediate Result:** **Indicator: Rising compliance by enterprises with pension contribution requirements**
DESCRIPTION
Precise Definition(s): This SO level indicator will measure one of the keys to successful pension reform, by tracking improvements in company compliance with mandatory pension contributions. Rising compliance improves the likelihood that Croatian citizens can build adequate retirement savings and income security over time, thus mitigating adverse social conditions. While businesses are required under law to register employees and make regular contributions, compliance has not been assured, and enforcement mechanisms are still nascent. **Unit of Measure:** Percentage of Croatian companies that forward timely, regular payroll withholdings to REGOS on behalf of their employees to the public pension system (Pillar I) and private pension funds (Pillar II). Pillar II payments officially began in January 2002. **Disaggregated by:** # of companies in compliance/total # of companies required to comply for each Pillar I and Pillar II
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: REGOS tracks compliance rates among companies on a regular basis **Method of Acquisition by USAID:** Periodic monitoring report by implementing partner, Carana **Data Source(s):** REGOS **Frequency/Timing of Data Acquisition:** Twice annually, with compliance rates averaged for the previous six months **Responsible Individual(s) at USAID:** SO 3.4 Activity Manager for pension reform (Damir Novinic)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: July 2002 **Known Data Limitations and Significance (if any):** REGOS's willingness to supply compliance data to Carana on a regular basis (*or to USAID, should Carana's presence end before 2005*) will make the difference in the ability to track this indicator. How well or poorly REGOS pursues its enforcement agenda could have a positive or negative effect on reported compliance numbers, but whether that difference is significant or marginal cannot be predicted at this time. **Actions Taken or Planned to Address Data Limitations:** Relations with REGOS are good and thus the limitation of data gathering is not expected to be serious.
OTHER NOTES
Notes on Baselines/Targets: The baseline numbers for compliance in 2001 are 50% (Pillar I) and 0% (Pillar II). Targets for 2002 are 55% (PI) and 30% (PII); for 2003 targets are 65% (PI) and 45% (PII); for 2004 targets are 75% (PI) and 55% (PII); and for 2005, targets are 85% (PI) and 65% (PII). Tracking beyond 2003 will depend upon the continuation of project and funding. **Location of Data Storage**: REGOS holds original figures; Carana will average monthly compliance rates over six month reporting period, and then take the higher of the two averages to report the annual figure. It is assumed that the higher figure will be for the second six-month period in the calendar year. **Other Notes**: Compliance by companies in pension contribution payments confers benefit to other SOs as well. Rising compliance has positive effects on public confidence in the retirement system; demonstrates the improved application of the rule of law (since compliance is mandatory); and bodes well for the formation and growth of capital markets (with respect to Pillar II). **NEXT STEPS: Carana to verify baselines from available data. USAID in consultation with Carana will verify that targets are feasible.**

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Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends **Intermediate Result:** 3.4.1 Public Acceptance of Multi-Pillar Pension Reform Sustained **Indicator: Public support for new pension system**
DESCRIPTION
Precise Definition(s): Approval rating via opinion poll. This indicator is both an affirmation of the success of the public education effort over time as well as a flag of issues for which the public could use additional information and education. **Unit of Measure:** Percent of respondents that approve of multi-pillar pension system (other questions as determined) **Disaggregated by:** gender, urban/rural, age
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Longitudinal* opinion poll conducted by random selection throughout Croatia by PULS polling agency. (*identical question/s asked over an extended period of time) **Method of Acquisition by USAID:** Regular summary of survey results and trends over time **Data Source(s):** Reports by contractor, Carana **Frequency/Timing of Data Acquisition:** Every two months (survey results); once per year (summary of trends) **Responsible Individual(s) at USAID:** SO 3.4 Team Activity Manager for pension reform (Damir Novinic)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002 **Known Data Limitations and Significance (if any):** Polling costs currently funded by World Bank. If support were discontinued, USAID's ability to track this indicator would be lost – a significant cost to the exercise if an alternative funder does not step in. **Actions Taken or Planned to Address Data Limitations:** Carana continually stresses the importance of survey results to the success of the reform effort to the World Bank and monitors any changes in WB thinking on funding the poll.
OTHER NOTES
Notes on Baselines/Targets: Baseline public approval rating at the start of reform effort in April 2001=30%; target to maintain a level of at least 65% approval throughout reform process. Targets for 2002-2005 therefore set approval greater than or equal to 65%. Explanation: Since this poll is regular and recurring, some fluctuation is expected over the course of a year. The objective is to ensure that average annual approval does not fall below 65%. Tracking this indicator is expected to end at the close of calendar year 2003. **Location of Data Storage:** Raw data on survey tabulations are held by PULS Agency, reports and summaries of surveys kept by CARANA.

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Performance Indicator Reference Sheet

Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends

Intermediate Result: 3.4.1.1 Media & policymakers capable of communicating reform elements to public

Indicator: Rising % of public feels it has or can find sufficient information about pension system to make decisions.

DESCRIPTION

Precise Definition(s): A sign that policymakers and media are "getting the message out" on pension reforms comes when the public affirms it has sufficient information to make a decisions regarding their retirement income with confidence. There is, after all, a lot of information to digest: official pronouncements, educational reporting, editorial commentary, and counter commentary. In order to judge, therefore, the success of the entire effort, one needs to measure not just improvements in reporting or the ability of a leader to run a good press conference, but the effect these communications have on the public at large.

Unit of Measure: Percentage of individuals surveyed that feel they have, or can locate, sufficient information pension reform to make decisions that affect them personally. Survey questions could focus on general confidence or probe more specifically a user's comfort level with such details as fund enrollment, contribution rates and returns, retirement income planning, employer responsibilities, and their rights as a consumer.

Disaggregated by: gender, geographic location.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: National opinion polls, as well as select regional or target group polls as appropriate.

Method of Acquisition by USAID: Periodic monitoring report from implementing organization, Carana.

Data Source(s): implementing partner Carana

Frequency/Timing of Data Acquisition: An annual average figure is sought, but surveys should be conducted no fewer than two times per year. More frequent polling is permitted, with results averaged over the course of the year, depending on the availability of resources to do this. Opinion surveys might also be coordinated with the timed release of specific events (opening of a fund, introduction of account tracking system).

Responsible Individual(s) at USAID: SO 3.4 Activity Manager for pension reform (Damir Novinic)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2002

Known Data Limitations and Significance (if any): Given the changing phases of reform and introduction of new pillars, rules, and provisions, a longitudinal poll (one that uses identical phrasing over period of time) may not be best barometer to measure public adaptation. By the same token, variable wording might only yield data about the most current phase of reform, and not indicate whether confidence is rising overall.

Actions Taken or Planned to Address Data Limitations: The contractor may need to strike a balance between topical questions and longitudinal ones to overcome this potential problem with data validity and interpretation.

OTHER NOTES

Notes on Baselines/Targets: Target is to see steady improvement in public knowledge and understanding of pension reform, and the risks and rewards of planning for retirement income. Baseline year 2001 with beginning of Carana public education effort, and assumption of that 0% of public felt it understood and was confident in ability to make decisions regarding pension. Targets for 2002=50%; target 2003=60%; 2004= 65%, 2005=70%. This indicator will not be tracked beyond 2003, unless project and funding are extended.

Location of Data Storage: Carana

Other Notes: This indicator indirectly measures the effectiveness of USAID's public education efforts on pension reform, which in part seek to improve the quality and capacity of communication by journalists and policymakers.

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Performance Indicator Reference Sheet

Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends

Intermediate Result: 3.4.1.2 Public makes informed choices to invest in private pillars

Indicator: Percentage of eligible pillar 2 candidates that register in advance of the deadline

DESCRIPTION

Precise Definition(s): Participation is the pillar II pension system is mandatory for all employed Croatians under the age of 40, and optional for all employed Croatians between the ages of 40-50. If workers in the under 40 age group do not initiate registration by the March 31, 2002 deadline, the registration agency (REGOS) will register and select a fund for them. This is therefore a proxy measure of willingness by eligible candidates to make a conscious choice in selecting one of seven possible investment funds in advance of the March 31, 2002 deadline. *NB: The age 40-50 group has until June 30, 2002 to decide.*

Unit of Measure: Percentage of eligible (under age 40) candidates who registered for Pillar II by or before March 31, 2002 out of total eligible workers under age 40. A secondary measure will be taken of eligible workers ages 40-50 who elect to register out of all workers in that age group. (See data limitations for this second measure below.)

Disaggregated by: *gender, age*

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Regular update on registration statistics by REGOS between November 2001 – June 2002.

Method of Acquisition by USAID: reports by implementing partner, CARANA

Data Source(s): Government collection department (REGOS)

Frequency/Timing of Data Acquisition: Gathered monthly, reported by contractor every two months or as requested

Responsible Individual(s) at USAID: SO 3.4 Activity Manager for pension reform (Damir Novinic)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2002

Known Data Limitations and Significance (if any): REGOS willingness to comply is one possible limitation but up to this point they have been very willing to provide data. While this is a strong proxy for those whose registration is mandatory in Pillar II, it is a more ambiguous indicator for those in the second group (ages 40-50) because they were presented with a binary choice, i.e. either to stay exclusively in Pillar I and expect upon retirement to receive only a state pension, or split current contributions between Pillars I&II. *(By contrast, the younger age group will receive a far reduced state pension and rely more substantially on Pillar II for retirement income.)* Given less time for assets to accumulate and grow, it is conceivable that some individuals age 40-50 will actually benefit more by staying with the state pillar, and each must calculate what is in his/her best financial interest. Those 40-50 year olds who register for both Pillars signal that they have decided this represents a better option for them, but conversely so do those who have chosen Pillar I alone.

Actions Taken or Planned to Address Data Limitations: Registrations in the 40-50 age group will be tracked for informational purposes but will not factor into the final calculation.

OTHER NOTES

Notes on Baselines/Targets: Optimum number of under age 40 registrations is 700,000 (roughly the size of the employed under age 40 workforce). Targets between November-March are November=15% (105,000 workers); December=30% (210,000 workers); January 45% (315,000 workers); February=60% (420,000 workers); March=80% (560,000 workers), which would leave 20% (140,000) having their funds assigned.

Location of Data Storage: REGOS has raw data, Carana gathers updates from them.

Other Notes: This is a limited time indicator and will not be reported on after 2002.

NEXT STEPS: CARANA to verify final data numbers.

Performance Indicator Reference Sheet

Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends

Intermediate Result: 3.4.1.3 Measures implemented to protect consumer interests and promote consumer rights

Indicator: Increased percentage of SMEs that use USAID developed compliance software to forward contributions to REGOS

DESCRIPTION

Precise Definition(s): This is a quantitative measure tracking the availability and use of software designed to make it easier for employers to comply with mandatory filings and payment of employee pension and social fund obligations.

Unit of Measure: Annual percentage – Number of employers that use the software as a percent of all firms forwarding contributions.

Disaggregated by: None required, unless composite figures include large enterprises as well, which are not a target here.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Implementing partner will request data from REGOS, which can find out how many employers are using the software through IT "cookies" or other technical marker.

Method of Acquisition by USAID: Periodic monitoring report by contractor, Carana.

Data Source(s): REGOS records

Frequency/Timing of Data Acquisition: Contractor will inquire with REGOS periodically, but report on a semi-annual basis as part of regular reporting by implementing partner

Responsible Individual(s) at USAID: SO 3.4 Activity Manager for pension reform (Damir Novinic)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2002

Known Data Limitations and Significance (if any): REGOS' willingness to provide this information on a semi-annual or more frequent basis is key to all of this. Assuming REGOS compliance is not an issue, another very significant data limitation is whether new and improved software is released, marketed and used that renders the present software obsolete.

Actions Taken or Planned to Address Data Limitations: None. The limitation is hypothetical at this point, with no real indications that new software is planned or likely.

OTHER NOTES

Notes on Baselines/Targets: Baseline year 2001=0. Targets for 2002=30%, 2003=40%, 2004=50%, 2005=60%. Tracking this indicator beyond 2003 will depend upon continuation of project and funding.

Location of Data Storage: Raw data at REGOS, reported summaries at Carana.

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Performance Indicator Reference Sheet

Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends

Intermediate Result: 3.4.1.3 Measures implemented to protect consumer interests and promote consumer rights

Indicator: Estimated percentage of union members reached through efforts to disseminate information on consumer rights and responsibilities in pension system

DESCRIPTION

Precise Definition: Based on direct and proxy measures, this indicator will determine the estimated number and percentage of unionized workers (and/or union mid- and senior level managers) who receive information or training on responsibilities and rights in the new pension system. Specific areas to measure include such things as understanding a) how to read a fund balance sheet; b) the process for filing a grievance re: contribution compliance, if applicable; c) fiduciary responsibilities of worker and management representatives on fund oversight boards; d) how to participate in Pillar III. Direct measures: information dissemination via seminars and TOT programs. Proxy measures: information dissemination via press release or printed matter distributed to workplaces or residences, via trained union ombudsmen, or website links.

Unit of Measure: estimated number and % reached of mid- and senior managers and/or total unionized workforce, depending on the goal of the initiative.

Disaggregated by: Each of the five major confederations

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: ACILS will coordinate with unions and determine the timeframe and method for collecting data on outreach efforts and estimating the number and percentage reached. ACILS will also determine, based on the purpose of each initiative, whether the target group is mid-and senior managers or rank and file union members.

Method of Acquisition by USAID: Through regular reporting process by implementing partner.

Data Source(s): ACILS and union confederations

Frequency/Timing of Data Acquisition: semi-annual to coincide with work plan submission and regular reporting cycle

Responsible Individual(s) at USAID: SO 3.4 Team Activity Manager (Sanja Vukotic)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2002

Known Data Limitations and Significance (if any): There will naturally be overlap between ACILS initiated efforts and ongoing union education programs. ACILS mentoring and influence in union strengthening is assumed to be constant, therefore there is no objection to estimating the impact of combined efforts.

Actions Taken or Planned to Address Data Limitations: ACILS will therefore chart out, in consultation with USAID, reasonable time frames and expectations for launching initiatives and measuring outreach.

OTHER NOTES

Notes on Baselines/Targets: Previous efforts to educate union leadership and rank and file members on pension reform yielded good results and established expectations for method and estimated success of outreach. With this in mind, baseline value for 2001 was estimated at 20%* coverage of unionized workforce. The same targets each year apply to estimated outreach to mid and senior level managers. Targets for 2002=30%; for 2003=40%. Tracking targets for 2004=50% and 2005=60% will depend on the continuation of the education program. Should funding not continue, it is hoped that ACILS will encourage unions to set such benchmarks internally for outreach as they further their own education programs on this aspect of reform.

Location of Data Storage: ACILS

Other Notes: ACILS role in mentoring unions, through leadership and TOT programs, on the need for public education creates ripple effects and hopefully results in unions adopting sustainable initiatives on their own. It is therefore acceptable for ACILS to report on the totality of estimated coverage, i.e., estimated coverage attributed to ACILS led-efforts plus estimated coverage in confederations that derive support from, but are not necessarily initiated by, ACILS.

Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends **Intermediate Result:** 3.4.2 Tripartite Dialogue Contributed Toward Improved Social & Economic Policies **Indicator: GSV recommendations reflected in legislation and policy decisions**
DESCRIPTION
Precise Definition(s): A true sign that deliberations, compromises, and proposals are having a real impact on labor market and safety net reforms in Croatia is evidence that GSV recommendations make their way into Sabor legislation or coalition government policy initiatives. **Unit of Measure:** YES/NO **Disaggregated by:** Origin, i.e. Sabor, PM's office, Ministry of Labor and Social Protection, etc
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Contractor (MSI) will conduct an annual review of proceedings for the calendar year to assess impact. **Method of Acquisition by USAID:** Once annually, as part of its regular reporting process, contractor will submit results from review of the preceding year, providing a qualitative summary of impact along with the YES/NO conclusion. **Data Source(s):** Variety of government documents ranging from legislative decrees, Sabor committee and subcommittee hearing notes, government decrees, budgetary resolutions, and other sources as needed. MSI will review its own monthly statements as well, which may capture a timeline of evolving measures. **Frequency/Timing of Data Acquisition:** Annual **Responsible Individual(s) at USAID:** SO 3.4 Team Activity Manager for tripartite (Chuck Howell)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002 **Known Data Limitations and Significance (if any):** Concerns over cause and effect are minor, since many of the key players on the GSV are part of the government or have significant ties. **Actions Taken or Planned to Address Data Limitations:** Methodology will be devised to make scoring relate to objective evaluation criteria so that activities and their results are fairly judged and scored against benchmarks.
OTHER NOTES
Notes on Baselines/Targets: Baseline year is 2001 when activity began and value is No. Targets for 2002=Yes, 2003=Yes, 2004=Yes, 2005=Yes, but tracking beyond December 2003 depends upon continuation of activity. **Location of Data Storage:** MSI **Other Notes:** N/A **NEXT STEPS –** MSI will set the expectation for the kinds of sources it will look at in preparing this review.

Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends **Intermediate Result:** 3.4.2.1 Fully functioning GSV & OSP achieved **Indicator: OSP expert unit analysis is used by GSV members**
DESCRIPTION
Precise Definition(s): This is a yes/no measure that affirms that the GSV (Economic and Social Council) is using and referencing policy analysis documents prepared by the expert unit of the Office of Social Partnership (OSP). The OSP was established to provide impartial expert analysis of labor, economic and social policy issues relevant to reform measures that must be undertaken as a matter of policy and practice in Croatia. In the past, each of the social partners (labor, management, government) relied most on their own experts whose analysis corresponded most closely to that side's self-interested positions. The OSP was created with the intention of breaking that cycle, by producing independent and unbiased analysis that would help members to understand the objective risks and tradeoffs of policy decisions and encourage them through dialogue to work toward shared burdens and shared success in the reform effort. **Unit of Measure:** YES/NO, supplemented by a qualitative summary detailing any significant events related to usage. **Disaggregated by:** *n/a*
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Observations and reporting by implementing partner, which is working closely with OSP **Method of Acquisition by USAID:** Annual report with commentary by implementing partner, MSI **Data Source(s):** OSP documents, GSV session records and observations by MSI **Frequency/Timing of Data Acquisition:** Implementing partner will include this annual summary as a regular part of its reporting cycle. **Responsible Individual(s) at USAID:** SO 3.4 Team Activity Manager for tripartite dialogue (Chuck Howell)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002 **Known Data Limitations and Significance (if any):** As a yes/no indicator, USAID will not have an appreciation for the extent to which the GSV relied on this analysis unless a narrative accompanies it. **Actions Taken or Planned to Address Data Limitations:** MSI will therefore contribute context and observations in its reporting to give the mission a reading on the depth of use.
OTHER NOTES
Notes on Baselines/Targets: Baseline for 2001=yes.* Targets for subsequent years: 2002=yes, 2003=yes, 2004=yes, 2005=yes. This indicator will not be tracked beyond calendar year 2003 unless the project and funding are extended. **Location of Data Storage:** MSI. **Other Notes:** *The expert unit was not formed in 2001 but MSI hired experts prepared papers that were used by the GSV. **NEXT STEPS:**

Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends **Intermediate Result:** 3.4.2.1 Fully functioning GSV & OSP achieved **Indicator: Rising demand for mediation and dispute resolution mechanisms adopted by GSV**
DESCRIPTION
Precise Definition(s): The GSV, with support from the GOC, has set forth a plan to train and deploy professional mediators to assist in resolving labor-management disputes around the country. This indicator will measure the commitment of the GOC/GSV to foster sound support and to promote alternative dispute resolution (ADR) nationwide. As an alternative to labor-management acrimony or unproductive coercion, use and demand for ADR when members reach an impasse on difficult subjects is a promising sign that stakeholders are prepared to resolve conflicts and reach consensus. **Unit of Measure:** YES/NO **Disaggregated by:** *n/a*
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Contractor MSI to collect records from the Office of Social Partnership and GSV on requests received. **Method of Acquisition by USAID:** Report by implementing partner MSI. **Data Source(s):** OSP records documenting the number of requests by enterprises or unions and the number of mediators eventually fielded on assignment during the calendar year. **Frequency/Timing of Data Acquisition:** Annual review. **Responsible Individual(s) at USAID:** SO 3.4 Team Activity Manager for tripartite dialogue (Chuck Howell)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002 **Known Data Limitations and Significance (if any):** Adoption of the ADR and its funding by the GOC during the first year has been delayed but is expected to happen in the fall. **Actions Taken or Planned to Address Data Limitations:** Targets for 2002 were adjusted in light of the delay, but expected to rise rapidly in 2003, and eventually level off.
OTHER NOTES
Notes on Baselines/Targets: Baseline value in 2001= 0. Number of mediator assignments expected 2002=5; 2003=15; 2004=20, 2005=20. Tracking this indicator after calendar year 2003 will depend on the continuation of the project and funding. **Location of Data Storage:** MSI

Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends **Intermediate Result:** 3.4.2.2 Unions strengthened to play constructive role in tripartite process **Indicator: Improved collaboration and strategic planning between trade union confederations**
DESCRIPTION
Precise Definition(s): Although no one expects the five major confederations to walk in lock step on all issues, the degree to which they cannot develop a consensus or present unified proposals *publicly* on many areas of reform is undermining their credibility as a partner in social dialogue. This indicator introduces a three-point scale to measure demonstrable cooperation between all five confederations in three areas: a) constructive participation in strategic planning process; b) development of significant joint policy positions; **Unit of Measure:** Point system, where achievement in each area is awarded 1 point and non-achievement is awarded 0 points. In other words, possible scores can be 0/3, 1/3, 2/3 or 3/3. **Disaggregated by:** three areas listed above
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Observation and benchmarking by ACILS, and supported by documentation from unions. **Method of Acquisition by USAID:** ACILS to provide once annual summary as part of its regular reporting cycle **Data Source(s):** Confederation agreements, strategic planning session reports, press releases, and other sources as determined by ACILS **Frequency/Timing of Data Acquisition:** Ongoing throughout year, with summary prepared once per year. **Responsible Individual(s) at USAID:** SO 3.4 Team Activity Manager for labor market reform (Sanja Vukoticl)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002 **Known Data Limitations and Significance (if any): none** **Actions Taken or Planned to Address Data Limitations: none**
OTHER NOTES
Notes on Baselines/Targets: Baseline year is 2001 = 0/2. Targets for 2002=1/2, 2003=2/2, 2004=2/2, 2005=2/2. Tracking this indicator beyond calendar year 2003 will depend upon the continuation of project and funding. **Location of Data Storage:** ACILS

Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends
Intermediate Result: 3.4.3.1 Increased public awareness to reduce stigma and isolation of victims.
Indicator: Improved understanding and sensitivity by target group on HIV/AIDS or anti-trafficking
DESCRIPTION
Precise Definition(s): Consistent with the mission's sub intermediate result, this indicator will be applied in cases where public education efforts are targeted at specific groups: journalists, health care workers, law enforcement officials, policymakers, or other group.
Unit of Measure: % change in target group understanding and sensitivity
Disaggregated by: implementer, city, and project (HIV/AIDS or anti-trafficking)
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: TBD
Method of Acquisition by USAID: Implementing organization to report to USAID
Data Source(s): varied
Frequency/Timing of Data Acquisition: Annual
Responsible Individual(s) at USAID: SO 3.4 Team Activity Manager for vulnerable groups (Vlatka Dukic)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002
Known Data Limitations and Significance (if any): Measuring change will only be valid if implementer is able to establish some baseline within the target group before the education begins.
Actions Taken or Planned to Address Data Limitations: Will depend entirely on final project design, but implementer will be asked to put a plan into place for baseline and follow-up measurement.
OTHER NOTES
Notes on Baselines/Targets: Baseline year is 2002=0. Targets for project years 2003=50% improvement and 2004=75% improvement in understanding and/or sensitivity.
Location of Data Storage:
NEXT STEPS: Reference sheets will have to be updated once projects begin and implementer plans are in place.

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Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends **Intermediate Result:** 3.4.3.2 Increased public response to contain and reduce vulnerability **Indicator: Improvement in National Action Plan Against Trafficking**
DESCRIPTION
Precise Definition(s): The GOC is under obligation to produce a workable strategy to combat trafficking under the Stability Pact and as a requirement for EU membership. This indicator will measure qualitative improvement in the draft as a result of improved understanding and commitment by the task force responsible for developing the proposal. **Unit of Measure:** YES/NO **Disaggregated by:** *n/a*
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Observation and final document **Method of Acquisition by USAID:** via implementing organization **Data Source(s):** National Plan to combat trafficking **Frequency/Timing of Data Acquisition:** Annual **Responsible Individual(s) at USAID:** SO 3.4 Team Activity Manager for vulnerable groups (Vlatka Dukicl)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002 **Known Data Limitations and Significance (if any):** none **Actions Taken or Planned to Address Data Limitations: none**
OTHER NOTES
Notes on Baselines/Targets: Baseline for 2002=No; targets for 2003=Yes and 2004=Yes. **Other Notes:** **NEXT STEPS: USAID to determine with implementing organization a method for substantiating what constitutes an improvement in the overall plan or its component parts.**

Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends **Intermediate Result:** 3.4.3.2 Increased public response to contain and reduce vulnerability **Indicator: Municipal leaders in Zagreb and Split promote HIV/AIDS awareness**
DESCRIPTION
Precise Definition(s): The response by public officials to support education and awareness campaigns in each of the two target cities will make an important contribution in the fight to keep the rates of new infection low in Croatia. This is a basic measurement of political will by leaders to take proactive approach on information dissemination. The indicator is subject to adjustment once final projects are approved. **Unit of Measure:** YES/NO **Disaggregated by:** city
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: TBD **Method of Acquisition by USAID:** Implementing partner will furnish information in report. **Data Source(s):** TBD **Frequency/Timing of Data Acquisition:** Annual **Responsible Individual(s) at USAID:** SO 3.4 Team Activity Manager for vulnerable groups (Vlatka Dukic)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002 **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:**
OTHER NOTES
Notes on Baselines/Targets: Baseline year is 2002=No; targets for 2003=YES, and 2004=YES **Location of Data Storage:** Implementing partner **Other Notes:** **NEXT STEPS: USAID to determine with implementing organization a method for substantiating what actions constitute support or promotion by municipal officials.**

Performance Indicator Reference Sheet

Performance Indicator Reference Sheet
Strategic Objective: 3.4 Mitigation of Adverse Social Conditions and Trends
Intermediate Result: 3.4.3.3 Increased public demand for competent information and services
Indicator: Rise in the number of clients seeking confidential testing or counseling for HIV/AIDS in the cities of Zagreb and Split
DESCRIPTION
Precise Definition(s): Demand for confidential testing and counseling services is not high in Croatia. Some attribute this to the current low rates of known infection and the broad presumption that they will stay that way, while others maintain that the stigma associated with getting tested feed public ignorance and fear about the disease. This indicator will measure whether demand for testing and/or counseling services rise as the public information campaign in two cities goes forward.
Unit of Measure: % change from base year 2002
Disaggregated by: *gender*
PLAN FOR DATA ACQUISITION BY USAID
Data Collection Method: Implementing partner will network with the hospitals or clinics that provide confidential services, and reach agreement on receiving annual statistics.
Method of Acquisition by USAID: Report by implementing partner
Data Source(s): Official records of public or private health centers offering testing.
Frequency/Timing of Data Acquisition: Baseline figure will be sought as project commences, and thereafter data will be acquired on annual basis.
Responsible Individual(s) at USAID: SO 3.4 Team Activity Manager for vulnerable groups (Vlatka Dukic)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: March 2002
Known Data Limitations and Significance (if any): Level of cooperation by health centers is uncertain before project begins, which can impact the availability of data.
Actions Taken or Planned to Address Data Limitations: none
OTHER NOTES
Notes on Baselines/Targets: Baseline year is 2002 and figure will be obtained by implementing partner. Targets are set at modest levels for increases in testing where 2003=10% increase is sought, and by 2004=20% increase in the baseline number.
Location of Data Storage: Implementing partner
Other Notes: USAID and implementing partners to agree on final dates and methods for obtaining data.
NEXT STEPS: consensus with USAID on any necessary changes.

Attachment B

Performance Data Table

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Performance Data Table

SO or IR	Results Statement	Indicator	Unit of Measure	Base-line Year	Base-line Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
SO 1.3	Growth of a dynamic and competitive private sector	Increased percentage of GDP arising from the private sector	Percent of GDP	2001	60	60*		65		70		70	
		Increased private sector share of employment	Percent of total employ-ment	2000	54	56	56.6	58		60		63	
IR 1.3.1	Competitive, Transparent Privatization of State-Owned Enterprises	Number of entities sold by the Privatization Fund	Entities	2001	0	100	348	150		250		350	
		Value of privatized entities (cash rec'd + debt assumed by buyer + buyer's investment commitment)	US$										
IR 1.3.2	Strengthened capacity of SMEs to operate and compete	Increased percentage of GDP arising from the SME subsector	Percent of GDP	2001	25*	25*		30		35		40	
IR 1.3.2.1	Adoption of Improved Enter-prise Management Systems	Increase in consulting sales by USAID trained consultants	US$ (000)	2001	0	500		1,125		1,812		2,219	
		Increased revenue among USAID assisted industry clusters	Percent change	2001	112 million Kuna	15		15		10		10	
IR 1.3.2.2	Strengthened Business Associations	Increased number of people trained in courses conducted by USAID-assisted industry associations	Cumula-tive # of trainees	2001	0	225		750		1,425		2,100	
IR 1.3.3	Improved Invest-ment Climate	Increase in total gross investment	Percent change	2001	30 bill. Kuna*	6*		6		6		6	

* Targets (and/or baseline data) to be refined by SO Teams

Performance Data Table

SO or IR	Results Statement	Indicator	Unit of Measure	Baseline Year	Baseline Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
		Improved credit rating for Croatian sovereign debt	Index 0-100	2001	59.24	61*		64		66		68	
IR 1.3.3.1	Business Friendly Legal and Regulatory Framework	Reduced average time to process commercial disputes in selected commercial courts	Days	2000	200	200		180		162		145	
		Reduced average time required to register land transfers in ZLR	Days	200	273	245		170		100		30	
		Number of legal and regulatory barriers to investment removed	Major Barriers	2001	0	3		3		3		1	
IR 1.3.3.2	Improved Transparency in Government Financial Operations	Increased local government expenditures as a percent of total general government spending	Percent of total government spending	2000	11.8	13.4		15.3		18.4		19.2	
		Improved index of sound financial management at the Treasury	Index 0 to 100	2000	0	27		76		100		100	
		Publicly disseminated program budget documents produced by ministries	Proportion of index attained	2000	0	5		25		40		50	

* Targets (and/or baseline data) to be refined by SO teams

Performance Data Table

SO or IR	Results Statement	Indicator	Unit of Measure	Baseline Year	Baseline Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
SO 2.1	More Effective Citizen Participation and Improved Governance	Weighted compo-site measure including IR2.1.1, IR 2.1.2 and IR 2.1.3	Index	2001	0	100		100		100		100	
IR 2.1.1	More Effective Citizen Partici-pation in Politi-cal & Economic Decision-making	Increased citizen action taken at the local and national level	Cumula-tive # of grants	2001	0	10 small grants 6 sustain-ability grants		35 small grants 14 sust-ainability grants		60 small grants 14 sust-ainability grants		80 small grants 14 sust-ainability grants	
IR 2.1.1.1	Enhanced Enabling Environment for Growth of Effective CSOs	Improved rating of Croatia on NGO Sustainability Index – Legal Framework	Index 7-1**	2001	3.0	2.75		2.5		2.25		2.0	
IR 2.1.1.2	Community-Based Civic Action Programs Expanded/Imple mented	Increased number of CSO small grants in execution	Number of grants	2002	0	10*		20		50		80	
	.	Increased value of CSO small grants in execution	US$	2002	0	$100,000 *		$450,000		$1.1 million		$1.8 million	
IR 2.1.1.3	Improved Capability of the NGO Sector	Improved rating of Croatia on NGO Sustainabil-ity Index – Organizational Capacity	Index 7-1	2001	4.0	3.8		3.6		3.2		3.0	
IR 2.1.1.4	Strengthened Political Parties to be Open, Inclusive and Representative of Citizens	Increased participation of women and youth in targeted political parties	Percent participa-tion of target groups	2001	Baseline data to be collected in 2001	Women: 5* Youth: 5		W: 15 Y: 15		W: 25 Y: 25			

*Targets (and/or baseline data) to be refined by SO teams

** Indices expressed in reverse order indicate the direction of improvement

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Performance Data Table

SO or IR	Results Statement	Indicator	Unit of Measure	Baseline Year	Baseline Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
IR 2.1.1.4 (cont.)	Strengthened Political Parties to be Open, Inclusive and Representative of Citizens	Increased voter outreach events and membership drives or other recruitment measures con-ducted by targeted political parties	Number of events	2002	Baseline data to be collected in 2002								
IR 2.1.2	Sustainable and Balanced Commercial Media	Increased rating of Croatia on the Overall Average for Media Sustainability	Index 1-4	2001	2.44	2.5		2.6		2.75		2.85	
		Freedom House Press Freedom Survey	Index 100-1	2001	50	48*		46		44		42	
		Increased rating for Croatia on the MSI Attribute 3: Multiple news sources provide citizens with reliable and objective news	Index 1-4	2001	1.97	2.2	2.25	2.5		4.0			
IR 2.1.2.1	Journalists' Professional Standards Improved	Increased rating for Croatia on the MSI Attribute 2: Journalism meets professional standards of quality	Index 1-4	2001	2.5	2.7		2.8		2.9		3.0	

* Targets (and/or Baseline Data) to be refined by SO teams)

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Performance Data Table

SO or IR	Results Statement	Indicator	Unit of Measure	Baseline Year	Baseline Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
IR 2.1.2.2	Management and Business Capacity of Media Organizations Strengthened	Increased rating for Croatia on the MSI Attribute 4:Independent media are well-managed businesses, allowing editorial independence	Index 1-4	2001	2.71	2.8		2.9		3.0		3.1	
IR 2.1.3	Greater Efficiency in and Responsive of Selected Governance Systems	Increased inci-dence of citizen recommendations reflected in government budgets	Number of citizen recom-menda-tions	2002	25*	25*		35					
		Increased use of existing and new public feedback mechanisms to local government	Number of feedback mechan-isms	2002	Baseline Data to be Collected in 2002	7*		20					
		Decreased average time for case disposition at the ZMC	Cumula-tive percent decrease	2000	2.3 years*	5*		10		15		20	
IR 2.1.3.1	Local Government Capacity to Manage Increased	Increased number of local governments using a program/budget practice and format	Local govern-ments nation-wide	2002	0	300*		400*					

* Targets (and /or Baseline data) to be refined by SO teams

Performance Data Table

SO or IR	Results Statement	Indicator	Unit of Measure	Baseline Year	Baseline Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
IR 2.1.3.2	Court Administration Modernized to Support more Efficient and Responsive Judiciary	Increased annual case dispositions per assisted ZMC division	Cumula-tive percent increase in number of case disposi-tions	2000	0	25*		40					
		Number of case management system modules developed and installed	Number of CMS modules (1-3)	2000	0	0		3					
SO 3.1	Accelerated Return and Sustainable Reintegration of War Affected Populations	Increased number of returnees in partnership communities	Number of returnees	2002	0								
		Increased percent of total returnees for each year in economically active age group	Percent change	2002									
IR 3.1.1	Infrastructure Reconstructed and Access to Basic Services Provided	Number of CIRP public structure projects completed and operating	Cumu-Lative number of projects	2000		82		102		102		102	
		Number of CIRP sponsored new and restored connections to public utility services	Number of Connec-tions	2001									
		Total number of persons directly benefiting from CIRP facilities	Number of persons	2001									

* Targets (and/or baseline data) to be refined by SO Teams
Performance Data Table

SO or IR	Results Statement	Indicator	Unit of Measure	Base-line Year	Base-line Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
IR 3.1.2	Community Based Economic Programs Create Jobs and Output in War-Affected Communities	Increase in employment in ECRA assisted individual enterprises	Cumula-tive Sustained Employ-ment	2001	0	660	578	974					
		Increase in the value of sales contracts con-cluded by ECRA assisted firms, producer associations and coops	Cumula-tive value of sales (in USD)	2001	0	606,560	940,993	1,057,500					
IR 3.1.3	Increased Community Reintegration	Increased number of participants in ECRA community-based initiatives and social and legal services	Cumula-tive number of partici-pants	2001	0	8,510	9,342	9,484					
IR 3.1.3.1	Social Cohesion Strengthened	Number of successful community-based initiatives under ECRA	Cumula-tive Number of initiatives	2001	0	76	81	181					
IR 3.1.3.2	Legal Assistance Promotes Property Restitution and Access to Social Entitlements	Number of legal and social services cases closed by ECRA partners	Cumula-tive Number of services	2001	0	3,904 (out of 7,840)	3,066 (out of 8,606)	3,866 (out of 7,830)					

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Performance Data Table

SO or IR	Results Statement	Indicator	Unit of Measure	Base-line Year	Base-line Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
IR 3.1.4	Information Dissemination and Outreach Promote Return of Refugees	Increased percentage of returnees in ECRA areas influenced to return by cross-border activities	Cumul-tive number of Returnees	2001	0	23%	19% (165 out of 858)	23%					
IR 3.1.5	Market-Based Solutions Meet Housing Needs of War-Affected Communities	Number of households utilizing USAID funded reconst-ruction vouchers or services to obtain permanent housing	Cumula-tive Number of house-holds	2001	0	0		300					
		Number of households utilizing USAID guaranteed loans to purchase permanent accommodations or to improve property	Cumula-tive Number of house-holds	2001	0								
		Repayment rate on DCA guaranteed permanent accommodation and property improvement loans	Percent Repay-ment	2001	Not applica-ble	90		91		93		95	

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Performance Data Table

SO or IR	Results Statement	Indicator	Unit of Measure	Base-line Year	Base-line Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
SO 3.4	Mitigation of Adverse Social Conditions and Trends	Rising % of public see GSV as positive way to improve social and economic policy reforms	% positively disposed	2002									
		Rising % of companies comply with pension contribution requirements	% in com-pliance	2001	PI=50% PII=0%	PI=55% PII=30%		PI=65% PII=45%		PI=75% PII=55%		PI=85% PII=65%	
IR 3.4.1	*Public Acceptance of Multi-Pillar Pension Reform Sustained*	Public support for new pension system	Percent approval	2001	30	Greater than 65		Greater than 65					
Sub-IR 3.4.1.1	Media & policymakers capable of communicating reform elements to public	-Rising % of public feels it has or can find sufficient information about pension system	-% increase	2001	0	50%		60%		65%		70%	
Sub-IR 3.4.1.2	Public makes informed choices to invest in private pillars	% of eligible pillar 2 candidates registered before deadline	% of all eligible	2001	0	53	91	N/A					
Sub-IR 3.4.1.3	Measures implemented to protect consumer interests and promote consumer rights	Increased % SMEs that use USAID developed compliance software to forward contributions to REGOS	% using	2001		30		40		50		60%	
		Union confederations promote and disseminate information on consumer rights & responsibilities	Estim % member coverage	2001	20%	40%		50%		60%		70%	

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SO or IR	*Results Statement*	Indicator	Unit of Measure	Base-line Year	Base-line Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
IR 3.4.2	*Tripartite Dialogue Contributed Toward Improved Social and Economic Policies*	GSV recommendations reflected in legislation and policy decisions	Annual report out summary	2001	No	Yes		Yes		Yes		Yes	
Sub-IR 3.4.2.1	Fully functioning GSV & OSP achieved	OSP expert unit analysis is used by GSV members	Yes/no	2001	N/A	yes		Yes		Yes		Yes	
		Rising demand for mediation and dispute resolution mechanisms adopted by GSV	Annual number of requests for mediators	2001	0	5		15		20		20	
Sub-IR 3.4.2.2	Unions streng-thened to play constructive role in tripartite process	Improved collaboration and strategic planning between trade union confederations	3 Point composite scale	2001	0/3	2/3		3/3		3/3		3/3	
IR 3.4.3	*Improved Status of Selected Vulnerable Groups*												
Sub-IR 3.4.3.1	Increased public awareness to reduce stigma & isolation of victims	- Improved understanding & sensitivity by target group of HIV/AIDS -Improved understanding of trafficking achieved through community outreach	% change in target group	2002	0			50%		75%			

SO or IR	Results Statement	Indicator	Unit of Measure	Base-line Year	Base-line Value	2002 Target	2002 Actual	2003 Target	2003 Actual	2004 Target	2004 Actual	2005 Target	2005 Actual
Sub-IR 3.4.3.2	Increased public response to contain & reduce vulnerability	-Improvement of national action plan against trafficking -Municipal leaders in Zagreb & Split promote HIV/AIDS awareness	Yes/No	2002	No			Yes		Yes			
Sub-IR 3.4.3.3	Increased public demand for competent information & services	Rise in the number of clients seeking confidential testing or counseling for HIV/AIDS in the cities of Zagreb and Split	% change from base year	2002	Need to obtain from official records			10% increase		20% increase			

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