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WEST BANK/GAZA
Palestinian Authority Capacity Enhancement Project

PALESTINIAN AUTHORITY CAPACITY ENHANCEMENT PROJECT

PERFORMANCE MANAGEMENT PLAN

Contract No. DFD-I-06-05-00219-00

PACE No. FO-D-2009-007

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

GIS	Geographic Information System
IQC	Indefinite Quantity Contract
KRA	Key Result Activity
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MOT	Ministry of Transportation
MPWH	Ministry of Public Works and Housing
NGO	Non-governmental Organization
PA	Palestinian Authority
PIR	Project Intermediate Result
PLA	Palestinian Land Authority
RF	Results Framework

Section I. Introduction

In this plan, we present our approach to performance monitoring for the Palestinian Authority Capacity Enhancement (PACE) Project, including the following:

- Our approach to monitoring, evaluation, analysis, and communication.
- How we select indicators, establish baselines and targets, and routinely collect data.
- The roles of each team member in collecting, verifying, and analyzing data to inform management decisions and communicate results.
- Proposed sources of data and the roles of project partners in providing data.
- Our proposed indicators for measuring progress, with complete information on data collection, quality, storage, analysis, and reporting.
- Our plan to evaluate project impact.

Contract Background

The USAID Palestinian Authority Capacity Enhancement (PACE) Project, Contract No. DFD-I-00-05-00219-00, TO 6, is a \$20,000,000, three-year time and material Task Order under the BRDG IQC to reinforce public sector reform efforts. All labor categories use fixed daily rates in accordance with the basic indefinite quantity contract (IQC) or as otherwise negotiated and approved prior to contract award. Other direct costs are considered cost-reimbursable items. The implementing consortium, led by Chemonics International, includes Massar Associates, Partners for Democratic Change, SUNY-CID, The Kaizen Company, and Zoom. USAID/West Bank/Gaza (USAID/WBG) appointed Maher Frihjat as Contracting Officer's representative (CTO) on September 26, 2008.

Program Description and Approach

The PACE project targets key ministries and public sector institutions to improve the Palestinian Authority's effectiveness in governance. Identified ministry partners are the Ministry of Transportation, the Palestinian Land Authority, the Ministry of Public Works and Housing, and Ministry of Finance. The project design offers both support for immediate, quick-impact public service improvements and longer-term capacity improvements for performing core public administration functions. Greater public confidence in the Palestinian Authority's competence is a key ingredient in obtaining the project goal; thus, due attention is also paid to strengthening ministries' public information dissemination and public participation efforts. A final focus area seeks increased transparency and accountability in financial management. Major interventions across ministries include operational procedure analysis and formalization, process mapping and re-engineering, IT support and system installation, staff training, and self-assessment and capacity development planning.

The project approach employs embedded advisors in five ministries and government institutions to provide day-to-day support for improving service delivery. These individuals are assisted by

expatriate surge advisors with specific expertise, and by long-term staff with cross-cutting expertise in business process re-engineering, IT systems, communications, training, and monitoring and evaluation. Initial efforts will be limited to certain governorates (largely Ramallah, Nablus and Hebron), whereas medium-term efforts may expand to other areas (like Jenin). Project leadership is committed to remaining flexible and shifting focus or partners if necessary to produce tangible results, and will coordinate closely with other USAID- and donor-funded projects in the West Bank and Gaza to avoid duplication and leverage resources.

Role of PACE within the USAID/WBG Operational Plan

The PACE project furthers USAID/WBG’s democracy and governance program goal to reinforce Palestinian efforts to strengthen the performance and democratic practices of selected public sector institutions and non-state actors. This USAID/WBG goal is measured through three sub-goals:

- Sub-Goal #1: Public Sector Institutions Delivering High Quality Services on Sustainable Basis
- Sub-Goal #2: Increased Levels of Transparency and Accountability in Public Sector Institutions and Political Processes
- Sub-Goal #3: Civil Society Strengthened

The PACE project’s planned ministry staff training, process improvements, IT solutions and capacity development interventions will contribute directly to Sub-Goal 1. Because capacity-building targets public outreach and information dissemination as a core government function, and in that PACE public awareness efforts will be conducted on behalf of public sector institutions, the project directly supports Sub-Goals 2 and 3 as well.

Approach to Monitoring, Evaluation, Analysis, and Communication

Monitoring progress and evaluating results are key management functions in performance-based project implementation. PACE performance monitoring will be an ongoing process that allows the project’s chief of party and technical team to determine whether or not an activity is making progress toward intended results. Performance information will play a critical role in planning and managing decisions. The strength of the project’s monitoring and evaluation will lie in its ability to provide timely performance information that enables the team to manage for results and to improve project performance.

Additionally, analysis and communication are important elements of performance management. The PACE project team will enhance the raw data it collects by performing appropriate analysis and providing context for data interpretation, thereby transforming data into information. Finally, the team will communicate this information as appropriate to USAID, PACE stakeholders, and the public so that it can be acted on.

PACE Critical Assumptions

In designing the PACE monitoring and evaluation (M&E) system, the team focused on indicators within the manageable interest of the project. This approach allows us to measure impacts that can be attributed to the project. The project's ability to demonstrate improvement in these measures relies on the following basic assumptions:

- *The development partnership with the Palestinian Authority will remain intact.* To achieve our project objectives, we assume that the current development partnership with the Palestinian Authority will remain in place and operational.
- *PACE will identify appropriate partners meeting USAID anti-terrorism criteria.* The project must fully comply with USAID/West Bank and Gaza's Mission Order 21 and anti-terrorism procedures, which include vetting of all potential partners and grantees. To accomplish our objectives, we assume that we will be able to identify an appropriate quantity and quality of local organizations that meet the necessary criteria.
- *The security situation remains stable.* The current operating environment is challenging, with transportation restrictions on project personnel and vehicles. Our ability to achieve project results depends on the relative stability of the situation. Should the situation worsen to include sustained periods of fighting, checkpoint closures, or other indicators of a fragile security situation, the project may consider revisions to indicators, targets, or results.
- *The Partners will remain committed to reform.* To achieve our expected results, we assume that the targeted ministries and institutions staff will continue to champion reforms, invite ideas for reformed laws, policies, procedures, and protocols from the project, and work collaboratively to implement them.
- *Low level of staff turnover.* To achieve our expected results, we assume that trained staff remain in their work and positions after the training

Section II. Performance Monitoring Plan

A. PACE Results Framework

The PACE contract includes an illustrative results framework (RF) that was conceived at the project proposal stage. At the initial work-planning workshop, it became necessary to revise this RF to reflect the implementation approach that is based on updated, on-the-ground, information, and team consensus. Hence, PACE work-planning began with a critical review of the RF by PACE technical staff, key USAID personnel, and partners. During the review, technical issues were considered, potential activities, and solutions discussed, and key results debated. This resulted in a consensus PACE Results Framework that is presented in Exhibit 1.

USAID SO: To reinforce Palestinian efforts to strengthen the performance and Democratic practices of selected public sector institutions and non-state actors

Project Goal: A more professional and competent public administration within targeted PA ministries and institutions that provides more effective, efficient, and responsive services to the Palestinian people

1) Indicator: % of customers satisfied with the service delivery provided in targeted ministries and institutions

PIR 1: Improved delivery of key services by targeted PA ministries and institutions that result in immediate tangible benefits to citizens

2) Indicator: Average customer time spent to receive services in the targeted institutions and

3) Indicator: % change in the # of successful transactions completed per day

4) Indicator: % change in kilometers of roads receiving improvements from work of road repair units.

KRA 1.1 Infrastructure improvements completed to meet citizen's needs at targeted PA Ministries

5) # of locations renovated and/or refurbished where citizen services are provided

6) # of locations with new or upgraded IT or operating equipment to deliver services

KRA 1.2 Processes and procedural improvements result in better service delivery

7) # of services with written standard operating procedures and/or work instructions

8) # of services improved through business process engineering

PIR 2: Enhanced and sustainable institutional capacity of PA ministries and institutions

9) Indicator: Number of units/departments in ministries and executive offices with institutionalized self-assessment process

10) USG Indicator: Number of executive office operations supported with USG assistance

KRA 2.1 Increased PA knowledge and skills for performing core government functions

11) USG Indicator: # of executive branch personnel trained with USG assistance

12) Indicator: % of people receiving training who utilize new knowledge and skills

KRA 2.2. Enhanced ability of selected ministries to assess organizational needs and develop strategic plans

13) Indicator: # of strategic plans developed and adopted

14) # of strategic plans supported by CSOs through activities funded by grants

PIR 3: Increased responsiveness of targeted PA ministries and institutions to the needs of citizens

15) Indicator: # of citizens engaged in communication with ministries via targeted mechanisms

16) Indicator: % change in citizen feedback acted upon and communicated by targeted ministries

KRA 3.1: Enhanced communications capacity of targeted ministries

17) Indicator: Score on strategic communications audit

18) # of advocacy and public awareness communication events held by targeted ministries

19) # of issues raised with public institutions via targeted mechanisms

KRA 3.2 Increased collaboration between CSOs and targeted PA ministries to identify and deliver improvements in citizen services

20) # of communications campaigns supported by CSOs to increase awareness about government services

21) # of events supported by CSOs to improve the environment for citizen engagement and dialogue with the PA

22) # of issues raised with public institutions via targeted mechanisms by CSOs

The PACE results framework illustrates the development hypothesis at the core of the project's design and articulates the strategy utilized in selecting activities to support the project goal. Six key results areas (KRAs), found in the lowest level of the results framework, will lead to higher level changes within partner ministries, as represented by the three project intermediate results (PIRs). Achievement of all of the KRAs and PIRs will accomplish the project goal. The framework's components are the foundation for both work planning and performance monitoring, linking each activity to a specific result measured by unique indicators.

The PACE project goal is a more professional and competent public administration within targeted PA ministries and institutions that provides more effective, efficient, and responsive services to the Palestinian people. This goal will be measured by achievements across four PIRs focused on service delivery, financial transparency and accountability, institutional capacity and responsiveness in partner institutions. PIR 1, improved service delivery, will be measured in aspects of timely customer care and volume of services. PIR 2, Enhanced and sustainable institutional capacity of PA ministries and institutions, will be measured through Increased PA knowledge and skills for performing core government functions (KRA 2.1) and Enhanced ability of selected ministries to assess organizational needs and develop strategic plans (KRA 2.2). PIR 3, increased responsiveness to citizens' needs, will be measured in terms of communications capacity (KRA 3.1) and Increased collaboration between CSOs and targeted PA ministries to identify and deliver improvements in citizen services (KRA3.2). We have identified indicators pertaining to each level of the results framework and to each KRA to gauge the project's progress, success and impact.

B. Monitoring and Evaluation System Design

The M&E system is designed to involve all technical team members and relevant project stakeholders. This approach has several benefits:

Efficiency. Technical team members have first-hand knowledge of activities and immediate results in their areas of work, and are best suited to efficiently collect and verify basic M&E data in their respective technical areas.

Ownership. By being involved in project M&E efforts, technical team members appreciate that the M&E system belongs to the entire project team. This will ensure that the information generated is relevant and consistent with the interests of the project.

Feedback. Having collected and analyzed M&E information, technical team members will have first-hand information on project progress, and will be able to use M&E information to guide project implementation.

Capacity building. M&E is a key management skill for project partners and beneficiaries. By being involved in M&E, technical team members can also transfer M&E skills and capabilities to PACE counterparts. Where appropriate, project staff will work with counterparts to strengthen their M&E capabilities by helping them design IT solutions that can capture key statistics, or by

developing practices to monitor results. This approach serves two purposes — while counterparts contribute to the project’s M&E system, they will also acquire valuable M&E skills.

The detailed design of the M&E system is laid out in the indicator reference sheets in Annex C. These sheets spell out the precise definition of each indicator, management utility of tracking the information, unit of measure, method of acquisition, frequency of collection, data source, and project staff member responsible for collecting the data. By specifying each indicator in detail, we can help to ensure that data is handled consistently throughout the life of the project.

There also must be a balance between M&E data collection and technical work. Our M&E system is designed such that it will not become a data collection burden for project staff and counterparts; rather, it will complement on-going technical activities. The project will employ appropriate information technology in M&E system implementation to ease the burden of data entry and management, employing user-friendly software systems for data entry and analysis.

C. Overview of Indicators, Baselines and Targets

PACE indicators summarized in Annex A are designed to:

- Capture and communicate major project impacts.
- Track implementation progress against targets.
- Supply information concerning major project activities.
- Contribute to USAID’s own performance management and reporting needs.

The project will collect data on indicators relevant to activities directly implemented by the project in collaboration with its counterparts. This principle of manageable interest ensures that the results reported by the project’s M&E system are those that are within the project’s ability to influence.

In partnership with USAID, PACE will report on standard, custom, and management indicators. Two standard indicators have been selected from the United States Government Foreign Assistance Framework and associated operational planning and monitoring procedures, utilizing the Public Sector Executive Function Element and the Political Competition and Consensus Building Program Area. These indicators will be reported by USAID/WBG to USAID Washington. Likewise, two custom indicators identified by the project team and USAID will be reported to USAID/Washington. The remaining (20) management indicators identified by the project team and approved by USAID will be reported to USAID/WBG as a means to monitor the quarterly and annual progress of work and the achievement of results under the PACE contract. Data on these indicators will be collected on a rolling basis, as relevant activities occur, so up-to-date numbers will be available to USAID when needed. PACE will formally report on all indicators on a quarterly basis through progress reports. PACE will report against performance targets semi-annually.

The M&E system will track two main types of performance indicators: outcome and output. Outcome indicators measure the effects, or results, of project interventions, and most of the project outcome indicators come from citizen surveys and changes to counterparts’ customer

service and institutional capacity. Output indicators track the immediate inputs, yields, and deliverables of the project and provide feedback to managers on project performance to identify areas where implementation strategies may need to be adjusted. Performance indicators for the M&E system are selected based on the overall strategic approach to the project and its main, anticipated activities.

Where baseline data is 0, provisional targets are included in Annex B. Where baseline data needs to be collected, PACE will begin this process upon USAID approval of the PMP. The PACE M&E specialist will oversee baseline data collection with participation from embedded advisors, the IT and business process re-engineering specialists, and other relevant technical specialists. Some baseline data collection, particularly under PIR 1, will involve partner organizations, and PACE may assist these partners to organize to collect the data. The M&E specialist will likewise work with project staff and partners to validate targets, with aggressive but realistic annual and life-of-project estimates. We will review the targets annually in conjunction with updates to the work plan, to gauge their realism and propose adjustments if necessary.

D. Data Collection and Reporting

This section presents the PACE approach to data collection and reporting, including individual staff responsibilities for data collection, quality control procedures and safeguards, primary and secondary data sources, and planned data reporting and analysis.

D1. Responsibilities

Monitoring and evaluation specialist. The PACE M&E specialist will be responsible for organizing the processes surrounding data collection. The specialist will ensure project team members have the necessary tools to collect data, that they do so systematically, and at appropriate intervals. The specialist will verify data quality and analyze and report trends. Annually, the appropriateness of the PMP will be reviewed and make necessary additions or adjustments to the existing indicators and targets will be made.

GIS Specialist. The GIS specialist manages the USAID GIS system and M&E database. The specialist ensures that data is collected and input into the GIS system in a consistent, accurate, and timely manner to generate monthly GIS reports. The specialist also ensures that data is collected and input into the M&E database in a consistent, accurate, and timely manner and generates needed reports and analysis according to project reporting needs and requests for information from USAID, the project team, and project partners. The GIS specialist, along with the M&E specialist also conducts data quality reviews.

Technical staff. The technical staff members — including the embedded advisors, IT specialist, training specialist, business process re-engineering specialist, grants manager, capacity building director, and communications specialist — will be responsible for managing the process of primary data collection and entry in the area of his/her activity. After analysis and quality control by the M&E specialist, the technical staff, with partners and the chief of party, will use the

information to make management decisions about implementation of activities and communicate progress to stakeholders.

Chief of Party The COP will supervise the overall M&E system and guide the M&E specialist to determine which indicator data are critical for management and communication, and he will use M&E information for ongoing decision-making.

D2. Quality Control

Errors in data collection can be mitigated by ensuring proper design of instruments (i.e., forms and surveys) and multiple layers of review. To validate design, data entry forms will be tested by project staff to make sure they are clear and complete. Survey questionnaires will be pre-tested before the survey is carried out. PACE will further prepare instructions for all questionnaires and forms to clearly communicate the collection methodology. For direct observation collection using field personnel, PACE will provide proper training, supervision, and ensure rapid turnaround from collection to data entry. For surveys to be carried out by local firms, PACE specialists will work with firms on data quality control and provide needed assistance.

PACE technical staff members will provide initial review for M&E raw data collected from project partners. Upon receipt of data from partners, trainings, grantees or subcontractors, the technical staff will examine the data to identify common errors including logical inconsistencies, out-of-range values, significant departures from trends, or other errors. Should any problem be identified, the technical staff member is responsible for verifying data against original sources and other forms of verification that may be required.

The PACE M&E Specialist is responsible for secondary review, i.e. post data entry. Basic data analysis and tabulation will be performed to identify potential erroneous data and design a spot-check system to match entered data against paper forms. When errors are identified early, the M&E coordinator can make appropriate corrections. Further, the M&E specialist will verify data at their sources, e.g. with visits to grantees or subcontractors. When errors are identified early, the M&E specialist can make appropriate corrections by consulting the data source.

Potential for double counting. PACE developed a training database containing the names, titles, and workplaces of individual participants, along with names of trainers and training areas to be conducted. This data base will be used to monitor the training item, and will also help in reporting on the different relevant aspects.

USAID's Data Quality Standards

Validity – Data should clearly and adequately represent the intended result and reflect no bias

Reliability – Data should reflect consistent collection and analysis methods over time

Timeliness – Data should be sufficiently current and available to be practical for use by management

Integrity – Mechanisms must be in place to reduce the possibility for manipulation of data

Precision – Data should be precise enough to present a fair picture of performance and enable management decision-making

D3. Data Sources and Collection Methods

PACE will obtain data on project indicators from a variety of sources including partners, internal project records, professionally conducted surveys, and public records. The specific data source

for each indicator is identified in the indicator reference sheets in Annex C, and they can be grouped in the following three general categories:

Primary data collection through surveys and direct observation. PACE plans to survey citizens on their satisfaction with service delivery in partner institutions, and on their awareness of PA priorities and reform efforts. A baseline survey is being conducted to measure this indicator as a baseline. It will also be repeated annually to measure change that may correlate with project activity. In addition, PACE will recruit field personnel to double check on the time needed to finish a successful transaction. Such observation orders to ascertain how much time an average customer spends to obtain a particular service.

Primary data from project records. A number of the proposed indicators directly measure outputs of project activities, so data for these can be easily attained from project records. For example, since training is a key project activity, we will systematically track trainee numbers and basic demographic facts through sign-in sheets, and we will draw upon these records for reporting and planning purposes. Similarly, we will track the distribution of project-supported materials and equipment— such as IT infrastructure, operational manuals for ministries, public awareness materials, and financial reports — by location and/or by recipient institutions by reviewing printing invoices for these services. To validate that the invoices represent actual distribution, we will conduct random spot checks of actual distribution against that agreed upon in the invoices.

Secondary data from Ministries and civil society partners. Data collection on the remaining project indicators requires collaboration with ministry and civil society training and public awareness partners. With Ministry partners particularly, the required data has not routinely been collected but is feasible to collect and would improve ministries’ performance reporting capability. Further, as IT systems are upgraded or designed to improve business processes, PACE will investigate whether such systems can also be configured to generate statistics including backlog volumes, customers served and time calculations. We will work with partners to establish a means of regularly collecting this data so it will serve our collective purposes for the duration of the project and into the future.

D4. Data Analysis and Reporting

Data analysis will most frequently involve comparisons of indicator values across ministries and quarterly comparisons of indicator values to identify trends. When calculating an average value (mean) such as, “average number of customers served in a day,” PACE may also analyze the mean against the median (the middle point of all collected values) or the mode (most frequently occurring value) to determine whether particularly low or high outlying values prejudice the result. Survey subcontractors will determine margins of error and analyze mean and standard deviations to ensure the statistical integrity of survey results.

PACE will report M&E information in scheduled quarterly reports and the final report. The project will report semi-annually against targets as specified in its contract. Quarterly M&E updates will contain a simple table of indicator values for the quarter, and notable progress toward each expected result will be explained in narrative form. When factors beyond the project’s control affect M&E information, the M&E Specialist will provide contextual analysis

and explanation. Most project indicators will be reported on a quarterly basis, although some — particularly those requiring surveys — will be reported annually or at the end of the project. PACE annual reporting will also contain an analysis of overall progress, as addressed further in Section IIE below.

PACE will also report M&E information to USAID via the online GEO/MIS web application. The GIS/MIS will be updated by the PACE GIS Specialist and/or M&E Specialist on a monthly basis to provide USAID with ‘just in time’ M&E data.

E. Evaluation Plan

The evaluation plan highlights our approach to systematically collect and analyze information regarding the outcomes of the PACE Project at the Project Objective level. Our primary evaluation activity will evaluate the extent to which the quality of public services have improved due to project activities. We will collect both quantitative and qualitative data in order to tell the story of the project’s overall impact. This information will provide insights and conclusions about the effectiveness of project activities, validate the project development hypothesis, identify factors in the development context that may have had an impact on the achievement of results, and provide information to USAID about potential improvements for future programming. Below is description of the purpose, rationale, type of evaluation, methodology, frequency, and estimated dates for our evaluation activities.

Purpose. The purpose of this evaluation activity is to evaluate whether the PACE Project’s interventions have impacted the quality of public services.

Rationale. The project will assist the public service providers including (but not limited to) MPWH, MOT, PLA, and MOF to improve management practices and the use of service delivery protocols, and improve outreach and communication between targeted institutions and the community. With this evaluation activity we will be assessing the satisfaction of the customers towards the services provided.

Type and methodology. We will design, in collaboration with the targeted ministries a combination of assessments, reviews, and survey tools to measure the quality of services at project-assisted facilities. The tools could include a combination of ministerial self assessment surveys, customer satisfaction exit surveys, feedback from teams and district level support staff, and other tools (interviews). We will use pre- and post- measures in order to attribute improved quality of services to the project. In addition, we will also collect data from the IRI National surveys on selected customer satisfaction indicators. Though we cannot attribute improved public perception directly to the project, it will be important to note if there is any change in these statistics over the 3 year project period.

Frequency and estimated dates for evaluation activity. The quality of public services will be conducted at various stages of the project depending on when we begin working with the different partners. Once we begin to work with a ministry the data will be collected on a semi-annual basis to show progression.

PACE will keep USAID apprised of implementation issues as they are identified, and will remain flexible in directing assistance to those partners and processes that provide the best opportunities for accomplishing tangible improvements on behalf of Palestinian citizens.

PACE will take analytical stock of each year's activities, achievements and challenges in an annex to its fourth quarterly report. Findings from this analysis will be applied to the annual work plan review and to the appropriateness of the PMP. The monitoring and evaluation specialist will lead the annual PMP review, making necessary additions or adjustments to the existing indicators and targets and submitting them for USAID approval. In addition PACE personnel will collaborate with USAID and other, identified contractors to help facilitate any external evaluations.

Section III. Indicators

In this section, we present the indicators selected for primary monitoring under the PACE M&E system. A summary of the indicators is presented in Annex A. Indicator baselines and targets are summarized in Annex B. Detail descriptions and discussions on each indicator are presented in Annex C.

Project Goal – A Competent Palestinian Authority Provides Effective Services

The main purpose of PACE is to improve the living standards of the Palestinian people by strengthening Palestinian Authority ministries and other public sector institutions to improve their capacity to govern effectively, to provide basic services and security for citizens, and to develop and implement critical policy changes and reforms. This result is monitored via customer satisfaction with project-assisted core government functions. This outcome indicator denotes successful delivery of services from the end-user's perspective, and can be used to counteract the prevailing perception that the PA is ineffective and unresponsive.

A. Project Intermediate Result 1: Improved Service Delivery of key services that Benefits Citizens Immediately

The PACE project views immediate service delivery improvements as a contributor to effective governance. To combat popular dissatisfaction with public administrators due to difficulty in obtaining basic services the desired change under this result will be measured by the time citizens spend to secure services in targeted ministries and institutions. Please see attached indicator reference sheets in Annex C for more detail. As new partners are identified this indicator will similarly measure improvements in customer satisfaction for PNA citizen services. This PIR will be measured through the following three indicators:

- Indicator 2: Average customer time spent to receive services in the targeted institutions and ministries.
- Indicator 3: % change in # of successful transactions completed per day.
- Indicator 4: % change in kilometers of roads receiving improvements from work of road repair units.

A.1 - KRA 1.1 – Infrastructure improvements completed to meet citizen’s needs at targeted PA Ministries

PACE will facilitate the establishment of systems to provide reform guidance for improvements in quantity, quality. This will be developed through the infrastructure installed to meet citizen’s needs at the targeted ministries. This KRA will be measure by the following indicators:

- Indicator 5: # of locations renovated and/or refurbished where citizen services are provided.
- Indicator 6: # of locations with new or upgraded IT or operating equipment to deliver services.

A.2 - KRA 1.2: Processes and procedural improvements result in better service delivery

PACE strategy emphasizes identifying and defining processes and procedures for re—engineering, so as to improve the service delivery at the targeted ministries. Hence, it will focus its work to improve the service delivery. This desired change will be measured through the following indicators:

- Indicator 7: # of services with written standard operating procedures and/or work instructions.
- Indicator 8: # of services improved through business process engineering.

B. Project Intermediate Result 3: Enhanced and Sustainable Institutional Capacity of PA Ministries and Institutions

A fundamental principle of the PACE approach and one that will drive the strategy for achieving this PIR is the comprehensive reform and change of the operations and systems, so as to achieve the sustainable development anticipated. This PIR and pertinent activities will be based on international best practice for government and quasi-government institutions. This best-practice standard stems from principles to embrace the pillars of citizen-centered, results-focused, transparent government, and to adopt appropriate private sector practices for highly effective governance. This PIR is the focal point of all long-term initiatives and interventions that will take place throughout the project.

PACE will facilitate the establishment of systems to provide reform guidance for improvements in quantity, quality, certification and modern managerial techniques. This will be established through promoting the concept of the CEO within the targeted ministries. There are two indicators that capture this PIR impact.

- Indicator 9: Number of units/departments in ministries and executive offices with institutionalized self-assessment process.
- Indicator 10 (USG indicator): Number of executive office operations supported with USG assistance.

This PIR will be accomplished as a result of commencing two different KRAs, according to the following:

B.1 - KRA 2.1 – Increased PA knowledge and skills for performing core government functions

The best way to develop sustained reform and capacity within the PA Government is to enhance their knowledge skills and attitudes in the relevant working aspects. Training is one of the main thrusts of capacity building and development for performing core government functions. In this light, this KRA, clearly serves as a support function across different interventions to be conducted.

This KRA will focus on helping ministry staff implement duties and protocols, and access new technologies for quality services. There are two indicators that are used to measure impact at this level.

- Indicator 11: Number of executive branch personnel trained with USG assistance: This indicator captures the number of Individual who attended PACE organized and sponsored training. Training refers to any organized events, fora, lectures, workshops, or conferences, during which knowledge is exchanged.
- Indicator 12: Percentage of people receiving training who utilize new knowledge and skills. This indicator captures the benefit of the training from the perspective of the trainees and their bosses.

B.2 - KRA 2.2 – Enhanced ability of selected ministries to assess organizational needs and develop strategic plans

Ministries should be capable of assessing their needs and building their own strategic and action plans. This KRA will specifically focus on the capacity of targeted ministries to assess their organizational needs. PACE will professionalize ministries to build their own strategic plans and actions plans. By dealing with organizational management issues and providing the skills and tools necessary for technical training, the capacity of the targeted ministries will grow and be sustained. This KRA will be captured through the following indicators:

- Indicator 13: # of strategic plans developed and adopted
- Indicator 14: # of strategic plans supported by CSOs through activities funded by grants

C. Project Intermediate Result 3: Increased responsiveness of targeted PA ministries and institutions to the needs of the citizens

Citizen discontent is, in part, a reflection of the failure of the Government to stay sufficiently in touch with citizens and their needs. Hence, PACE believes that in order to achieve the major goal of the project and to reach to the anticipated customer satisfaction, the ministries should increase their communication and responsiveness towards the needs of the citizens. A fundamental principle of the PACE approach is to empower the ministries with relevant communication tools. This PIR will focus on the amount of engagement and the feedback acted upon. Specifically, this PIR will be captured through the following two indicators:

- Indicator 15: Number of citizens engaged in communication with ministries via targeted mechanisms
- Indicator 16: Percentage change in citizen feedback acted upon and communicated by targeted ministries

This PIR will be accomplished as a result of commencing the following KRA:

C.1 - KRA 3.1 – Enhanced Communication Capacity of targeted ministries

To claim their place as legitimate players in evolving public spheres, governments must build and maintain effective communication capacity with constituents: to inform them of priorities, policies, and actions of the government and to better take stock of their needs and preferences. This will only be accomplished if their communication capacity is enhanced. This does not only include building a communication strategy, but also the implementation of the strategy and extent of the ministerial support to this strategy. All these different aspects will be captured through the following indicators:

- Indicator 17: Score on strategic communications audit
- Indicator 18: # of advocacy and public awareness communication events held by targeted ministries
- Indicator 19: # of issues raised with public institutions via targeted mechanisms

C.2 - KRA 3.2 – Increased collaboration between CSOs and targeted PA ministries to identify and deliver improvements in citizen services

A fundamental principle of the PACE approach is to strengthen the role of the CSOs in the government reform. Civil society organizations (CSOs) can be a strong and sustainable partner in government reform. By engaging CSOs in the policy-making process, public awareness, advocacy efforts, training, transparency and accountability practices, fostering partnership and dialogue between government and constituencies, and the delivery of demand-driven technical assistance to public sector, reforms developed will be more responsive to the needs of Palestinians, government will gain more credibility and the public will be given a greater influence in the reforms that affect them.

To measure their place as legitimate players in reforming the public spheres the following indicators shall be used:

- Indicator 20: # of communications campaigns supported by CSOs to increase awareness about government services.
- Indicator 21: # of events supported by CSOs to improve the environment for citizen engagement and dialogue with the PA.
- Indicator 22: # of issues raised with public institutions via targeted mechanisms by CSOs.

Annex A: Summary Table of Indicators

No.	Indicator Description	GIS code	Type (S/C/M)	Output/ Outcome	Targets				Data Source	Method of Collection	Resources needed	Frequency
					FY1	FY2	FY3	LOP				
Project Objective: A more professional and competent public administration and civil service within the Palestinian Authority that provides more effective, efficient, and responsive services to the Palestinian people												
1	% of customers satisfied with the service delivery provided in the targeted institutions and ministries		M	Outcome					Partners' clients of the targeted ministries	Questionnaires	Research agency & EAs	Annually
PIR1 Improved delivery of key services by targeted PA ministries and institutions that result in immediate tangible benefits to citizens												
2	Average customer time spent to receive services in the targeted institutions and ministries		M	Outcome					Clients receiving services	Questionnaire direct observation (counting) or logs through the systems	Research agency & EAs	Quarterly
3	% change in the # of successful transactions completed per day		M	Outcome					Partners records	Direct observation (counting) or logs through the systems	EAs	Quarterly
4	% change in kilometers of roads receiving improvements from work of road repair units		M	Output	0	10%	20%		Road repair unit	Ministry records	EA	Quarterly
Key Result Area 1.1: Infrastructure improvements completed to meet citizen's needs at targeted PA Ministries												
5	# of locations renovated and/or refurbished where citizen services are provided		M	Output					PACE records	Document review	EAs	Quarterly
6	# of locations with new or upgraded IT or operating equipment to deliver services		M	Output					PACE records	Document review	EAs IT specialist	Quarterly
Key Result Area 1.2: Processes and procedural improvements result in better service delivery												
7	# of services with written standard operating procedures and/or work instructions		M	Output					PACE records	Document review	EAs BPR	Quarterly

No.	Indicator Description	GIS code	Type (S/C/M)	Output/ Outcome	Targets				Data Source	Method of Collection	Resources needed	Frequency
					FY1	FY2	FY3	LOP				
										specialist		
8	# of services improved through business process engineering		M	Output					PACE records	Document review	EAs BPR specialist	Quarterly
PIR 2: Enhanced and sustainable institutional capacity of PA ministries and institutions												
9	# of units/departments in ministries and executive offices with institutionalized self-assessment process		M	Outcome					Partner ministries, PACE records	Document review (PACE and ministry records)	EAs, COE leader	Semi-annually
10	# of executive office operations supported with USG assistance		S	Outcome					Partner ministries, PACE records	Direct observation, document review (PACE and ministry records)	EAs, re-engineering specialist	Quarterly
Key Result Area 2.1: Increased PA knowledge and skills for performing core government functions												
11	# of executive branch personnel trained with USG assistance		S	Output					Training sign-in sheets	Document review	Training Specialist	Quarterly
12	% of people receiving training who utilize new knowledge and skills		M	Outcome					Training participants	Sample survey	Research agency and field personnel	Semi-annually
Key Result Area 2.2: Enhanced ability of selected ministries to assess organizational needs and develop strategic plans												
13	# of strategic plans developed and implemented		M	Output					PACE, ministry records	Documents review	Communications specialist	Annually
14	# of strategic plans supported by CSOs through activities funded by grants		M	Output					PACE Records CSOs records	Documents review	Communications specialist Grants Specialist	Quarterly
Project Intermediate Result 3: Increased responsiveness of targeted PA ministries and institutions to the needs of citizens												
15	# of citizens engaged in communication with ministries via targeted mechanisms		M	Output					Ministry records	Analysis of ministry records	EAs	Quarterly
16	% change in citizen feedback acted		M	Outcome					Ministry	Analysis of	EAs	Quarterly

No.	Indicator Description	GIS code	Type (S/C/M)	Output/ Outcome	Targets				Data Source	Method of Collection	Resources needed	Frequency
					FY1	FY2	FY3	LOP				
	upon and communicated by targeted ministries								records	ministry records		
Key Result Area 3.1: Enhanced communications capacity of targeted ministries												
17	Score on strategic communications audit		M	Outcome					Ministries' communications products	Audit (document review, key informant interviews)	Communications specialist, EAs	Semi-annually
18	# of advocacy and public awareness communication events held by targeted ministries		M	Output					Ministry records	Analysis of ministry records	Communications specialist, EAs	Semi-annually
19	# of issues raised with public institutions via targeted mechanisms		M	Output					Ministry records	Analysis of ministry records	Communications specialist, EAs	Semi-annually
Key Result Area 3.2: Increased collaboration between CSOs and targeted PA ministries to identify and deliver improvements in citizen services												
20	# of communications campaigns supported by CSOs to increase awareness about government services		M	Outcome					Ministries' communications products	Audit (document review, key informant interviews)	Communications specialist, EAs Grants Specialist	Semi-annually
21	# of events supported by CSOs to improve the environment for citizen engagement and dialogue with the PA		M	Outcome							Communications specialist, EAs Grants Specialist	
22	# of issues raised with public institutions via targeted mechanisms by CSOs		M	Output					Ministry records	Analysis of ministry records	Communications specialist, EAs, Grants Specialist	Semi-annually

Annex B: Indicator baselines and targets

No.	Indicator	partner	Baseline	Target		
				2009	2010	2011
1	% of customers satisfied with the service delivery provided in targeted ministries and institutions	MOT				
		MOPWH				
		PLA				
		MOI				
		MOF				
2	Average customer time spent to receive services in the targeted institutions and	MOT	48.2 min	35	30	25
		MOPWH	Na	Na	Na	Na
		PLA	80.4	60		
		MOI				
		MOF				
3	% increase in the # of successful transactions completed per day	MOT				
		MOPWH				
		PLA				
		MOI				
		MOF				
4	% change in kilometers of roads receiving improvements from work of road repair units.	MOPWH	0	0	5%	15%
5	# of locations renovated and/or refurbished where citizen services are provided	MOT	0	3		
		MOPWH	0	3		
		PLA	0	2		
		MOI	0	2		
		MOF	0	3		

No.	Indicator	partner	Baseline	Target		
				2009	2010	2011
6	# of locations with new or upgraded IT or operating equipment to deliver services	MOT	0	3		
		MOPWH	0	3		
		PLA	0	2		
		MOI	0	2		
		MOF	0	3		
7	# of services with written standard operating procedures and/or work instructions	MOT	0	51		
		MOPWH	0	12		
		PLA	0	TBD		
		MOI	0	TBD		
		MOF	0	15		
8	# of services improved through business process engineering	MOT	0	51		
		MOPWH	0	12		
		PLA	0	TBD		
		MOI	0	TBD		
		MOF	0	15		
9	Number of units/departments in ministries and executive offices with institutionalized self-assessment process (# of deprt in ministries)	MOT	0	7		
		MOPWH	0	7		
		PLA	0	0		
		MOI	0			
		MOF	0			
10	USG Indicator: Number of executive office operations supported with USG assistance	MOT	0	51		
		MOPWH	0	12		
		PLA	0	TBD		
		MOI	0	TBD		

No.	Indicator	partner	Baseline	Target		
				2009	2010	2011
		MOF	0	15		
11	USG Indicator: # of executive branch personnel trained with USG assistance	MOT	0			
		MOPWH	0			
		PLA	0			
		MOI	0			
		MOF	0			
12	% of people receiving training who utilize new knowledge and skills	MOT	0	60		
		MOPWH	0	60		
		PLA	0	60		
		MOI	0	60		
		MOF	0	60		
13	# of strategic plans developed and adopted	MOT	1	3		
		MOPWH	0	2		
		PLA	0	2		
		MOI				
		MOF				
14	# of strategic plans supported by CSOs through activities funded by grants	CSOs	0	3		
15	Indicator: # of citizens engaged in communication with ministries via targeted mechanisms	MOT				
		MOPWH				
		PLA				
		MOI				
		MOF				
16	% change in citizen feedback acted	MOT	0	5		

No.	Indicator	partner	Baseline	Target		
				2009	2010	2011
	upon and communicated by targeted ministries	MOPWH	0	5		
		PLA	0			
		MOI	0			
		MOF	0			
17	Score on strategic communications audit	MOT	0	30%	50%	60%
		MOPWH	0	30%	50%	60%
		PLA	0	30%	50%	60%
		MOI				
		MOF				
18	# of advocacy and public awareness communication events held by targeted ministries	MOT	1	3		
		MOPWH	0	3		
		PLA	0			
		MOI				
		MOF				
19	# of issues raised with public institutions via targeted mechanisms	MOT				
		MOPWH				
		PLA				
		MOI				
		MOF				
20	# of communications campaigns supported by CSOs to increase awareness about government services	CSOs	0			
21	# of events supported by CSOs to improve the environment for citizen engagement and dialogue with the PA	CSOs	0			

No.	Indicator	partner	Baseline	Target		
				2009	2010	2011
22	# of issues raised with public institutions via targeted mechanisms by CSOs	CSOs	0			

Annex C: Indicator Reference Sheets

Project Goal: A more professional and competent public administration within targeted PA ministries and institutions that provides more effective, efficient, and responsive services to the Palestinian people

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 1

Name of Indicator: % of customers satisfied with the service delivery provided in targeted ministries and institutions

DESCRIPTION

Precise Definition(s):

This will be defined through a survey conducted to measure the following factors that are considered measurements of service satisfaction:

- General Satisfaction
 - ❖ Satisfaction with the timeliness of services provided
 - ❖ Customer satisfaction with the totality of services delivered
 - ❖ Knowledge of ministry staff
 - ❖ Courtesy and professionalism of ministry staff
 - ❖ Perceived service quality
 - ❖ Satisfaction with recent (individual) services provided
 - ❖ Satisfaction with procedures and flow of procedures
- Service transaction time
 - ❖ Number of visits to the office to complete a transaction
 - ❖ Amount of time customers need to wait before receiving services
 - ❖ Total time required to finalize a single transaction
 - ❖ Total time required for ministry staff to retrieve requested archives

The survey will be directed at the users of project-supported public services or information systems, specifically

- The Palestinian Land Authority, land registrants (i.e., buyers, sellers, those transferring)
- The Ministry of Transportation, vehicle registration and driver's license renewal applicants
- The Ministry of Public Works and Housing, drivers traveling the roads repaired by the road repair units
- The Ministry of Interior (clients applying or renewing their IDs and passports)
- The Ministry of Finance (clients paying taxes)
- Additional citizen services identified for project interventions at all partner institutions over the life of the project

Survey work will be directed at the following users of PA citizen services:

- Land registrants at the Palestinian Land Authority
- Applicants for vehicle registration and drivers licenses at the Ministry of Transportation
- Pedestrians, vehicle drivers, and the general public at the Ministry of Public Works and Housing to determine satisfaction for road repaired by small maintenance units
- All other identified recipients of project assistance to improve citizen services at partner institutions

A separate rating on each of the previous factors will be ranked on a scale of 1 – 5, and this indicator is an average of those ratings. An average value of 3 or higher will indicate satisfaction by a particular customer. It could also be measured through descriptive ranking, i.e., completely satisfied, somewhat satisfied, somewhat dissatisfied, not at all satisfied, no opinion. If descriptive rankings decided, then the “somewhat satisfied” and “completely satisfied” responses will be tabulated, combined, and calculated as a percentage of all responses.

Unit of Measure: Number between 1 and 5

Disaggregated by: targeted ministries, geographical locations

Justification & Management Utility: Customer satisfaction denotes successful delivery of services from the end-user's perspective, and can be used to counteract the prevailing perception that the PA is ineffective and unresponsive.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Data will be collected from clients of the targeted ministries through a questionnaire that will be designed according to the index and categories stated above.

Method of data acquisition by PACE: Research agency with the supervision of the M&E specialist

Data Source: index survey questionnaire

Frequency and timing of data acquisition: Annually

Estimated Cost of Data Acquisition: Medium to high. Outsourcing the collection of data is expensive; however, data for this indicator can be collected in conjunction with data collected for other indicators.

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: Review data and compare with baseline

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: time-trends, mean and standard deviations using SPSS

Presentation of Data: Charts, tables, narratives

Review of Data: by M&E Specialist and COP

Reporting of Data: Annual reports to USAID

OTHER NOTES

Notes on Baselines/Targets:

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			Baseline to be established.
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Project Intermediate Result 1: Improved delivery of key services by targeted PA ministries and institutions that result in immediate tangible benefits to citizens

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 2

Name of Indicator: Average customer time spent to receive services in the targeted institutions and ministries

DESCRIPTION

Precise Definition(s): Average time spent to receive services includes the total time spent from the (first) moment the customer enters the hall up till the moment where the citizen receives this service. The average value for each respondent will be mathematically averaged into one value.

Polling will be directed at the users of project-supported public services or information systems, including but not limited to:

- The Palestinian Land Authority, land registrants, (i.e., buyers, sellers, those transferring)
- The Ministry of Transportation, vehicle registration and driver's license renewal applicants
- The Ministry of Public Works and Housing, the response time on road repair requests coming through The hotline will be measured
- The Ministry of Interior (clients applying or renewing their IDs and passports)
- The Ministry of Finance (clients paying taxes)
- Additional citizen services identified for project interventions at all partner institutions over the life of the project

Unit of Measure: minutes or days

Disaggregated by: targeted ministries, services, automated or non-automated process revisions, transaction time, time to retrieve archives and waiting time, and number of revisits.

Justification & Management Utility: Time is an element of efficiency that impacts the end user of a service. The project assumes that less time spent in a transaction amounts to a benefit that consumers of services can readily recognize as an improvement.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Until queuing and MIS systems are installed/upgraded in the MOT and PLA, data will be collected through exit questionnaires, as well as direct observation (counting) of the ingress and egress of particular customers at different times of the day (morning, noon, afternoon). For counting exercises, an observer will follow a particular customer, with the customer's voluntary permission. After IT system installation the collection will be automated through system logs measuring the timing needed for each transaction with the assistance of exit surveys.

Method of data acquisition by PACE: field personnel with the supervision of the M&E specialist

Data Source: clients receiving services

Frequency and timing of data acquisition: quarterly

Estimated Cost of Data Acquisition: Medium to low. Field personnel may be needed to collect baseline data, but the project expects to ultimately rely on IT systems and/or exit questionnaires collected by Ministry staff.

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: When baselines are established with the targeted ministries

Known Data Limitations and Significance (if any): The project will work with Ministries to identify likely peak service hours and non-peak service hours, and involve both variables in the average calculation.

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: Review data and compare with baseline

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: mean, median, mode

Presentation of Data: tables, narratives

Review of Data: by EAs, IT Specialist and M&E Specialist			
Reporting of Data: Quarterly reports to USAID			
OTHER NOTES			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2008			Baseline to be established.
2009	NA		
2010	NA		
2011	NA		
THIS SHEET LAST UPDATED ON: JUNE 29, 2009			

Project Intermediate Result 1: Improved delivery of key services by targeted PA ministries and institutions that result in immediate tangible benefits to citizens

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 3

Name of Indicator: % change in the # of successful transactions completed per day at the targeted ministries and institutions

DESCRIPTION

Precise Definition(s): Successful transactions means any service fully delivered to the client.

Number of transactions refers to the average number of transactions fully delivered in a certain day. Data will be collected throughout one week and an average number will be calculated.

Polling will be directed at the users of project-supported public services or information systems, including but not limited to:

- The Palestinian Land Authority, land registrants (i.e., buyers and sellers)
- The Ministry of Transportation, vehicle registration and driver's license renewal applicants
- The Ministry of Interior (clients applying or renewing their IDs and passports)
- The Ministry of Finance (clients paying taxes)

Unit of Measure: % change in the number of transactions per day

Disaggregated by: targeted ministries, services

Justification & Management Utility: Number of successful transactions completed in a day refers to the efficiency of providing services. The project assumes that more clients served amounts to a benefit that consumers of services can readily recognize as an improvement.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Data will be collected at targeted ministries through the log system and/or through direct observation (counting) until IT systems are installed to automatically capture the statistics.

Method of data acquisition by PACE: Field personnel with the supervision of the M&E specialist

Data Source: Ministry records and counting results from polling if need be

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low to medium

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: When baselines are established with targeted ministries

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: Review data and compare with baselines

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Differences, percentages

Presentation of Data: Tables, narratives

Review of Data: EAs, IT Specialist and M&E Specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets:

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			Baseline to be established.
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Project Intermediate Result 1: Improved delivery of key services by targeted PA ministries and institutions that result in immediate tangible benefits to citizens

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 4

Name of Indicator: % change in kilometers of roads receiving improvements from work of road repair units.

DESCRIPTION

Precise Definition(s): This is a count of the number of kilometers of roads repaired by PACE-supported MOPWH's road repair units. Road repair work includes any repaired ditches, sealed cracks, etc.

To calculate the percent change, the difference between the baseline value and quarterly values collected will be divided against the baseline value.

Unit of Measure: % change of kilometers

Disaggregated by: geographic locations

Justification & Management Utility: The volume of roads repaired is an element of efficiency of the operations at the MOPWH. Tracking the baseline figure gives contextual meaning to the comparative figure, and calculating the % change gives the project the ability to gauge the productivity of the road repair units.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Review of ministry records

Method of data acquisition by PACE: Embedded advisor at the MOWH

Data Source: Ministry records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: When a baseline is established with the targeted ministries

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: Review data and compare with baseline

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Differences

Presentation of Data: Tables, narratives

Review of Data: EA and M&E Specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets:

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008		0	
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area 1.1 Infrastructure improvements completed to meet citizen's needs at targeted PA Ministries

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 5

Name of Indicator: # of locations renovated and/or refurbished where citizen services are provided

DESCRIPTION

Precise Definition(s):

This indicator refers to the furnishing and equipping of the ministries offices at the targeted locations. The indicator will be directed at the different targeted ministries. The locations refers to the offices receiving USG assistance in the different ministries at the different geographical locations.

Unit of Measure: # of locations

Disaggregated by: Ministry

Justification & Management Utility: The furnishing and equipping is the first step in enhancing the physical and technical environment in which services are provided. It will facilitate the delivery of services in an effective and efficient manner.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Monitor of PACE records

Method of data acquisition by PACE: EAs

Data Source: PACE records

Frequency and timing of data acquisition: Monthly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Totals

Presentation of Data: Narratives, charts

Review of Data: M&E specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			0
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area 1.1 Infrastructure improvements completed to meet citizen's needs at targeted PA Ministries

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 6

Name of Indicator: # of locations with new or upgraded IT or operating equipment to deliver services.

DESCRIPTION

Precise Definition(s):

This indicator refers to the upgrading and equipping of the ministry offices at the targeted locations with IT equipment. The indicator will be directed at the different targeted ministries. Locations refers to all the offices receiving IT equipment through the USG assistance at the different ministries in the different geographical locations.

Unit of Measure: # of locations

Disaggregated by: Ministry

Justification & Management Utility: The IT upgrading and equipping is the first step in enhancing the physical and technical environment in which services are provided. It will facilitate the delivery of services in an effective and efficient manner.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: collected from PACE and Partners records

Method of data acquisition by PACE: EAs

Data Source: PACE records

Frequency and timing of data acquisition: Monthly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Totals

Presentation of Data: Narratives, charts

Review of Data: M&E specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008		0	
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area: 1.2 Processes and procedural improvements result in better service delivery

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 7

Name of Indicator: # of services with written standard operating procedures and/or work instructions

DESCRIPTION

Precise Definition(s):

This indicator refers to all the services that have been identified and documented, to include a description of the service, work instructions, and detailed steps of the operating procedures.

The indicator will be directed at the different targeted ministries for the different services provided by these ministries.

Unit of Measure: # of services

Disaggregated by: Ministry

Justification & Management Utility: The documenting of the services is the first step of the reengineering process. It will facilitate the reengineering process and will help identify any modifications needed.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: collected from PACE records

Method of data acquisition by PACE: Reengineering specialist and EAs

Data Source: PACE records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Totals

Presentation of Data: Narratives, charts

Review of Data: M&E specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			0
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area: 1.2 Processes and procedural improvements result in better service delivery

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 8

Name of Indicator: # of services improved through business process engineering.

DESCRIPTION

Precise Definition(s):

This indicator refers to all the services that have been modified and improved after the documentation process. Improved means any change in the steps of the process, addition or deletion of an operating procedure, and any change in templates and forms used.

The indicator will be directed at the different targeted ministries for the different services provided by these ministries.

Unit of Measure: # of services

Disaggregated by: Ministry

Justification & Management Utility: The improvement of operating procedures is believed to enhance ministerial work and the provision of services.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Collected from PACE records

Method of data acquisition by PACE: Reengineering specialist and EAs

Data Source: PACE records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Totals

Presentation of Data: Narratives, charts

Review of Data: M&E specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008		0	
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Project Intermediate Result 2: Enhanced and sustainable institutional capacity of PA ministries and institutions

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 9

Name of Indicator: Number of units/departments in ministries and executive offices with institutionalized self-assessment process.

DESCRIPTION

Precise Definition(s):

This is the total count of units/departments within ministries that have staff trained in COE, who have completed the two phases of the COE self-assessment process, and constituted a self-assessment team to implement and lead the two transformation phases in their ministries. Ministries are expected to take ownership of the complete COE self-assessment process after conducting self-assessment in conjunction with the project team.

Unit of Measure: Number of units

Disaggregated by: Ministries, supported ministries through PACE

Justification & Management Utility:

This indicator will help embrace the pillars of citizen-centered, results-focused, transparent government, and to adopt appropriate public sector practices for highly effective governance.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Collected from PACE and Ministries' records

Method of data acquisition by PACE: COE and/or Reform Consultant and EAs with the supervision of the M&E Specialist

Data Source: Ministries' records, ministry staff

Frequency and timing of data acquisition: Semi-annual

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Means, median

Presentation of Data: Narratives, charts

Review of Data: M&E specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			0
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Project Intermediate Result 3: Enhanced and sustainable institutional capacity of PA ministries and institutions

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 10

Name of Indicator: Number of executive office operations supported with USG assistance.

DESCRIPTION

Precise Definition(s):

Executive office operations include all operations at the different targeted institutions. These include: queuing systems, customer help desks, manuals of procedures, new or upgraded MIS and other IT system solutions, etc.

Unit of Measure: # of operations

Disaggregated by: Institutions and systems

Justification & Management Utility: Reconstructing institutions and systems and formalizing processes indicates enhanced institutional capacity. It is easier to sustain practices that have been captured by an IT system or written down and disseminated.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Monitoring ministries records, PACE records

Method of data acquisition by PACE: Business Process Reengineering specialist (BPR) and EAs with the supervision of the M&E specialist

Data Source: Ministries' records, PACE records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2009

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Frequency

Presentation of Data: Narratives

Review of Data: BPR specialist, M&E specialist

Reporting of Data: Quarterly reports to USAID and the Geo-MIS system

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008		0	
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area 2.1: Increased PA knowledge and skills for performing core government functions

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 11

Name of Indicator: # of executive branch personnel trained with USG assistance

DESCRIPTION

Precise Definition(s):

Executive branch personnel includes all staff employed at the different targeted institutions. Training refers to all workshops or any kind of learning process (including on-the-job training) that is conducted through USG assistance. Training may take place as a short-term or long-term intervention, and may take place in country or abroad.

Unit of Measure: # of staff

Disaggregated by:

- (a) Categories of profession
- (b) Gender
- (c) Length of training (three days or less; between three days and two weeks; between two weeks and three months; between three months and six months; more than six months)
- (d) Location of training
- (e) Subject of training
- (f) Nature of training, particularly training of trainers (TOT) and on-job training.

Justification & Management Utility: Training contributes to the acquisition of knowledge, sharpening of skills, understanding of concepts and rules, and also to changing attitudes and practices to enhance the performance of PA employees. Well-trained personnel are essential to enhanced executive branch performance.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: head counts (monitoring PACE records)

Method of data acquisition by PACE: Training Specialist will submit training sign-in sheets, which will be entered into a training database by the GIS Specialist.

Data Source: PACE records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2009

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Frequency

Presentation of Data: Narratives, tables, charts

Review of Data: Training Specialist, M&E specialist

Reporting of Data: Monthly to GIS, Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008		0	
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area 2.1: Increased PA knowledge and skills for performing core government functions

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 12

Name of Indicator: % of people receiving training who utilize new knowledge and skills in the workplace

DESCRIPTION

Precise Definition(s):

This is the proportion of trainees who have applied techniques or knowledge, followed procedures or managed systems presented in trainings in a demonstrated fashion. Utilization will be reflected through evaluating the trainees' knowledge and skills after the training and through follow-on surveys of trainees' supervisors and on-the-job (OTJ) trainers, further substantiated by the overall results of business process re-engineering audits, customer satisfaction surveys, strategic communications audits, and improved service delivery outputs for each partner ministry. With the exception of business process re-engineering audits, which will be conducted to help measure this indicator, PACE is using all of the measurement tools mentioned above to collect data for other indicators.

Unit of Measure: Percent

Disaggregated by:

Those who received the benefit will be disaggregated by:

- (a) Categories of profession
- (b) Gender.
- (c) Length of training (three days or less; between three days and two weeks; between two weeks and three months; between three months and six months; more than six months)
- (d) Location of training
- (e) Subject of training
- (f) Nature of training, particularly TOT, OJT

Justification & Management Utility: Trainees able to apply new knowledge and skills in their workplace demonstrate increased capacity.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Sample survey will be conducted through a questionnaire targeted to the trainees. The evaluation will also be conducted among trainees' supervisors and OTJ trainers, together with a business process reengineering audit that can determine how both management and IT system trainings are being utilized. It is important that supervisors are able to cite examples.

Method of data acquisition by PACE: Research agency and field personnel with the supervision of the M&E specialist

Data Source: Trainees, trained staffs' supervisors and OTJ trainers

Frequency and timing of data acquisition: Semi-annually

Estimated Cost of Data Acquisition: Moderate, depending on how many respondents are included

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: Should be expected to show positive trend-line especially if there is focused, applicable assistance and programmatic support. First targets should be set no earlier than 6-12 months after training.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Frequency

Presentation of Data: Narratives

Review of Data: Technical team [EAs, IT & Training Specialist, Business Process Re-engineering (BPR) Specialist, Comm. Specialist] and M&E Specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			0
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area 2.2: Enhanced ability of selected ministries to assess organizational needs and develop strategic plans

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 13

Name of Indicator: # of strategic plans adopted

DESCRIPTION

Precise Definition(s):

Strategic plans include all ministerial level planning documents developed through PACE assistance. Adopted means plans were approved by the Minister and implementation started.

Unit of Measure: # of strategic plans

Disaggregated by: Ministry

Justification & Management Utility: Strategic planning means long-term planning, which ensures sustainable impact on the targeted institutions.

Having a 3 year (or medium-term) strategy indicates an organization's readiness for development and its ability to plan for the future as well as respond to day-to-day activities.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Monitor PACE and Partners records

Method of data acquisition by PACE: Communication Specialist with the assistance of the EAs

Data Source: PACE records

Frequency and timing of data acquisition: Annually

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Totals

Presentation of Data: Narratives, tables, charts

Review of Data: Training Specialist, M&E specialist

Reporting of Data: Monthly in the GIS, Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			0
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area 2.2: Enhanced ability of selected ministries to assess organizational needs and develop strategic plans

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 14

Name of Indicator: # of strategic plans supported by CSOs through activities funded by grants

DESCRIPTION

Precise Definition(s):

Strategic plans include all ministerial level planning documents developed through PACE assistance. Adopted means plans approved by the Minister, and implementation started.

Supported means training workshops related to strategic planning or facilitation focused to develop strategic plans.

Unit of Measure: # of plans

Disaggregated by: Supporting CSO, ministry

Justification & Management Utility: Strategic planning means long-term planning, which ensures sustainable impact on the targeted institutions.

CSOs support indicates the level of participation amongst the civil society in the public institutions planning and decision making.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Monitor PACE and Partners records

Method of data acquisition by PACE:

Communication Specialist and Grants Specialist with the assistance of the EAs

Data Source: PACE records

Frequency and timing of data acquisition: Annually

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Totals

Presentation of Data: Narratives, tables, charts

Review of Data: Grants Specialist, M&E specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008		0	

2009			
2010			
2011			
THIS SHEET LAST UPDATED ON: JUNE 29, 2009			

Project Intermediate Result 3: Increased responsiveness of targeted PA ministries and institutions to the needs of citizens

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 15

Name of Indicator: # of citizens engaged in communication with ministries via targeted mechanisms

DESCRIPTION

Precise Definition(s):

Targeted mechanisms include the fora and/or medium of communications , these include:

1. Improved websites: this will be measured through the number of hits for each website.
2. Public meetings: this will be calculated through the number of attendees
3. Hotlines and improved public complaint procedures: number of citizens who send their complaints through the mechanism supported
4. Complaint box

These values will be added to compute a total number for the different targeted mechanisms.

Unit of Measure: # of citizens

Disaggregated by: Targeted mechanisms, institutions

Justification & Management Utility: Quantifying the amount of public input and interaction facilitated by ministries shows that they are creating opportunities to receive feedback. If feedback is consistently collected, and if ministries use more than one mechanism to collect it, this may indicate their intent to incorporate the feedback in how they prioritize service delivery, reform practices, or meet citizens' stated needs.

The project assumes that the increase in citizens' feedback results from the increase in citizens' awareness of their rights, and their confidence that the ministries will reply to their feedback.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Monitor of PACE records, EAs reports

Method of data acquisition by PACE: Communication specialist, and the embedded advisors with the supervision of the M&E specialist

Data Source: PACE records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Frequency

Presentation of Data: Narratives

Review of Data: EAs, communications specialist, and M&E specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			Baseline to be identified
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Project Intermediate Result 3: Increased responsiveness of targeted PA ministries and institutions to the needs of citizens

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 16

Name of Indicator: % change in citizen feedback acted upon and communicated by targeted ministries

DESCRIPTION

Precise Definition(s): This includes the number of actions taken by the targeted ministries as a result of citizens complaints divided by the total number of complaints by the citizens through the targeted mechanisms.

number of actions taken includes,

1. Improved websites: this will be measured by the number of complaints submitted through the website.
2. Public meetings: this will be calculated through the number of complaints, problems, or needs presented through public meetings.
3. Hotlines: this includes the number of complaints received through the hotlines.
4. Complaint box

To calculate the percent change, the difference between the baseline value and quarterly values collected will be divided against the baseline value.

Unit of Measure: % change

Disaggregated by: Institution, communication mechanism

Justification & Management Utility: The project assumes that the increase in the percentage change in citizens feedback acted upon demonstrates how the government incorporates the feedback in their decision making, reform practices, and how they meet citizens' stated needs.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: Ministry and PACE records reviewed

Method of data acquisition by PACE: Communication Specialist, with the supervision of the M&E specialist

Data Source: Ministries, PACE records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Frequency, percentages

Presentation of Data: Narratives, charts

Review of Data: Communications Specialist, M&E Specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			Baseline to be established.
2009			

2010			
2011			
THIS SHEET LAST UPDATED ON: JUNE 29, 2009			

Key Result Area 3.1: Enhanced communications capacity of targeted ministries

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 17

Name of Indicator: Score on Strategic communication audit

DESCRIPTION

Precise Definition(s):

An audit will be developed that evaluates partner ministries' capacity in all, or some, of the following areas according to each ministries' communications strategy:

1. Strategy – Includes the core tasks of communications planning and strategy development.

- a. Identify the vision: The communications vision is aligned with, but distinct from, the organization's overall mission.
- b. Select goals and outcomes: Goals and outcomes are well defined, measurable, and help guide a defined plan of action.
- c. Select target audiences: Audiences are specific (not the general public) and include key decision makers or individuals with influence on issues.
- d. Develop messages: Messages are specific, clear, persuasive, reflect audience values, and include a solution or course of action.
- e. Identify credible messengers: Messengers are seen as credible by the target audiences, and can be recruited and available to the cause.
- f. Choose communications mechanisms/outlets: Communication mediums are chosen for their access and availability to target audiences.
- g. Scan the context and competition: Risks and contextual variables that can affect communications success are identified and factored into planning when possible.

2. Implementation – Includes practices most common to an organization with an *active* communications function.

- h. Develop effective materials: Materials are developed in attractive, accessible, and varied formats for maximum exposure and visibility.
- i. Build valuable partnerships: Linkages exist with internal and external stakeholders who can help align with and carry the message.
- j. Train messengers: Internal and external messengers are trained in key messages and are consistent in their delivery.
- k. Conduct steady outreach: Outreach and dissemination to audiences through multiple outlets is regular and sustained.
- l. Monitor and evaluate: Activities and outcomes are regularly monitored and evaluated for purposes of accountability and continuous improvement.

3. Support and Alignment – Includes non-communication-specific practices within the organization that help to ensure the communications function is successful

- m. Support communications at the leadership level: Management understands and supports communications as an integral part of organizational viability and success.
- n. Integrate communications throughout the organization: Communications is seen as an integral part of every organizational project or strategy.
- o. Involve staff at all levels: Communications is not seen as an isolated function; most if not all staff members have some knowledge and/or participation in communications efforts.

Source: Coffman Julia. (2004). Strategic Communications Audit. Available at:
<http://www.mediaevaluationproject.org/WorkingPaper1.pdf>

This audit will be more fully developed by the PACE communications specialist. An audit score will be calculated through a checklist assigning a value to accomplishments under each of the above-mentioned areas. The audit will be conducted at the MOF, MOT, MOPHW, and PLA.

Unit of Measure: Number

Disaggregated by: Targeted ministries

Justification & Management Utility: The audit gauges the institution's capacity to implement its communications strategy, as well as their efforts to sustain communications and outreach functions. These capabilities also indicate a level of transparency, accountability and responsiveness in the institution as described in the reference sheet for Indicator 13.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: PACE and ministry records will be analyzed

Method of data acquisition by PACE: Communications specialist with the supervision of the M&E specialist

Data Source: Ministry records

Frequency and timing of data acquisition: Semi-annually

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: Should be expected to show positive trend-line especially if there is focused, applicable assistance and programmatic support. First targets should be set no earlier than 6 months after training.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Frequency

Presentation of Data: Narratives

Review of Data: Communications Specialist and M&E Specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			NA
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area 3.1: Enhanced communications capacity of targeted ministries			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: 18			
Name of Indicator: # of advocacy and public awareness communication events held by targeted ministries			
DESCRIPTION			
Precise Definition(s): Advocacy and public awareness campaigns include all campaigns held by the targeted ministries to advocate for new policies, raise awareness about existing policies, raise awareness about strategic decisions and needs, conferences, media campaigns, and others.			
Unit of Measure: Number			
Disaggregated by: Targeted ministries, targeted mechanism			
Justification & Management Utility: The increase in the number of advocacy and public awareness campaigns ensures the increase of the public participation in decision making and planning for the public institutions.			
PLAN FOR DATA ACQUISITION BY PACE			
Data collection method: PACE and ministry records will be analyzed			
Method of data acquisition by PACE: Communications specialist with the supervision of the M&E specialist			
Data Source: Ministry records, PACE records			
Frequency and timing of data acquisition: Monthly			
Estimated Cost of Data Acquisition: Low			
Individual responsible at PACE: M&E specialist			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: NA			
Known Data Limitations and Significance (if any): NA			
Actions Taken or Planned to Address Data Limitations: NA			
Date of Future Data Quality Assessments: NA			
Procedures for Future Data Quality Assessments: NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Number			
Presentation of Data: Narratives, tables and charts			
Review of Data: Communications Specialist and M&E Specialist			
Reporting of Data: Quarterly reports to USAID			
OTHER NOTES			
Notes on Baselines/Targets: NA			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2008			0
2009			
2010			
2011			
THIS SHEET LAST UPDATED ON: JUNE 29, 2009			

Key Result Area 3.1: Enhanced communications capacity of targeted ministries			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: 19			
Name of Indicator: # of issues raised with public institutions via targeted mechanisms.			
DESCRIPTION			
Precise Definition(s): Issues include policies, strategies, decisions shared with the public through the targeted mechanisms.			
Targeted mechanisms include the fora and channels targeted through PACE, these include:			
<ol style="list-style-type: none"> 1. Improved websites: this will be measured through the number of hits for each website. 2. Public meetings: this will be calculated through the number of attendees 3. Hotlines and improved public complaint procedures: number of citizens who send their complaints through the mechanism supported 			
Unit of Measure: Number			
Disaggregated by: Targeted ministries, targeted mechanism			
Justification & Management Utility: The increase in the number of issues raised ensures the increase of the public participation in the decision making and planning for the public institutions.			
PLAN FOR DATA ACQUISITION BY PACE			
Data collection method: PACE and ministry records will be analyzed			
Method of data acquisition by PACE: Communications specialist with the supervision of the M&E specialist			
Data Source: Ministry records, PACE records			
Frequency and timing of data acquisition: Monthly			
Estimated Cost of Data Acquisition: Low			
Individual responsible at PACE: M&E specialist			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: NA			
Known Data Limitations and Significance (if any): NA			
Actions Taken or Planned to Address Data Limitations: NA			
Date of Future Data Quality Assessments: NA			
Procedures for Future Data Quality Assessments: NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Number			
Presentation of Data: Narratives, tables and charts			
Review of Data: Communications Specialist and M&E Specialist			
Reporting of Data: Quarterly reports to USAID			
OTHER NOTES			
Notes on Baselines/Targets: NA			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2008		0	
2009			
2010			
2011			
THIS SHEET LAST UPDATED ON: JUNE 29, 2009			

Key Result Area 3.2: Increased collaboration between CSOs and targeted PA ministries to identify and deliver improvements in citizen services

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 20

Name of Indicator: # of communications campaigns supported by CSOs to increase awareness about government services

DESCRIPTION

Precise Definition(s):

Communication campaigns include advocacy and public awareness campaigns held by the targeted ministries in assistance and support of the CSOs receiving grants through PACE. These communication campaigns include campaigns dedicated to advocate for new policies, raising awareness about existing policies, potential decisions, and sharing of information.

Support of the CSOs includes all trainings, technical assistance, and other types of support.

Unit of Measure: Number

Disaggregated by: Targeted ministries, CSOs

Justification & Management Utility: The increase in the number of communication campaigns ensures the increase of the public participation in the decision making and planning for the public institutions and public decisions.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: CSOs, PACE, and ministry records will be analyzed

Method of data acquisition by PACE: Communications Specialist and Grants Specialist with the supervision of the M&E Specialist

Data Source: Ministry records, PACE records, and CSO records

Frequency and timing of data acquisition: Monthly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Number

Presentation of Data: Narratives, tables and charts

Review of Data: Communications Specialist, Grants Specialist, and M&E Specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008		0	
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area 3.2: Increased collaboration between CSOs and targeted PA ministries to identify and deliver improvements in citizen services

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 21

Name of Indicator: # of events supported by CSOs to improve the environment for citizen engagement and dialogue with the PA

DESCRIPTION

Precise Definition(s):

Events include all media campaigns and events aimed to improve the environment for citizen engagement and dialogue with the Palestinian Authority in general. Environment here would include the physical, legal, media, and communicative environment.

Unit of Measure: Number

Disaggregated by: Ministries, CSOs

Justification & Management Utility: The increase in the number of events ensures the increase of the public participation in the decision making and planning for the public institutions and public decisions.

PLAN FOR DATA ACQUISITION BY PACE

Data collection method: CSOs and PACE records

Method of data acquisition by PACE: Communications Specialist and Grants specialist with the supervision of the M&E Specialist

Data Source: Ministry records, PACE records, and CSO records

Frequency and timing of data acquisition: Monthly

Estimated Cost of Data Acquisition: Low

Individual responsible at PACE: M&E Specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: NA

Date of Future Data Quality Assessments: NA

Procedures for Future Data Quality Assessments: NA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Number

Presentation of Data: Narratives, tables and charts

Review of Data: Communications Specialist, Grants Specialist, and M&E Specialist

Reporting of Data: Quarterly reports to USAID

OTHER NOTES

Notes on Baselines/Targets: NA

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008			0
2009			
2010			
2011			

THIS SHEET LAST UPDATED ON: JUNE 29, 2009

Key Result Area 3.2: Enhanced communications capacity of targeted ministries			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: 22			
Name of Indicator: # of issues raised with public institutions via targeted mechanisms by CSOs			
DESCRIPTION			
Precise Definition(s): Issues include policies, strategies, decisions shared with the public through the targeted mechanisms.			
Targeted mechanisms include the fora and channels targeted through PACE, these include:			
<ol style="list-style-type: none"> 1. Improved websites: this will be measured through the number of hits for each website. 2. Public meetings: this will be calculated through the number of attendees 3. Hotlines and improved public complaint procedures: number of citizens who send their complaints through the mechanism supported 			
Unit of Measure: Number			
Disaggregated by: Targeted ministries, targeted mechanism, CSOs			
Justification & Management Utility: The increase in the number of issues raised by CSOs ensures the increase of the public participation in the decision making and planning for the public institutions.			
PLAN FOR DATA ACQUISITION BY PACE			
Data collection method: PACE, CSOs, and ministry records will be analyzed			
Method of data acquisition by PACE: Communications specialist with the supervision of the M&E specialist			
Data Source: Ministry records, PACE records, CSOs records			
Frequency and timing of data acquisition: monthly			
Estimated Cost of Data Acquisition: low			
Individual responsible at PACE: M&E specialist			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: NA			
Known Data Limitations and Significance (if any): NA			
Actions Taken or Planned to Address Data Limitations: NA			
Date of Future Data Quality Assessments: NA			
Procedures for Future Data Quality Assessments: NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: number			
Presentation of Data: narratives, tables and charts			
Review of Data: by Communications Specialist and M&E Specialist			
Reporting of Data: Quarterly reports to USAID			
OTHER NOTES			
Notes on Baselines/Targets: NA			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2008		0	
2009			
2010			
2011			
THIS SHEET LAST UPDATED ON: JUNE 29, 2009			