



# ZAMBIA THRESHOLD PROJECT

PERFORMANCE MANAGEMENT PLAN

16 February, 2007



This publication was produced for review by the United States Agency for International Development.  
It was prepared by Chemonics International Inc.

# ZAMBIA THRESHOLD PROJECT

PROJECT PERFORMANCE MANAGEMENT PLAN

**Contract No. AFP-I-00-04-0002-00**

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.



# TABLE OF CONTENTS

---

- TABLE OF EXHIBITS..... iii**
- LIST OF ACRONYMS..... iv**
- SECTION I – INTRODUCTION TO THE ZAMBIA THRESHOLD PROJECT ..... 1**
  - A. Project Description ..... 1
  - B. Staffing Structure ..... 1
- SECTION II – PERFORMANCE MONITORING PLAN ..... 5**
  - A. Approach to Monitoring, Evaluation, Analysis, and Communication ..... 5
  - B. Coordination with Existing Reform and Development Efforts in Zambia ..... 5
  - C. Monitoring and Evaluation (M&E) System Design ..... 6
  - D. Indicators ..... 6
  - E. Baselines and Targets ..... 7
  - F. Data Collection, Analysis, and Reporting ..... 7
    - F1. Responsibilities of Zambia Threshold Project Staff ..... 7
    - F2. Data Sources and Surveys ..... 8
    - F3. Quality Control ..... 8
    - F4. Potential for Double Counting ..... 8
    - F5. Reporting and Review ..... 9
- SECTION III – INDICATORS ..... 11**
  - A. Assumptions ..... 11
  - B. Indicators ..... 11
    - B1. PIR 1 – Greater Transparency Promoted and Opportunities for Corruption Reduced ..... 11
    - B2. KRA 1.1 – ACC Capacity Built ..... 11
    - B3. KRA 1.2 – Opportunities for Corruption at Targeted Institutions Reduced ..... 11
    - B4. PIR 2 – Administrative Barriers to Business, Investment, and Border Operations Reduced ..... 12
    - B5. KRA 2.1 – Investment and Business Expansion Promoted ..... 12
    - B6. KRA 2.2 – Border Management Efficiency Increased ..... 12
    - B7. Cross-Cutting Indicators for All KRAs ..... 12

<b>SECTION IV – ADDITIONAL INFORMATION MONITORING .....</b>	<b>13</b>
A. Transparency International Corruption Perception Index .....	13
B. World Bank Doing Business .....	13
C. World Customs Organization Border Clearance Baseline Study .....	13
<b>ANNEX A – CONSOLIDATED LIST OF INDICATORS .....</b>	<b>15</b>
<b>ANNEX B – INDICATOR REFERENCE SHEETS.....</b>	<b>17</b>
<b>ANNEX C – METHODOLOGY FOR MONETIZING BENEFITS OF INSTITUTIONAL REFORMS .....</b>	<b>55</b>
A. Benefit to Business (BB).....	55
B. Benefit to Government (BG) .....	56
C. Total Benefit to the Economy .....	56
<b>ANNEX D – DATA REQUIREMENTS FROM ZTP.....</b>	<b>57</b>
<b>ANNEX E – DATA REQUIREMENTS FROM The Steadman Group .....</b>	<b>59</b>
<b>ANNEX F – DATA REQUIREMENTS FROM THE MINISTRY OF LANDS .....</b>	<b>61</b>
<b>ANNEX G – DATA REQUIREMENTS FROM THE IMMIGRATION DEPARTMENT .....</b>	<b>63</b>
<b>ANNEX H – DATA REQUIREMENTS FROM THE ZAMBIA REVENUE AUTHORITY (ZRA) .....</b>	<b>65</b>
<b>ANNEX I – DATA REQUIREMENTS FROM PACRO .....</b>	<b>67</b>
<b>ANNEX J – DATA REQUIREMENTS FROM THE ZAMBIA BUREAU OF STANDARDS (ZABS) .....</b>	<b>69</b>
<b>ANNEX K – DATA REQUIREMENTS FROM THE ZAMBIA DEVELOPMENT AUTHORITY (ZDA) .....</b>	<b>71</b>
<b>ANNEX L – DATA REQUIREMENTS FROM THE PQPS.....</b>	<b>73</b>
<b>ANNEX M – DATA REQUIREMENTS FROM THE Anti-Corruption Commission (ACC).....</b>	<b>75</b>

## **TABLE OF EXHIBITS**

---

Exhibit 1. Staffing Chart.....	2
Exhibit 2. Results Framework.....	4

## LIST OF ACRONYMS

---

ACC	Anti-Corruption Commission
AEO	Authorized Economic Operator
BMTF	Border Management Task Force
COP	Chief of Party
CSO	Civil Society Organization
EBZ	Export Board of Zambia
GRZ	Government of the Republic of Zambia
IR	Intermediate Result
ID	Immigration Department
KRA	Key Result Area
LIMS	Land Information Monitoring System
LOP	Life-of-Project
MACO	Ministry of Agriculture and Cooperatives
MCA	Millennium Challenge Account
ZTP	Millennium Challenge Account Threshold Project
M&E	Monitoring and Evaluation
MOL	Ministry of Lands
PACRO	Patents and Companies Registration Office
PCU	Program Coordinating Unit
PIR	Project Intermediate Result
PMP	Performance Management Plan
PO	Project Objective
PSD	Private Sector Development
SAF	Special Activities Fund
SEDB	Small Enterprises Development Board
SO	Strategic Objective
TCP	Threshold Country Plan
VAT	Value Added Tax
ZABS	Zambia Bureau of Standards
ZBS	Zambia Business Forum
ZDA	Zambia Development Authority
ZIC	Zambia Investment Center
ZPA	Zambia Privatization Agency
ZRA	Zambia Revenue Authority

# SECTION I – INTRODUCTION TO THE ZAMBIA THRESHOLD PROJECT

---

## A. Project Description

The Zambia Threshold Project has two broad objectives: 1) to promote greater transparency and minimize opportunities for corruption and 2) to reduce administrative barriers that stall new business and investor activity and increase efficiency of border operations. To achieve these objectives, the project will:

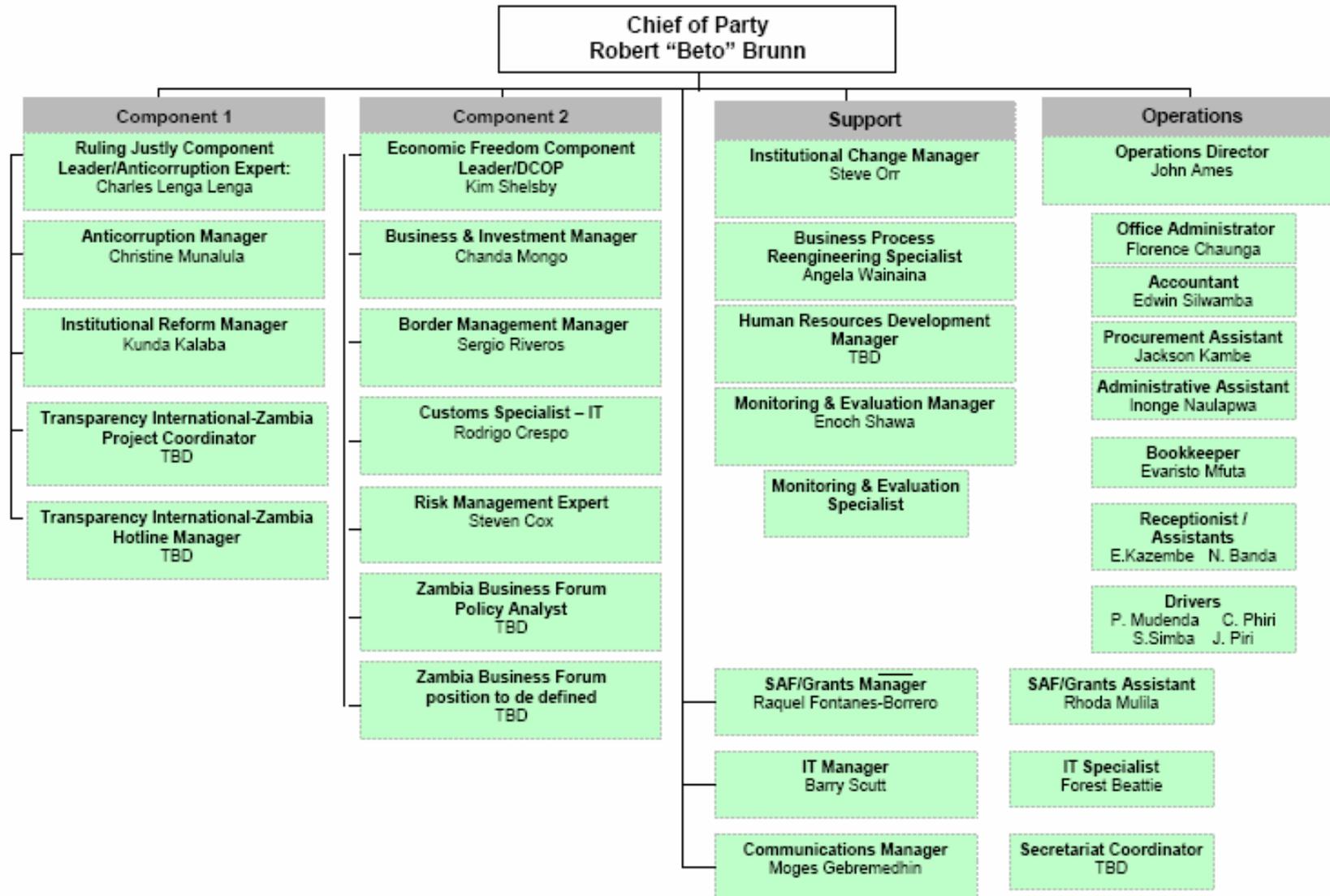
- ◆ Build the capacity of the Government of Zambia’s Anti-Corruption Commission to lead GRZ efforts to prevent administrative corruption and implement the National Corruption Prevention Plan.
- ◆ Work with three government institutions—the Ministry of Lands, the Immigration Department, and the Zambia Revenue Authority—to reduce opportunities for administrative corruption. Activities will include implementing institutionally tailored regulatory and process reform, establishing internal integrity committees, and creating effective citizen monitoring and reporting mechanisms.
- ◆ Establish the Zambia Development Authority as an effective one-stop shop for foreign businesses and investors, bringing together the operations of five statutory agencies.
- ◆ Reduce red tape to minimize the start-up costs for business investment and licensing, including supporting the expansion of the Patents and Companies Registration Office into provincial capitals to reduce the cost of doing business outside Lusaka.
- ◆ Increase the efficiency and effectiveness of border management operations by building capacity in modern customs and inspections techniques, with ZRA, the Zambia Bureau of Standards, and MACO’s Plant Quarantine and Phytosanitary Service.
- ◆ Rationalize and simplify the economic regulatory framework.

## B. Staffing Structure

The project staffing structure is shown in Exhibit 1. The Chief of Party (COP) will be responsible for overall management and will delegate the detailed management tasks of each component to the Component Leaders. The COP, Deputy COP/Component Two Leader, the Component One Leader, and the Operations/SAF Manager comprise the project executive team.

Long-term staff members are dedicated to each of the components or serve a technical support function that cuts across components, such as the Communications Manager, M&E Manager, IT Manager, and Institutional Change Manager. The Business and Investment Manager oversees the Business and Investment sub-component while two Border Management Managers supervise the border management activities. An Anti-Corruption Manager and an Institutional Reform Manager support the Component One Team Leader. Each long-term manager manages activities in his/her area of the work plan, drafts scopes of work for and manage short-term technical assignments, maintains relationships with partner institutions, oversees M&E data collection for relevant activities, and sits on the grants/subcontracts review committee for SAF applications related to their technical areas.

**Exhibit 1. Staffing Chart**



### C. Zambia Threshold Project Results Framework

A results framework (RF) is a planning, communications, and management tool. It conveys the development hypothesis implicit in a project's strategy and the cause-effect relationships between key result areas (KRA), project intermediate results (PIR), and the project's objective. Hence, the RF provides a foundation for work planning and performance monitoring.

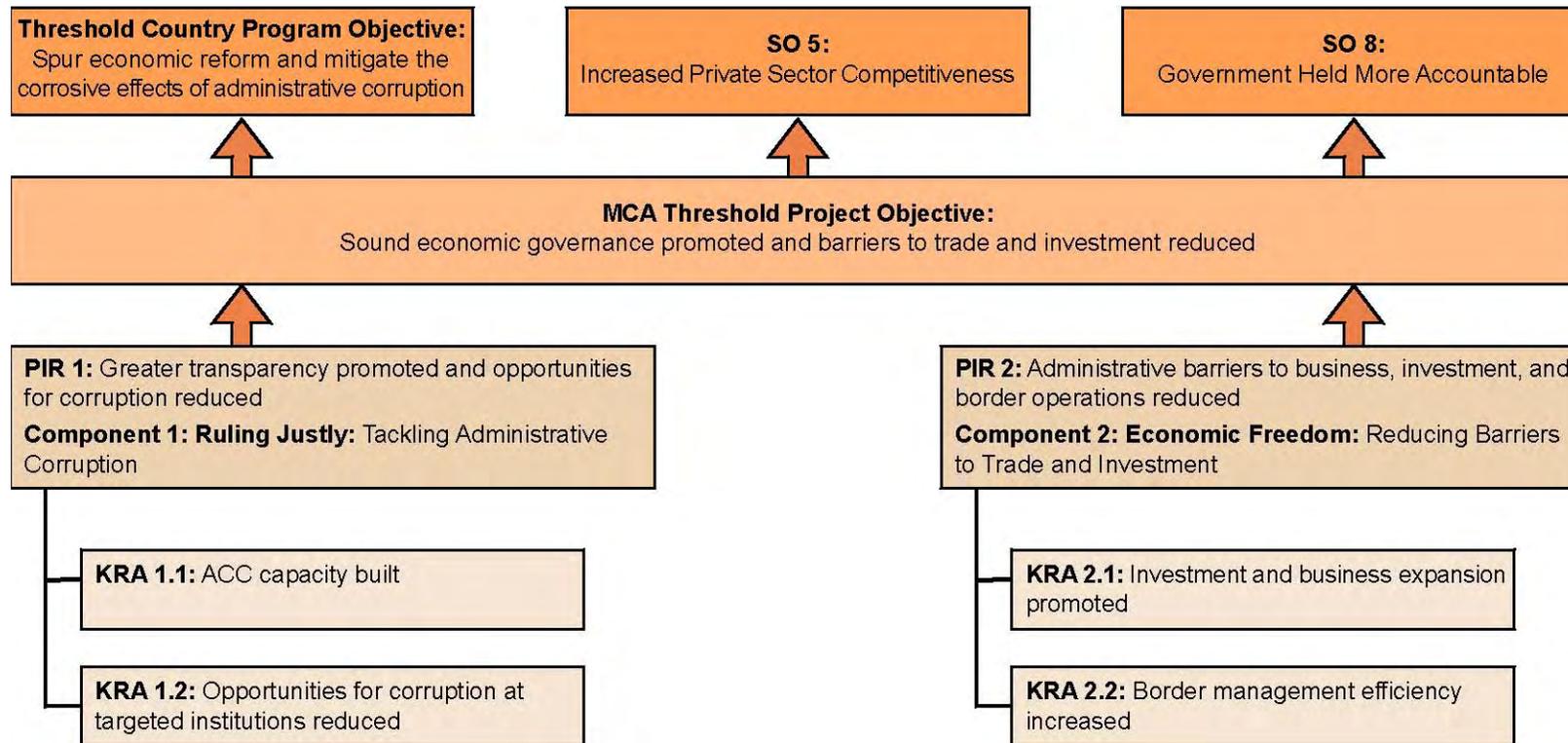
As reflected in Exhibit 2, the Zambia Threshold Project is designed to assist GRZ in achieving the goals of the MCA TCP while also contributing to USAID/Zambia's activities under Strategic Objectives 5 – Increased Private Sector Competitiveness in Agriculture and Natural Resources and 8 – Government Held More Accountable. Specifically, the Zambia Threshold Project will contribute to IR 5.4 Improved Enabling Environment under SO 5 and IR 8.2 Citizens and CSOs Demand Accountability under SO 8.

The Zambia Threshold Project Objective (PO) – Sound economic governance promoted and barriers to trade and investment reduced – reflects its alignment with the TCP's objectives as well as IRs 5.4 and 8.2 under SO 5 and SO 8. The PO is the most ambitious objective the project can affect and for which it is willing to be held accountable within the life of the project. To reach this objective, the project will work through two project intermediate results (PIRs) which correspond directly to the TCP's two components:

- ♦ PIR 1 Greater transparency promoted and opportunities for corruption reduced
- ♦ PIR 2 Administrative barriers to business, investment, and border operations reduced

Under the first PIR, the project works to build the capacity of the ACC (KRA 1.1), and reduce opportunities for corruption at targeted institutions (KRA 1.2). Under the second PIR, the project works to promote investment and business expansion (KRA 2.1), and increase the efficiency of border management (KRA 2.2).

## Exhibit 2. Results Framework



## SECTION II – PERFORMANCE MONITORING PLAN

---

In this section, we present our approach to performance management, including:

- ◆ Our approach to monitoring, evaluation, analysis, and communication;
- ◆ How we select indicators, collect baseline data, set targets;
- ◆ The roles of each team member in collecting, verifying, and analyzing data to inform management decisions and communicate results; and
- ◆ The roles of project partners in provision of data and coordination of M&E efforts across the GRZ.

### A. Approach to Monitoring, Evaluation, Analysis, and Communication

Monitoring progress and evaluating results are key management functions in any performance-based management plan. The Zambia Threshold Project's performance monitoring will be an ongoing process that allows the project executive team to determine whether or not an activity is making progress towards our intended results. Performance information will play a critical role in planning and managing decisions. The strength of our project's monitoring and evaluation will lie in its ability to provide timely performance information that enables us to manage for results and to improve project performance.

Additionally, analysis and communication are also important elements of performance management. The Zambia Threshold Project will not only collect performance and impact data, it will add value to the raw data by performing appropriate analysis and providing context for data interpretation, thereby transforming data into information.

### B. Coordination with Existing Reform and Development Efforts in Zambia

The Zambia Threshold Project is just one of many players in the ongoing reform process in the GRZ. The project work plan shows careful coordination of project activities with all relevant parties, including the Private Sector Development (PSD) program, the Public Service Reform program, the United Kingdom's Department for International Development (DfID) on anti-corruption efforts, the Royal Netherlands Embassy, and others participating in donor harmonization. Just as it is critical to coordinate project activities, it is also important to harmonize project M&E with other institutions'/efforts' M&E activities, so that information and data is shared and consistent across institutions.

In preparing this PMP, the Zambia Threshold Project has undertaken the following measures to ensure that this coordination occurs:

- ◆ Incorporated all MCA TCP indicators into this PMP
- ◆ Met with each project counterpart to vet the relevant project indicator with them to avoid duplication of efforts and ensure reliable data collection
- ◆ Worked closely with PCU to define indicators in areas that overlap with their monitoring of PSD Program activities

#### Zambia Threshold Project and the PCU

The PSD Program Coordinating Unit (PCU) is responsible for overseeing M&E for all PSD program activities conducted through the 9 working groups. Four of these working groups, Trade Expansion, Land Policy, Immigration, and Administrative Barriers, are working on activities that complement those to be undertaken by the Zambia Threshold Project. Ideally, the project and the PCU would coordinate closely on the development of the M&E system for these four working groups, and collect data on the same indicators, with the same collection methodologies. This would ensure maximum coordination would help the PCU roll out similar methodologies to the other six working groups. To this end, the project M&E specialist has worked closely with the PCU to choose and agree on appropriate indicators during the PMP development process and will help PCU develop sound data collection strategies for working with partners. Ultimately, the project would like the PCU to be a data source for many of the indicators that measure project activities.

- ◆ Conducted preliminary discussions with The Steadman Group, a South African non-profit organization selected to carry out baseline and quarterly surveys on a number of indicators as listed in Annex E.

## C. Monitoring and Evaluation (M&E) System Design

The M&E system is designed to involve all GRZ implementing agencies and technical team members. 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 multi-institutional 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, GRZ M&E staff and 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 to our counterparts. Where appropriate, Zambia Threshold Project staff will work with counterparts to strengthen their M&E capabilities by helping them build data spreadsheets and databases to monitor results. In addition, we will involve them in data analysis where possible in order to share techniques for future use. Based on our data requirements and our knowledge of current M&E capacity of our partners, this will likely take place with Ministry of Lands (MOL), Immigration Department, Zambia Revenue Authority (ZRA), Zambia Bureau of Standards (ZABS), Zambia Development Agency (ZDA), Transparency International Zambia (TIZ), Anti-Corruption Commission (ACC), and the Patents and Companies Registration Office (PACRO). 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 B. 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. It is likely that the project will purchase SPSS software to manage, analyze, and report data. This will also enable us to transfer SPSS software skills to GRZ partners such as the PCU which has a significant monitoring and evaluation role.

## D. Indicators

The Zambia Threshold Project has identified life-of-project indicators for the PIRs and KRAs. The indicators 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 primarily 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.

To provide the comprehensive coverage needed for project progress review, troubleshooting, and other management tasks, the M&E system will track two main types of performance indicators: impact and management. Impact indicators measure the effects, or results, of project outputs. A number of the project impact indicators are those in the Threshold Country Plan. Management indicators track the immediate inputs, outputs, 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 monitoring and evaluation (M&E) system are selected based on the overall strategic approach to the project and closely reflect the work plan, capturing the main activities of the project.

Where appropriate, indicators will be disaggregated by institution, geographic location, and/or gender.

## E. Baselines and Targets

The M&E manager will work with partners and project staff to collect baseline information for selected indicators – that is, they will set the initial value of key indicators. We plan to focus the first three months of M&E activities on baseline data collection and verification. Some GRZ partners will receive technical assistance and training as well as computers in setting up the systems/tools to collect the requisite data. Once this is complete, the Zambia Threshold Project with the GRZ implementing partners will analyze the baseline information and work with each working group to set aggressive but realistic life-of-project (LOP) targets for the indicators. The project will review the targets periodically to determine if they are realistic, and if not, propose adjustments accordingly. Additionally, the Zambia Threshold Project will contract The Steadman Group to conduct baseline surveys on certain indicators that require a broad based survey methodology such as the public perception of corruption in targeted institutions.

We expect that during the first six months of the project, much effort will be focused on building relations with GRZ counterparts and providing training and other technical assistance. Therefore, we expect the greatest impact of the project will come starting in the second year of operations. Targets set for the indicators will reflect this trend.

For some indicators where baseline data is already available and/or targets are passed down from the TCP, we have included these baselines and targets on the indicator reference sheets in Annex B.

<b>MCA TCP Targets</b>			
<b>Indicator</b>	<b>Baseline</b>	<b>Year 1</b>	<b>LOP Target</b>
Number of days to register property at the Ministry of Lands	70	55	25
Percentage of households surveyed reporting a payment of bribes to the Zambia Revenue Authority Customs Division	14%	10%	7%
Number of days required to start a business	35	20	10
Number of days to export products	60	45	30
Number of days to import products	62	45	30

## F. Data Collection, Analysis, and Reporting

### F1. Responsibilities of Zambia Threshold Project Staff

*Long-term M&E Manager*, Enock Shawa, will be responsible for organizing the processes surrounding data collection. He will ensure project team members have the necessary tools to collect data and that they collect data consistently and at the appropriate frequency. He will verify data quality and analyze

and report trends. Semi-annually, he will review the appropriateness of the PMP and make necessary additions or adjustments to the existing indicators. The COP or his designee will supervise the overall M&E system.

*Component staff.* The two component leaders will be responsible for managing the process of primary data collection and entry in his/her component’s technical area. After analysis and quality control by the M&E Manager, the component teams – with the partners, working groups, and COP – will use the information to make management decisions about implementation of activities and communicate progress to stakeholders to help them make decisions about necessary and priority reforms.

**F2. Data Sources and Surveys**

In some cases, the project will collect M&E directly from partner institutions on a monthly basis through discussions and/or submission of spreadsheets. In other cases, where public awareness, customer satisfaction, or other survey-based collection methodologies are needed, the project will design – through grants, subcontracts, or through the project itself – surveys for data collection on specific indicators. We will also consult: government records, statistics, surveys, and databases; USAID and other donor reports and surveys; and NGO reports and surveys as additional sources of data. Below is an illustrative list of surveys we plan to consult periodically and who will be conducting them - the project, a partner, or an external source. The data source for each indicator is specified in the indicator reference sheets, and more detailed data requirements by partner can be found in Annexes D through L.

Survey / Index	Implementer
Baseline Survey	The Steadman Group
Project Training Follow-Up Survey	Zambia Threshold Project
World Bank Doing Business Report	World Bank
Customer Satisfaction Survey of GRZ Institutions	Zambia Threshold Project
Public Awareness Survey of Anti-Corruption Efforts	To be determined
Transparency International Corruption Perceptions Index	Transparency International

**F3. Quality Control**

The component leaders and their team members are best placed to provide initial quality control for the various M&E data elements. Upon completion of the data entry spreadsheets, each team examines the quantitative 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 component leader is responsible for verifying data against original sources and, in some cases, cross-verifying it against data from alternate sources.

M&E Manager Enock Shawa is responsible for secondary data quality control, i.e. post data entry. He will perform basic data analysis and tabulation to identify potential erroneous data and design a spot-check system to verify data at their sources through visits to our various counterparts. When errors are identified early, the Mr. Shawa can make appropriate corrections by consulting the data source, if possible.

**F4. Potential for Double Counting**

Given the complexity and size of the project and the integrated nature of the work of the Zambia Threshold Project, other donor projects, and the various government reform efforts, the potential for double counting of indicator data exists. The team will work to minimize potential double counting through close coordination as detailed in Annexes D to L. The M&E Manager will review indicators with the component teams and relevant partners, identify areas where overlapping may occur, and agree upon the methods for collection, monitoring and reporting as reflected in the indicator reference sheets in Annex B.

## **F5. Reporting and Review**

The Zambia Threshold Project will provide M&E updates with the quarterly reports to USAID, the working group, and the Project Steering Committee. This regular reporting will include a summary of activities implemented to control, verify, and validate the M&E data being reported, any anomalies discovered, and corrective measures taken to resolve them. These reports will also provide contextual analysis when factors beyond the project's control affect M&E information. The M&E Manager will ensure that all M&E data and information from the project are easily accessible and readily convertible into USAID's own internal reporting systems as well as available in managerially-friendly formats for the GRZ implementing partners and working groups.

The annual report will contain in-depth analysis of annual progress, an update of annual targets, discussions of progress and hurdles, and a presentation of success stories, lessons learned, and best practices. In addition to providing quantitative data, the technical staff will also provide written narratives covering major achievements during the reporting period and/or major obstacles that hampered progress.



## SECTION III – INDICATORS

---

### A. Assumptions

In designing the M&E system for the Zambia Threshold Project, we focused on indicators within the manageable interest of the activity. This approach allows the project to measure impacts that can be directly attributed to the project. The project's ability to demonstrate improvement in these measures assumes the following basic assumptions:

- ◆ Absence of socio-political instabilities, including national and regional political and civil instabilities
- ◆ Generally stable fiscal and monetary policies and macro-economic environment.
- ◆ Willingness of the part of GRZ to carefully aggressively implement the TCP, with project assistance, to meet the TCP reform targets by June 30, 2008.

### B. Indicators

#### B1. PIR 1 – Greater Transparency Promoted and Opportunities for Corruption Reduced

Indicator 1: Public perceptions of corruption

#### B2. KRA 1.1 – ACC Capacity Built

Indicator 2: Percentage of respondents that perceive project partners as being effective in fighting corruption

#### B3. KRA 1.2 – Opportunities for Corruption at Targeted Institutions Reduced

Indicator 3: Percentage of clients reporting a payment of bribes to targeted GRZ institutions

Indicator 4: Number of complaints logged at targeted GRZ institutions

Indicator 5: Percentage of complaints resolved by targeted GRZ institutions

Indicator 6: Percentage of requests for registration of property sales transactions finalized

Indicator 7: Average time for registration of property sales transaction

Indicator 8: Percentage of requests for registration of property allocation finalized

Indicator 9: Average time for registration of property allocations

Indicator 10: Number of land disputes handled by the Lands Tribunal

Indicator 11: Percentage of requests for employment-related permits finalized

Indicator 12: Average time for issuance of employment-related permits

Indicator 13: Percentage of employment-related permits issued in 10 days or less

Indicator 14: Number of VAT-, Customs-, and Internal Affairs-related cases referred to Law Enforcement Units

**B4. PIR 2 – Administrative Barriers to Business, Investment, and Border Operations Reduced**

Indicator 15: Customer satisfaction with business support services at project-assisted GRZ institutions

**B5. KRA 2.1 – Investment and Business Expansion Promoted**

Indicator 16: Average time for issuance of business registration permits by PACRO

Indicator 17: Percentage of business registrations issued in two days or less

Indicator 18: Average time to register a new business for VAT

Indicator 19: Percentage of VAT registrations issued in ten days or less

Indicator 20: Percentage of requests for investment permit finalized

Indicator 21: Average time to receive an investment license

**B6. KRA 2.2 – Border Management Efficiency Increased**

Indicator 22: Average time for passenger clearance at border crossings

Indicator 23: Average clearance time for importing commercial freight at selected border posts

Indicator 24: Average clearance time for exporting commercial freight at selected border posts

Indicator 25: Percentage of imported commercial freight routed through green lane at selected border posts

Indicator 26: Percentage of imported commercial freight routed through yellow lane at selected border posts

Indicator 27: Percentage of imported commercial freight routed through red lane at selected border posts

Indicator 28: Number of trucks receiving PQPS inspections

Indicator 29: Number of plant import permits issued

Indicator 30: Number of phytosanitary certificates for export issued

Indicator 31: Average time for PQPS inspections

Indicator 32: Number of trucks receiving ZABS inspections

Indicator 33: Average time for ZABS inspections

Indicator 34: Number of ZABS pre-clearance certificates issued

Indicator 35: Time to obtain annual pre-clearance certification

**B7. Cross-Cutting Indicators for All KRAs**

Indicator 36: Number of people trained Indicator

Indicator 37: Monetized benefit of institutional reforms

## **SECTION IV – ADDITIONAL INFORMATION MONITORING**

---

In addition to the indicators described in the previous section, the Zambia Threshold Project will also monitor others' surveys and indicators of interest which provide information about the context in which the project is operating.

### **A. Transparency International Corruption Perception Index**

The Zambia Threshold Project will also track Zambia's movement on the Transparency International's Corruption Perception Index. The index ranks more than 150 countries in terms of perceived levels of corruption, as determined by expert assessments and opinion surveys. Zambia's baseline for 2005 was 2.6, which ranked it 107 out of 158 rankings. Monitoring Zambia's movement on this index will provide the Project with useful, objective, holistic information about the trends in government corruption.

Transparency International Zambia will soon be releasing the 2005 Bribe Payers Index, a complimentary index to the Corruption Perception Index which focuses on the supply side of corruption or the propensity of the corporate world to bribe buyers and potential buyers.

### **B. World Bank Doing Business**

The Doing Business database provides indicators of the cost of doing business by identified specific regulations that enhance or constrain business investment, productivity and growth. Data is collected by studying the existing laws and regulations in Zambia using interviews with regulators and private sector agencies on topics ranging from starting a business, dealing with licenses, registering property to trading across borders. Monitoring the results of these studies for Zambia will provide the Project valuable input in measuring the time frames of obtaining permits to start business or obtain title for land.

### **C. World Customs Organization Border Clearance Baseline Study**

In October of 2006 the Zambia Revenue Authority is scheduled to have assistance from the World Customs Organization in implementing a study on border clearance times. Monitoring the results of this baseline study and any subsequent studies will provide a useful alternative measure of border clearance times to those provided in the World Bank Doing Business report.



## ANNEX A – CONSOLIDATED LIST OF INDICATORS

No.	Indicator	Result
1	Public perceptions of corruption	PIR 1
2	Percentage of respondents that perceive project partners as being effective in fighting corruption	KRA 1.1
3	Percentage of clients reporting a payment of bribes to targeted GRZ institutions	KRA 1.2
4	Number of complaints logged at targeted GRZ institutions	KRA 1.2
5	Percentage of complaints resolved by targeted GRZ institutions	KRA 1.2
6	Percentage of requests for registration of property sales transactions finalized	KRA 1.2
7	Average time for registration of property sales transaction	KRA 1.2
8	Percentage of requests for registration of property allocation finalized	KRA 1.2
9	Average time for registration of property allocations	KRA 1.2
10	Number of land disputes handled by the Lands Tribunal	KRA 1.2
11	Percentage of requests for employment-related permits finalized	KRA 1.2
12	Average time for issuance of employment-related permits	KRA 1.2
13	Percentage of employment-related permits issued in 10 days or less	KRA 1.2
14	Number of VAT-, Customs-, and Internal Affairs-related cases referred to Law Enforcement Units	KRA 1.2
15	Customer satisfaction with business support services at targeted GRZ institutions	PIR 2
16	Average time for issuance of business registration permits by PACRO	KRA 2.1
17	Percentage of business registrations issued in two days or less	KRA 2.1
18	Average time to register a new business for VAT	KRA 2.1
19	Percentage of VAT registrations issued in ten days or less	KRA 2.1
20	Percentage of requests for investment permit finalized	KRA 2.1
21	Average time to receive an investment license	KRA 2.1
22	Average time for passenger clearance at border crossings	KRA 2.2
23	Average clearance time for importing commercial freight at selected border posts	KRA 2.2
24	Average clearance time for exporting commercial freight at selected border posts	KRA 2.2
25	Percentage of imported commercial freight routed through green lane at selected border posts	KRA 2.2

<b>No.</b>	<b>Indicator</b>	<b>Result</b>
<b>26</b>	Percentage of imported commercial freight routed through yellow lane at selected border posts	KRA 2.2
<b>27</b>	Percentage of imported commercial freight routed through red lane at selected border posts	KRA 2.2
<b>28</b>	Number of trucks receiving PQPS inspections	KRA 2.2
<b>29</b>	Number of plant import permits issued	KRA 2.2
<b>30</b>	Number of phytosanitary certificates for export issued	KRA 2.2
<b>31</b>	Average time for PQPS inspections	KRA 2.2
<b>32</b>	Number of trucks receiving ZABS inspections	KRA 2.2
<b>33</b>	Average time for ZABS inspections	KRA 2.2
<b>34</b>	Number of ZABS pre-clearance certificates issued	KRA 2.2
<b>35</b>	Time to obtain annual pre-clearance certification	KRA 2.2
<b>36</b>	Number of people trained	ALL
<b>37</b>	Monetized benefit of institutional reforms	ALL

## ANNEX B – INDICATOR REFERENCE SHEETS

<p><b>Project Intermediate Result 1:</b> Greater transparency promoted and opportunities for corruption reduced  <b>Indicator 1:</b> Public perceptions of corruption</p>
<p><b>DESCRIPTION</b></p> <p><b>Precise Definition(s):</b> This is a qualitative indicator obtained through survey. The project has contracted The Steadman Group to develop composite indicator(s) for measuring public perceptions of corruption. The definitions and methodology will be available in the baseline report. The survey will be repeated annually by TIZ, with assistance from the project, to repeat this qualitative measure.</p> <p><b>Unit of Measure:</b> Composite index</p> <p><b>Disaggregated by:</b> Partner institution</p> <p><b>Justification &amp; Management Utility:</b> This indicator measures the perception of corruption from the point of view of both practitioners and clients; it is directly related to the project intermediate result</p> <p><b>Baseline Value:</b> To be determined</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p> <p><b>Data Collection Method:</b> Random sample and pre-designed survey questionnaire</p> <p><b>Method of Data Acquisition by the Project:</b> Review and analysis of survey results</p> <p><b>Data Source(s):</b> Project surveys, to be done by The Steadman Group and TIZ</p> <p><b>Frequency/Timing of Data Acquisition:</b> Semi-annual</p> <p><b>Estimated Cost of Data Acquisition:</b> Medium. Cost will involve survey design and administration.</p> <p><b>Responsible Individual(s) at the Project:</b> Component 1 Team Leader and M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p> <p><b>Date of Initial Data Quality Assessment:</b> N/A</p> <p><b>Known Data Limitations and Significance (if any):</b> Data could be skewed by bias towards the reputation of certain institutions.</p> <p><b>Actions Taken or Planned to Address Data Limitations:</b> The ZTP will select an adequate sample size to ensure non-bias results.</p> <p><b>Date of Future Data Quality Assessments:</b> N/A</p> <p><b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p> <p><b>Data Analysis:</b> Time trends</p> <p><b>Presentation of Data:</b> Tables, narratives</p> <p><b>Review of Data:</b> Semi-annually</p> <p><b>Reporting of Data:</b> Semi-annually</p>
<p><b>OTHER NOTES</b></p> <p><b>Notes on Baselines/Targets:</b></p> <p><b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

<p><b>Project Intermediate Result 1:</b> Greater transparency promoted and opportunities for corruption reduced  <b>Key Result Area 1.1:</b> ACC capacity built  <b>Indicator 2:</b> Percent of respondents that perceive ZTP partners as effective in fighting corruption</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> Percent of respondents ranking the partners as &gt;0 on a scale of -2 to +2 (very ineffective to very effective) in effectiveness of corruption deterrent measures. Relevant partners are ACC, Immigration, MOL, ZRA, and PACRO.  <b>Unit of Measure:</b> Percent  <b>Disaggregated by:</b> By partner; by public/stakeholder  <b>Justification &amp; Management Utility:</b> Public and stakeholder perception of how effective the ZTP targeted agencies are in fighting corruption will indicate the success of ACC's work as well as the institutional reforms streamlining.  <b>Baseline Value:</b> To be established</p>
<p><b>Data Collection Method:</b> Random sample and pre-designed survey questionnaire  <b>Method of Data Acquisition by the Project:</b> Review and analysis of survey results  <b>Data Source(s):</b> Project surveys, to be done by The Steadman Group and TIZ  <b>Frequency/Timing of Data Acquisition:</b> Semi-annual  <b>Estimated Cost of Data Acquisition:</b> Medium. Cost will involve survey design and administration.  <b>Responsible Individual(s) at the Project:</b> Component 1 Team Leader and M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> None  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends, cross tabulations  <b>Presentation of Data:</b> Tables, narratives  <b>Review of Data:</b> Semi-annually  <b>Reporting of Data:</b> Semi-annually</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b> TBD  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 1:** Greater transparency promoted and opportunities for corruption reduced  
**Key Result Area 1.2:** Opportunities for corruption at target institutions reduced  
**Indicator 3:** Percent of survey respondents surveyed reporting a payment of bribes to targeted GRZ institutions

**DESCRIPTION**

**Precise Definition(s):** Percentage of respondents reporting that they paid a bribe to one of the targeted institutions in exchange for a service. Relevant institutions are MOL, Immigration, ZRA, PACRO, and ZDA (including ZIC and EBZ in base year)  
**Unit of Measure:** Percentage of respondents  
**Disaggregated by:** businesspeople / non-businesspeople; institution  
**Justification & Management Utility:** Reducing incidences of bribery will indicate the success of institutionally tailored reform and other anti-corruption efforts  
**Baseline Value:** TBD. For purposes of comparison, the 2004 National Governance Baseline Survey measured this for the ZRA at 14% for households (non-businesspeople)

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The Steadman Group baseline and quarterly surveys  
**Method of Data Acquisition by the Project:** Review and analyze survey findings  
**Data Source(s):** The Steadman Group Survey  
**Frequency/Timing of Data Acquisition:** Semi-annual  
**Estimated Cost of Data Acquisition:** Medium  
**Responsible Individual(s) at the Project:** M&E Manager

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A  
**Known Data Limitations and Significance (if any):** NONE  
**Actions Taken or Planned to Address Data Limitations:** N/A  
**Date of Future Data Quality Assessments:** N/A  
**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross-tabulations  
**Presentation of Data:** Charts, graphs, narratives  
**Review of Data:** Semi-annually  
**Reporting of Data:** Semi-annually

**OTHER NOTES**

**Notes on Baselines/Targets:**  
**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 1:</b> Greater transparency promoted and opportunities for corruption reduced  <b>Key Result Area 1.2:</b> Opportunities for corruption at targeted institutions reduce  <b>Indicator 4:</b> Number of complaints logged at targeted GRZ institutions</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> Number of complaints lodged during the reporting period. The targeted complaint receiving units are in the MOL, Immigration, ZRA, and the ACC.  <b>Unit of Measure:</b> Number  <b>Disaggregated by:</b> Institution, type of complaint  <b>Justification &amp; Management Utility:</b> A reduction in the number of complaints received by the targeted ZTP agencies will demonstrate enhanced service delivery and adherence to the Citizens Charter in executing transactions to the public.  <b>Baseline Value:</b> Since complaint logging systems did not exist in most targeted institutions, a true baseline will not be possible.</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p>
<p><b>Data Collection Method:</b> The Project will collect this data directly from the Customer Service units of MOL,ZRA, Immigration, and ACC.  <b>Method of Data Acquisition by the Project:</b> Review and analysis of the agency's monthly complaint logs  <b>Data Source(s):</b>MOL, Immigration, ZRA, ACC  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Low because the data is part of the normal record keeping of the target agencies.  <b>Responsible Individual(s) at the Project:</b> Component One Leader and M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> None  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends, cross tabulation  <b>Presentation of Data:</b> Tables, charts, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 1:** Greater transparency promoted and opportunities for corruption reduced  
**Key Result Area 1.2:** Opportunities for corruption at targeted institutions reduce  
**Indicator 5:** Percentage of complaints resolved by targeted GRZ institutions

**DESCRIPTION**

**Precise Definition(s):** Percent of complaints that were addressed during the reporting period. Complaints are reported to the Customer Service Units or other complaint receiving unit. The targeted complaint receiving units are in the MOL, Immigration, ZRA, and the ACC.

**Unit of Measure:** Percent. Numerator: cumulative number of complaints addressed; Denominator: cumulative number of complaints lodged

**Disaggregated by:** Institution, type of complaint, and time taken to resolve

**Justification & Management Utility:** Over time, an increase in the proportion of complaints resolved is an indication of complaint-processing efficiency as well as a change in the transparency of handling complaints.

**Baseline Value:** To be established

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The Project will collect this data directly from the Customer Service units of MOL, ZRA, Immigration, and the ACC.

**Method of Data Acquisition by the Project:** Review and analysis of the agency's monthly records/reports

**Data Source(s):** MOL, Immigration, ZRA, ACC

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low because the data is part of the normal record keeping of the target agencies.

**Responsible Individual(s) at the Project:** Component One Leader and M&E Manager

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None

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

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross tabulation

**Presentation of Data:** Tables, charts, narratives

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

**Project Intermediate Result 1:** Greater transparency promoted and opportunities for corruption reduced  
**Key Result Area 1.2:** Opportunities for corruption at targeted institutions reduced  
**Indicator 6:** Percentage of requests for registration of property sales transactions finalized

**DESCRIPTION**

**Precise Definition(s):** The proportion of requested registrations of property sales that are finalized at the Ministry of Lands during the reporting period  
**Unit of Measure:** Percent. Numerator: number of sales registration requests submitted and finalized during the reporting period; Denominator: number of sales registrations requested during the reporting period  
**Disaggregated by:** N/A  
**Justification & Management Utility:** The process of registering a property sale transaction is part of the longer process of registering a property as measured by the World Bank Doing Business survey. Increasing the efficiency of this segment of the overall process is within the manageable interest of the project's work with MOL and will reduce frustration and opportunities for corruption and facilitate investment.  
**Baseline Value:** To be established

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** MOL records  
**Method of Data Acquisition by the Project:** Review and analysis of MOD data  
**Data Source(s):** Ministry of Lands  
**Frequency/Timing of Data Acquisition:** Monthly  
**Estimated Cost of Data Acquisition:** Low. We will obtain this data directly from MOL  
**Responsible Individual(s) at the Project:** Component One Leader and M&E Manager

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A  
**Known Data Limitations and Significance (if any):** None  
**Actions Taken or Planned to Address Data Limitations:** N/A  
**Date of Future Data Quality Assessments:** N/A  
**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends  
**Presentation of Data:** Tables, narratives  
**Review of Data:** Monthly  
**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**  
**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

**Project Intermediate Result 1:** Greater transparency promoted and opportunities for corruption reduced  
**Key Result Area 1.2:** Opportunities for corruption at targeted institutions reduced  
**Indicator 7:** Average time for registration of property sales transaction

**DESCRIPTION**

**Precise Definition(s):** The average time it takes to register a sale of property at the Ministry of Lands  
**Unit of Measure:** Days  
**Disaggregated by:** N/A  
**Justification & Management Utility:** The process of registering a property sale transaction is part of the longer process of registering a property as measured by the World Bank Doing Business survey. Increasing the efficiency of this segment of the overall process is within the manageable interest of the project's work with MOL and will reduce frustration and opportunities for corruption and facilitate investment.  
**Baseline Value:** To be established

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** Monthly sampling of Ministry of Lands records  
**Method of Data Acquisition by the Project:** Perform sampling of records with Ministry of Lands officials  
**Data Source(s):** Ministry of Lands  
**Frequency/Timing of Data Acquisition:** Monthly  
**Estimated Cost of Data Acquisition:** Medium.  
**Responsible Individual(s) at the Project:** Component One Leader and M&E Manager

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A  
**Known Data Limitations and Significance (if any):** None  
**Actions Taken or Planned to Address Data Limitations:** N/A  
**Date of Future Data Quality Assessments:** N/A  
**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, comparison with World Bank Doing Business annual report  
**Presentation of Data:** Tables, narratives  
**Review of Data:** Monthly  
**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**  
**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 1:</b> Greater transparency promoted and opportunities for corruption reduced  <b>Key Result Area 1.2:</b> Opportunities for corruption at targeted institutions reduced  <b>Indicator 8:</b> Percent of requests received for registration of property allocation that are finalized</p>
<p><b>DESCRIPTION</b></p> <p><b>Precise Definition(s):</b> The proportion of requested allocations of property that are submitted and finalized at the Ministry of Lands during the reporting period  <b>Unit of Measure:</b> Percent. Numerator: number of requests for land allocation lodged and finalized during the reporting period; Denominator: number of requests for allocation lodged during the reporting period  <b>Disaggregated by:</b> N/A  <b>Justification &amp; Management Utility:</b> The process of registering a property allocation is part of the longer process of registering a property as measured by the World Bank Doing Business survey. Increasing the efficiency of this segment of the overall process is within the manageable interest of the project's work with MOL and will reduce frustration and opportunities for corruption and facilitate investment.  <b>Baseline Value:</b> To be established</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p> <p><b>Data Collection Method:</b> MOL records  <b>Method of Data Acquisition by the Project:</b> Review and analysis of MOL data  <b>Data Source(s):</b> Ministry of Lands  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Medium. Cost will involve survey design and administration.  <b>Responsible Individual(s) at the Project:</b> Component One Leader and M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p> <p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> None  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p> <p><b>Data Analysis:</b> Time trends  <b>Presentation of Data:</b> Tables, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p> <p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

<p><b>Project Intermediate Result 1:</b> Greater transparency promoted and opportunities for corruption reduced  <b>Key Result Area 1.2:</b> Opportunities for corruption at targeted institutions reduced  <b>Indicator 9:</b> Average time for registration of property allocations</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> The average time it takes to register a property allocation at the Ministry of Lands  <b>Unit of Measure:</b> Days  <b>Disaggregated by:</b> N/A  <b>Justification &amp; Management Utility:</b> The process of registering a property allocation is part of the longer process of registering a property as measured by the World Bank Doing Business survey. Increasing the efficiency of this segment of the overall process is within the manageable interest of the project's work with MOL and will reduce frustration and opportunities for corruption and facilitate investment.  <b>Baseline Value:</b> To be established</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p>
<p><b>Data Collection Method:</b> Monthly sampling of Ministry of Lands records  <b>Method of Data Acquisition by the Project:</b> Perform sampling of records with Ministry of Lands officials  <b>Data Source(s):</b> Ministry of Lands  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Medium.  <b>Responsible Individual(s) at the Project:</b> Component One Leader and M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> None  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends, comparison with World Bank Doing Business annual report  <b>Presentation of Data:</b> Tables, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

<p><b>Project Intermediate Result 1:</b> Greater transparency promoted and opportunities for corruption reduced  <b>Key Result Area 1.2:</b> Opportunities for corruption at targeted institutions reduced  <b>Indicator 10:</b> Number of land disputes handled by the Lands Tribunal</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> The number of land disputes that are referred to and handled by the Lands Tribunal  <b>Unit of Measure:</b> Number  <b>Disaggregated by:</b> none  <b>Justification &amp; Management Utility:</b> This is a proxy measure for the number of errors and conflicts in the lands records.  <b>Baseline Value:</b> To be determined</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p>
<p><b>Data Collection Method:</b> From MOL records  <b>Method of Data Acquisition by the Project:</b> Through monthly M&amp;E input provided by the MOL  <b>Data Source(s):</b> MOL  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Low  <b>Responsible Individual(s) at the Project:</b> Component One Leader and M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> None  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> Annually  <b>Procedures for Future Data Quality Assessments:</b> Work with Integrity Committee to review data credibility.</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends  <b>Presentation of Data:</b> Tables, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly and annual progress reports</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 1:** Greater transparency promoted and opportunities for corruption reduced  
**Key Result Area 1.2:** Opportunities for corruption at targeted institutions reduced  
**Indicator 11:** Percent of requests received for self-employment and work permits that are finalized

**DESCRIPTION**

**Precise Definition(s):** The proportion of requested employment permits that are finalized at the Immigration Department during the reporting period. A request is finalized when no additional action is required; results may include approval, rejection, or deferral.

**Unit of Measure:** Percent. Numerator: cumulative number of requests for employment permits finalized; Denominator: cumulative number of employment permits lodged

**Disaggregated by:** Type of permit (self-employment or work)

**Justification & Management Utility:** Increasing the efficiency of the process to obtain employment permits will reduce frustration and opportunities for corruption and facilitate investment

**Baseline Value:** To be established

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** Immigration Department records

**Method of Data Acquisition by the Project:** Review and analysis of Immigration Department's records

**Data Source(s):** Immigration Department

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Medium.

**Responsible Individual(s) at the Project:** Component One Leader and M&E Manager

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None

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

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends

**Presentation of Data:** Tables, narratives

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 1:</b> Greater transparency promoted and opportunities for corruption reduced  <b>Key Result Area 1.2:</b> Opportunities for corruption at targeted institutions reduced  <b>Indicator 12:</b> Average time for issuance of self-employment and work permits</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> This indicator is defined as the number of days from the time a person files for a self-employment permit or work permit to the date and time the person receives the permit  <b>Unit of Measure:</b> Number of days  <b>Disaggregated by:</b> Type of permit (self-employment or work)  <b>Justification &amp; Management Utility:</b> Increasing the efficiency of the process to obtain employment permits will reduce frustration and opportunities for corruption and facilitate investment  <b>Baseline Value:</b> To be established</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p>
<p><b>Data Collection Method:</b> Sampling of monthly records  <b>Method of Data Acquisition by the Project:</b> The ZTP will work with Immigration Department to carrying out monthly sampling of records  <b>Data Source(s):</b> Immigration Department  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Medium.  <b>Responsible Individual(s) at the Project:</b> Component One Leader and M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> The Immigration Department may not be keeping track of application dates and visa issuance dates to the standard that we require.  <b>Actions Taken or Planned to Address Data Limitations:</b> Mr. Shawa will work with the Immigration Officials to ensure they are following proper record keeping procedures and will do periodic audits of the data. The anonymous applicant process will also serve as a quality control process to cross-check the data.  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends, cross-tabulation  <b>Presentation of Data:</b> Charts, graphs, narrative  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>

**Project Intermediate Result 1:** Greater transparency promoted and opportunities for corruption reduced  
**Key Result Area 1.2:** Opportunities for corruption at targeted institutions reduced  
**Indicator 13:** Percent of self-employment and work permits issued in 10 days or less

**DESCRIPTION**

**Precise Definition(s):** The proportion of requested employment permits that are finalized in 10 days or less at the Immigration Department during the reporting period  
**Unit of Measure:** Percent. Numerator: number of requests for employment permits finalized during the reporting period in 10 days or less; Denominator: number of employment permits finalized during the reporting period  
**Disaggregated by:** Type of permit (self-employment or work)  
**Justification & Management Utility:** Increasing the efficiency of the process to obtain employment permits will reduce frustration and opportunities for corruption and facilitate investment  
**Baseline Value:** To be established

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** Immigration Department records  
**Method of Data Acquisition by the Project:** Review and analysis of Immigration Department records  
**Data Source(s):** Immigration Department  
**Frequency/Timing of Data Acquisition:** Monthly  
**Estimated Cost of Data Acquisition:** Medium.  
**Responsible Individual(s) at the Project:** Component One Leader and M&E Manager

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A  
**Known Data Limitations and Significance (if any):** None  
**Actions Taken or Planned to Address Data Limitations:** N/A  
**Date of Future Data Quality Assessments:** N/A  
**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends  
**Presentation of Data:** Tables, narratives  
**Review of Data:** Monthly  
**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**  
**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 1:</b> Greater transparency promoted and opportunities for corruption reduced  <b>Key Result Area 1.2:</b> Opportunities for corruption at targeted institutions reduced  <b>Indicator 14:</b> Number of VAT-, Customs-, and Internal Affairs-related cases referred to Law Enforcement Units</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> The number of cases referred to Law Enforcement Units from VAT-, Customs-, and Internal Affairs-related complaints  <b>Unit of Measure:</b> Number  <b>Disaggregated by:</b> Type of case  <b>Justification &amp; Management Utility:</b> Reflects the change in efficiency and effectiveness in dealing with complaints, and the resultant actions taken  <b>Baseline Value:</b> To be established</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p>
<p><b>Data Collection Method:</b> ZRA records  <b>Method of Data Acquisition by the Project:</b> Review and analysis of ZRA records  <b>Data Source(s):</b> ZRA  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Medium.  <b>Responsible Individual(s) at the Project:</b> Component One Leader and M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> None  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends  <b>Presentation of Data:</b> Tables, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Indicator 15:** Customer satisfaction with business support services at project-assisted GRZ institutions

**DESCRIPTION**

**Precise Definition(s):** Level of satisfaction of clients of government institutions with a role in registering new businesses in Zambia. Institutions include PACRO, ZRA, MOL, Immigration, and ZDA. Clients are business people, entrepreneurs, or others visiting the institutions to register a business, person, or property. Clients will be asked to rank their satisfaction with the services rendered on a scale of -2 to +2 (very poor to very good). The indicator will be the average value of the scores for a reasonably sized sample from each reporting period

**Unit of Measure:** Satisfaction score

**Disaggregated by:** Institution

**Justification & Management Utility:** Customer satisfaction with the ZTP-targeted agencies will indicate the success of the streamlining and public awareness activities

**Baseline Value:** To be determined

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** Random sample and pre-designed survey questionnaire

**Method of Data Acquisition by the Project:** Review and analyze survey results

**Data Source(s):** Project survey

**Frequency/Timing of Data Acquisition:** Annually

**Estimated Cost of Data Acquisition:** Medium. The cost of collecting this data will require survey design and Administration

**Responsible Individual(s) at the Project:** M&E Manager, Enock Shawa

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None

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

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends

**Presentation of Data:** Tables, charts, narratives

**Review of Data:** Annually

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 2:</b> Administrative barriers to business, investment, and border operations reduced  <b>Key Result Area 2.1:</b> Investment and business expansion promoted  <b>Indicator 16:</b> Average time for issuance of business registration permits in PACRO</p>
<p><b>DESCRIPTION</b></p> <p><b>Precise Definition(s):</b> The average time for issuance of business registration permits in PACRO is the time it takes for one to conduct a name search clearance and obtain a certificate of incorporation or business name registration certificate  <b>Unit of Measure:</b> Number of days  <b>Disaggregated by:</b> PACRO offices, company registration type  <b>Justification &amp; Management Utility:</b> Reducing the time it takes get a business registration permit points to a reduction in red tape and associated costs of setting up businesses because it cuts down on the number of visits that businesses have to make to the PACRO offices to follow-up on registrations.  <b>Baseline Value:</b> To be established.</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p> <p><b>Data Collection Method:</b> PACRO will provide this data through sampling of company registration records  <b>Method of Data Acquisition by the Project:</b> Sampling of PACRO records  <b>Data Source(s):</b> PACRO  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Medium  <b>Responsible Individual(s) at the Project:</b> M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p> <p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> None  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p> <p><b>Data Analysis:</b> Time trends, cross tabulation  <b>Presentation of Data:</b> Tables, charts, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly and annual progress report</p>
<p><b>OTHER NOTES</b></p> <p><b>Notes on Baselines/Targets:</b> TBA  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.1:** Investment and business expansion promoted  
**Indicator 17:** Percent of business registration requests issued in 2 days or less

**DESCRIPTION**

**Precise Definition(s):** Total business registration requests is defined as the denominator while the number of requests finalized and permits issued in two days or less is defined as the numerator.

**Unit of Measure:** Percent

**Disaggregated by:** PACRO offices, company registration type

**Justification & Management Utility:** According to the baseline year 2005, registering a business with PACRO takes 9 out of the 35 days that makes up the "Average time to start-up a business" If PACRO can issue licenses in 2 days or less, we can assume that the efficiency of that process is increased and that the total number of days to start-up a business will also be reduced. This clearly supports an increase in attraction of foreign investment and the expansion of Zambian business.

**Baseline Value:** 9 days

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** PACRO will provide this data through sampling of company registration records

**Method of Data Acquisition by the Project:** Sampling of PACRO records

**Data Source(s):** PACRO

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Medium

**Responsible Individual(s) at the Project:** M&E Manager

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None

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

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross tabulation

**Presentation of Data:** Tables, charts, narratives

**Review of Data:** Monthly

**Reporting of Data:** Quarterly and annual progress report

**OTHER NOTES**

**Notes on Baselines/Targets:** TBA

**Other Notes:**

**THIS SHEET LAST UPDATED ON:** 2/16/2007

<p><b>Project Intermediate Result 2:</b> Administrative barriers to business, investment, and border operations reduced  <b>Key Result Area 2.1:</b> Investment and business expansion promoted  <b>Indicator 18:</b> Number of days required to register a new business for VAT</p>
<p><b>DESCRIPTION</b></p> <p><b>Precise Definition(s):</b> The average number of days required to register a new business for VAT. This is the time between the submission of a clean application and the time when the VAT license is issued.  <b>Unit of Measure:</b> Days  <b>Disaggregated by:</b> N/A  <b>Justification &amp; Management Utility:</b> This indicator will demonstrate the efficiency of the VAT registration process  <b>Baseline Value:</b> To be established.</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p> <p><b>Data Collection Method:</b> The ZTP will collect this information routinely from ZRA records.  <b>Method of Data Acquisition by the Project:</b> Review and analysis of ZRA records.  <b>Data Source(s):</b> ZRA  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Low. The cost will be low as ZRA keeps these records as part of standard record keeping.  <b>Responsible Individual(s) at the Project:</b> Component two leader</p>
<p><b>DATA QUALITY ISSUES</b></p> <p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> ZRA may use non-standard record keeping practices.  <b>Actions Taken or Planned to Address Data Limitations:</b> The M&amp;E manager will work with ZRA to standardize their record keeping, and inform them of the data we will collect from them. He will also perform spot checks on their records to ensure the supplied data matches their records.  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p> <p><b>Data Analysis:</b> Time trends  <b>Presentation of Data:</b> Tables, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p> <p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.1:** Investment and business expansion promoted  
**Indicator 19:** Percent of VAT registration requests issued in 10 days or less

**DESCRIPTION**

**Precise Definition(s):** Total VAT registration requests is defined as the denominator while the number of requests finalized and VAT numbers and books issued in two days or less is defined as the numerator.

**Unit of Measure:** Percent

**Disaggregated by:** Type of company

**Justification & Management Utility:** According to the baseline year 2005, registering a business with the ZRA for VAT takes 21 out of the 35 days that makes up the "Average time to start-up a business" If ZRA can issue VAT numbers and books in 10 days or less, we can assume that the efficiency of that process is increased and that the total number of days to start-up a business will also be reduced. This clearly supports an increase in attraction of foreign investment and the expansion of Zambian business.

**Baseline Value:** 21 days

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZTP will collect this information routinely from ZRA records.

**Method of Data Acquisition by the Project:** Review and analysis of ZRA records.

**Data Source(s):** ZRA

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low. The cost will be low as ZRA keeps these records as part of standard record keeping.

**Responsible Individual(s) at the Project:** Component two leader

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None

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

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross tabulation

**Presentation of Data:** Tables, charts, narratives

**Review of Data:** Monthly

**Reporting of Data:** Quarterly and annual progress report

**OTHER NOTES**

**Notes on Baselines/Targets:** TBD

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 2:</b> Administrative barriers to business, investment, and border operations reduced  <b>Key Result Area 2.1:</b> Investment and business expansion promoted  <b>Indicator 20:</b> Percent of requests received for investment permits that are finalized</p>
<p><b>DESCRIPTION</b></p> <p><b>Precise Definition(s):</b> The cumulative number of official requests for investment permits on file with the ZIC/ZDA is the denominator and the cumulative number of those requests that are processed and finalized is the numerator  <b>Unit of Measure:</b> Percent  <b>Disaggregated by:</b> N/A  <b>Justification &amp; Management Utility:</b> This indicator will demonstrate the efficiency of the investment permitting process. If investment permit requests are received and processed within the reporting period, the efficiency of the overall process will be increased. This efficiency will attract more foreign investors.  <b>Baseline Value:</b> To be established</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p> <p><b>Data Collection Method:</b> The ZTP will collect this information routinely from ZIC/ZDA records.  <b>Method of Data Acquisition by the Project:</b> Review and analysis of ZIC/ZDA records.  <b>Data Source(s):</b> ZIC at the beginning of the project, ZDA once established  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Low. The cost will be low as ZIC and ZDA keeps these records as part of standard record keeping.  <b>Responsible Individual(s) at the Project:</b> Component two leader</p>
<p><b>DATA QUALITY ISSUES</b></p> <p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> ZIC may use non-standard record keeping practices. And once the function of issuing investment permits changes over to the ZDA, there may be data transfer issues to consider.  <b>Actions Taken or Planned to Address Data Limitations:</b> The M&amp;E manager will work with ZIC to standardize their record keeping, and inform them of the data we will collect from them. He will also perform spot checks on their records to ensure the supplied data matches their records. As the ZDA is established and staffed up, the M&amp;E manager will liaise with the reporting office at ZDA to ensure this information is recorded.  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p> <p><b>Data Analysis:</b> Time trends  <b>Presentation of Data:</b> Tables, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p> <p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.1:** Investment and business expansion promoted  
**Indicator 21:** Average time to receive an investment license

**DESCRIPTION**

**Precise Definition(s):** This indicator measures the time it takes for an investor to receive an investment license from the Zambia Investment Centre at the start of the project and from the Zambia Development Agency at the end of the project. Average time will be measured from the time an investor applies for a license to the time that the license is issued.

**Unit of Measure:** Number of days

**Disaggregated by:** Type of investor (domestic, foreign), total time, time in Immigration, time in ZIC/ZDA

**Justification & Management Utility:** The length of time it takes to obtain an investment license from the GRZ is a disincentive for the business community, both domestic and foreign, to invest and grow businesses in Zambia. Reducing the time it takes to obtain this license will directly lead to investment promotion in Zambia.

**Baseline Value:** To be determined by a scheduled subcontracted survey with The Steadman Group.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZIC/ZDA will collect this data from their database.

**Method of Data Acquisition by the Project:** Review of government agency records.

**Data Source(s):** ZIC/ZDA

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Medium

**Responsible Individual(s) at the Project:** Business and Investment Manager, M&E Manager

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** The ZIC/ZDA may have non-standard forms of record keeping and surveying actual investors going through the process might be time consuming and somewhat biased depending on the sample size.

**Actions Taken or Planned to Address Data Limitations:** Hiring a professional survey group, The Steadman Group, to perform the data collection to ensure consistency of survey methodology and data entry. Additionally, we will work with the newly established ZDA to ensure they use appropriate and standard record keeping procedures so that the data will be considered reliable.

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross-tabulation

**Presentation of Data:** Charts, graphs, narrative

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 2:</b> Administrative barriers to business, investment, and border operations reduced  <b>Key Result Area 2.1:</b> Investment and business expansion promoted  <b>Indicator 22:</b> Average time for passenger clearance at border crossings</p>
<p><b>DESCRIPTION</b></p> <p><b>Precise Definition(s):</b> This is the average time it takes for a passenger to clear the immigration area. It is calculated by taking the elapsed time between the time when the first passenger of a flight enters the immigration area, and the time when the last passenger is cleared, divided by the number of passengers.  <b>Unit of Measure:</b> Minutes  <b>Disaggregated by:</b> Type of arrival (flight, bus)  <b>Justification &amp; Management Utility:</b> The length of time it takes to clear immigration is an international standard of measuring passenger processing efficiency.  <b>Baseline Value:</b> Not available as this was not a standard indicator captured by the Immigration Department</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p> <p><b>Data Collection Method:</b> The Immigration Department will collect this information by selecting at least 20 arrivals per month to monitor at select border posts.  <b>Method of Data Acquisition by the Project:</b> ZTP will assist the Immigration department in setting up the monitoring system and participating in some samples.  <b>Data Source(s):</b> Immigration Department  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Medium  <b>Responsible Individual(s) at the Project:</b> M&amp;E Manager</p>
<p><b>DATA QUALITY ISSUES</b></p> <p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> N/A  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p> <p><b>Data Analysis:</b> Time trends, cross-tabulation  <b>Presentation of Data:</b> Charts, graphs, narrative  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p> <p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

<p><b>Project Intermediate Result 2:</b> Administrative barriers to business, investment, and border operations reduced  <b>Key Result Area 2.2:</b> Border management efficiency increased  <b>Indicator 23:</b> Average time for imported commercial freight to clear the border at selected posts</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> Average number of hours it takes for a shipment coming into Zambia to clear customs at the border.  <b>Unit of Measure:</b> Number of hours  <b>Disaggregated by:</b> Category of freight, border agency, border crossing (Chirundu, LIA, Livingstone).  <b>Justification &amp; Management Utility:</b> This indicator will provide a cross-reference for the World Bank “time to import” indicator. Reducing the time it takes to import goods into Zambia directly impacts Zambia’s ability to attract investors and expand business opportunities domestically  <b>Baseline Value:</b> TBD</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p>
<p><b>Data Collection Method:</b> The Customs service will provide this data from its database  <b>Method of Data Acquisition by the Project:</b> Monthly M&amp;E input from the ZRA  <b>Data Source(s):</b> ZRA  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Medium  <b>Responsible Individual(s) at the Project:</b> Component two leader</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> None  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends  <b>Presentation of Data:</b> Tables, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

<p><b>Project Intermediate Result 2:</b> Administrative barriers to business, investment, and border operations reduced  <b>Key Result Area 2.2:</b> Border management efficiency increased  <b>Indicator 24:</b> Average time for exported commercial freight to clear the border at selected posts</p>
<p><b>DESCRIPTION</b></p> <p><b>Precise Definition(s):</b> Average number of hours it takes for a shipment leaving Zambia to clear customs at the border.  <b>Unit of Measure:</b> Number of hours  <b>Disaggregated by:</b> Category of freight, border agency, border crossing (Chirundu, LIA, Livingstone)  <b>Justification &amp; Management Utility:</b> This indicator will provide a cross-reference for the World Bank “time to export” indicator. Reducing the time it takes to export goods from Zambia directly impacts Zambia’s ability to attract investors and expand business opportunities domestically  <b>Baseline Value:</b> TBD</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p> <p><b>Data Collection Method:</b> The Customs service will provide this data from its database  <b>Method of Data Acquisition by the Project:</b> Monthly M&amp;E input from the ZRA  <b>Data Source(s):</b> ZRA  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Medium  <b>Responsible Individual(s) at the Project:</b> Component two leader</p>
<p><b>DATA QUALITY ISSUES</b></p> <p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> None  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p> <p><b>Data Analysis:</b> Time trends  <b>Presentation of Data:</b> Tables, narratives  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p> <p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.2:** Border management efficiency increased  
**Indicator 25:** Percent of imported commercial freight passing through the green lane at selected border posts

**DESCRIPTION**

**Precise Definition(s):** This indicator is defined as the total volume of imported commercial freight at selected border posts divided by the volume of commercial freight passing through the green lane, or without being inspected. Volume is defined as number of shipments.

**Unit of Measure:** Percent

**Disaggregated by:** Border posts (Chirundu, LIA)

**Justification & Management Utility:** This indicator will measure the utility and efficiency of border management by demonstrating that practicing a system of voluntary compliance will increase the volume of imports allowed to pass through the border without inspections, thereby increasing the efficiency of border operations.

**Baseline Value:** TBD

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZTP will collect this information direction from the BMTF and the ZRA Customs and Excise Offices at the borders.

**Method of Data Acquisition by the Project:** Review and analyze BMTF and ZRA records

**Data Source(s):** Border Management Task Force and ZRA

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low. This data will be available as part of standard record keeping.

**Responsible Individual(s) at the Project:** M&E Manager, Enock Shawa

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None

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

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross-tabulation

**Presentation of Data:** Charts, graphs, narrative

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.2:** Border management efficiency increased  
**Indicator 26:** Percent of imported commercial freight passing through the yellow lane at selected border posts

**DESCRIPTION**

**Precise Definition(s):** This indicator is defined as the total volume of imported commercial freight at selected border posts divided by the volume of commercial freight passing through the yellow lane, or with document inspection only. Volume is defined as number of shipments.

**Unit of Measure:** Percent

**Disaggregated by:** Border posts (Chirundu, LIA)

**Justification & Management Utility:** This indicator will measure the utility and efficiency of border management by demonstrating that practicing a system of voluntary compliance will increase the volume of imports allowed to pass through the border without inspections, thereby increasing the efficiency of border operations.

**Baseline Value:** TBD

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZTP will collect this information direction from the BMTF and the ZRA Customs and Excise Offices at the borders.

**Method of Data Acquisition by the Project:** Review and analyze BMTF and ZRA records

**Data Source(s):** Border Management Task Force and ZRA

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low. This data will be available as part of standard record keeping.

**Responsible Individual(s) at the Project:** M&E Manager, Enock Shawa

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None

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

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross-tabulation

**Presentation of Data:** Charts, graphs, narrative

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.2:** Border management efficiency increased  
**Indicator 27:** Percent of imported commercial freight passing through the red lane at selected border posts

**DESCRIPTION**

**Precise Definition(s):** This indicator is defined as the total volume of imported commercial freight at selected border posts divided by the volume of commercial freight passing through the red lane, or being inspected. Volume is defined as number of shipments.

**Unit of Measure:** Percent

**Disaggregated by:** Border posts (Chirundu, LIA)

**Justification & Management Utility:** This indicator will measure the utility and efficiency of border management by demonstrating that practicing a system of voluntary compliance will increase the volume of imports allowed to pass through the border without inspections, thereby increasing the efficiency of border operations.

**Baseline Value:** TBD

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZTP will collect this information direction from the BMTF and the ZRA Customs and Excise Offices at the borders.

**Method of Data Acquisition by the Project:** Review and analyze BMTF and ZRA records

**Data Source(s):** Border Management Task Force and ZRA

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low. This data will be available as part of standard record keeping.

**Responsible Individual(s) at the Project:** M&E Manager, Enock Shawa

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None

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

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross-tabulation

**Presentation of Data:** Charts, graphs, narrative

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 2:</b> Administrative barriers to business, investment, and border operations reduced  <b>Key Result Area 2.2:</b> Border management efficiency increased  <b>Indicator 28:</b> Number of trucks receiving PQPS inspections in Chirundu</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> The number of trucks inspected by PQPS at the Chirundu border crossing  <b>Unit of Measure:</b> Number  <b>Disaggregated by:</b> N/A  <b>Justification &amp; Management Utility:</b> PQPS inspections of trucks at the Border is part of the overall clearance process for plants, chemicals, foodstuffs, animals and related products. A reduction in the number of trucks going through this process will justify the investment in pest identification equipment and streamlined processes around standard requirements.  <b>Baseline Value:</b> To be determined.</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p>
<p><b>Data Collection Method:</b> The ZTP will collect data directly from PQPS.  <b>Method of Data Acquisition by the Project:</b> Review and analyze PQPS records  <b>Data Source(s):</b> PQPS  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Low. The cost of collecting this data will be minimal as the data is part of normal record keeping.  <b>Responsible Individual(s) at the Project:</b> M&amp;E Manager, Enock Chitah.</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> PQPS may not be practicing standard record keeping or recording the number of trucks at each border crossing.  <b>Actions Taken or Planned to Address Data Limitations:</b> We will work with PQPS to ensure they are collecting this data in cooperation with the Border Management Task Force at the Chirundu border crossing  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends,  <b>Presentation of Data:</b> Charts, graphs, narrative  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.2:** Border management efficiency increased  
**Indicator 29:** Number of plant import permits issued

**DESCRIPTION**

**Precise Definition(s):** Number of plant import permits issued  
**Unit of Measure:** Number  
**Disaggregated by:** N/A  
**Justification & Management Utility:** Plant import permits are issued by the PQPS; keeping track of these permits issued provides an indication of PQPS operations efficiency.  
**Baseline Value:** To be determined.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZTP will collect data directly from PQPS.  
**Method of Data Acquisition by the Project:** Review and analyze PQPS records  
**Data Source(s):** PQPS  
**Frequency/Timing of Data Acquisition:** Monthly  
**Estimated Cost of Data Acquisition:** Low. The cost of collecting this data will be minimal as the data is part of normal record keeping.  
**Responsible Individual(s) at the Project:** M&E Manager, Enock Chitah.

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A  
**Known Data Limitations and Significance (if any):** N/A  
**Actions Taken or Planned to Address Data Limitations:** N/A  
**Date of Future Data Quality Assessments:** N/A  
**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends,  
**Presentation of Data:** Charts, graphs, narrative  
**Review of Data:** Monthly  
**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**  
**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 2:</b> Administrative barriers to business, investment, and border operations reduced  <b>Key Result Area 2.2:</b> Border management efficiency increased  <b>Indicator 30:</b> Number of phytosanitary certificates for export issued</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> Number of phytosanitary certificates for export issued  <b>Unit of Measure:</b> Number  <b>Disaggregated by:</b> N/A  <b>Justification &amp; Management Utility:</b> Phytosanitary certificates for export are issued by the PQPS; keeping track of these certificates issued provides an indication of PQPS operations efficiency.  <b>Baseline Value:</b> To be determined.</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p>
<p><b>Data Collection Method:</b> The ZTP will collect data directly from PQPS.  <b>Method of Data Acquisition by the Project:</b> Review and analyze PQPS records  <b>Data Source(s):</b> PQPS  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Low. The cost of collecting this data will be minimal as the data is part of normal record keeping.  <b>Responsible Individual(s) at the Project:</b> M&amp;E Manager, Enock Chitah.</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> N/A  <b>Actions Taken or Planned to Address Data Limitations:</b> N/A  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends,  <b>Presentation of Data:</b> Charts, graphs, narrative  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.2:** Border management efficiency increased  
**Indicator 31:** Average time for PQPS inspections in Chirundu

**DESCRIPTION**

**Precise Definition(s):** This indicator is part of the overall indicator of border management efficiency. It is a measure of the time that elapses from a shipment's entry into the PQPS inspection queue/area to the time it is cleared through the process with a certificate of inspection clearance.

**Unit of Measure:** Hours

**Disaggregated by:** N/A

**Justification & Management Utility:** PQPS inspection time is a part of overall time at the border, so reducing the inspection time increases border efficiency and reduces the value of the time to import indicator.

**Baseline Value:** To be determined.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZTP will collect data directly from PQPS.

**Method of Data Acquisition by the Project:** Review and analyze PQPS records

**Data Source(s):** PQPS

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low. The cost of collecting this data will be minimal as the data is part of normal record keeping.

**Responsible Individual(s) at the Project:** M&E Manager, Enock Chitah.

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** PQPS may not be practicing standard record keeping or recording the actual time of the start and finish of inspections.

**Actions Taken or Planned to Address Data Limitations:** We will work with PQPS to ensure they are collecting this data in cooperation with the Border Management Task Force

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross-tabulation

**Presentation of Data:** Charts, graphs, narrative

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

<p><b>Project Intermediate Result 2:</b> Administrative barriers to business, investment, and border operations reduced  <b>Key Result Area 2.2:</b> Border management efficiency increased  <b>Indicator 32:</b> Number of trucks receiving ZABS inspections in Chirundu</p>
<p><b>DESCRIPTION</b></p>
<p><b>Precise Definition(s):</b> The average number of trucks per day inspected by ZABS at the Chirundu border crossing  <b>Unit of Measure:</b> Number  <b>Disaggregated by:</b> N/A  <b>Justification &amp; Management Utility:</b> A reduction in the number of trucks receiving ZABS inspections at Chirundu will point to improvements in the ZABS operations and infrastructure, including a workable pre-clearance and quality assurance system that will increase the levels of entrepreneurship and investment.  <b>Baseline Value:</b> To be determined.</p>
<p><b>PLAN FOR DATA ACQUISITION</b></p>
<p><b>Data Collection Method:</b> The ZTP will collect data directly from ZABS.  <b>Method of Data Acquisition by the Project:</b> Review and analyze ZABS records  <b>Data Source(s):</b> ZABS  <b>Frequency/Timing of Data Acquisition:</b> Monthly  <b>Estimated Cost of Data Acquisition:</b> Low. The cost of collecting this data will be minimal as the data is part of normal record keeping.  <b>Responsible Individual(s) at the Project:</b> M&amp;E Manager, Enock Chitah.</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Date of Initial Data Quality Assessment:</b> N/A  <b>Known Data Limitations and Significance (if any):</b> ZABS may not be practicing standard record keeping or recording the number of trucks at each border crossing.  <b>Actions Taken or Planned to Address Data Limitations:</b> We will work with ZABS to ensure they are collecting this data in cooperation with the Border Management Task Force at the Chirundu border crossing  <b>Date of Future Data Quality Assessments:</b> N/A  <b>Procedures for Future Data Quality Assessments:</b> N/A</p>
<p><b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b></p>
<p><b>Data Analysis:</b> Time trends,  <b>Presentation of Data:</b> Charts, graphs, narrative  <b>Review of Data:</b> Monthly  <b>Reporting of Data:</b> Quarterly report</p>
<p><b>OTHER NOTES</b></p>
<p><b>Notes on Baselines/Targets:</b>  <b>Other Notes:</b></p>
<p><b>THIS SHEET LAST UPDATED ON: 2/16/2007</b></p>

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.2:** Border management efficiency increased  
**Indicator 33:** Average time for ZABS inspections in Chirundu

**DESCRIPTION**

**Precise Definition(s):** This indicator is part of the overall indicator of border management efficiency. It is a measure of the time that elapses from a shipment's entry into the ZABS inspection queue/area to the time it is cleared through the process with a certificate of inspection clearance.

**Unit of Measure:** Hours

**Disaggregated by:** N/A

**Justification & Management Utility:** ZABS inspection time is a part of overall time at the border, so reducing the inspection time increases border efficiency and reduces the value of the time to import indicator.

**Baseline Value:** To be determined.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZTP will collect data directly from ZABS.

**Method of Data Acquisition by the Project:** Review and analyze ZABS records

**Data Source(s):** ZABS

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low. The cost of collecting this data will be minimal as the data is part of normal record keeping.

**Responsible Individual(s) at the Project:** M&E Manager, Enock Chitah.

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** ZABS may not be practicing standard record keeping or recording the actual time of the start and finish of inspections.

**Actions Taken or Planned to Address Data Limitations:** We will work with ZABS to ensure they are collecting this data in cooperation with the Border Management Task Force

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross-tabulation

**Presentation of Data:** Charts, graphs, narrative

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.2:** Border management efficiency increased  
**Indicator 34:** Number of pre-clearance certificates issued

**DESCRIPTION**

**Precise Definition(s):** This indicator is defined as the number of businesses who use ZABS services who are obtaining pre-clearance certification for one or more products and shipments. It will be measured by the number of certificates issued by ZABS.

**Unit of Measure:** Number

**Disaggregated by:** Type of business, size of business, product

**Justification & Management Utility:** If more companies can pre-clear their goods through the border, meaning their goods do not have to be inspected with the same rigor as other goods, it will drastically reduce the backlog of shipments waiting for clearance and will reduce the time goods spend at the border due to inefficiencies in border management. If more businesses use the pre-clearance system for more of their products, more goods will pass through the border with greater ease.

**Baseline Value:** To be determined.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZTP will collect data directly from ZABS.

**Method of Data Acquisition by the Project:** Review and analyze ZABS records

**Data Source(s):** ZABS

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low. The cost of collecting this data will be minimal as the data is part of normal record keeping.

**Responsible Individual(s) at the Project:** M&E Manager, Enock Chitah.

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** ZABS may not be practicing standard record keeping or recording the actual date of request for pre-clearance and the date of certification issuance.

**Actions Taken or Planned to Address Data Limitations:** We will work with ZABS to ensure they are collecting this data in a systematic way and will do spot checks of their records to ensure quality and accuracy of data.

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross-tabulation

**Presentation of Data:** Charts, graphs, narrative

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Key Result Area 2.2:** Border management efficiency increased  
**Indicator 35:** Time to obtain annual pre-clearance certification

**DESCRIPTION**

**Precise Definition(s):** This indicator is defined as the time it takes for ZABS to issue a pre-clearance certification for a product to be imported. It will be measured from the time a company notifies ZABS of a shipment and the time the pre-clearance certification is issued.

**Unit of Measure:** Number of days

**Disaggregated by:** Type of business, size of business

**Justification & Management Utility:** If more companies can pre-clear their goods through the border, meaning their goods do not have to be inspected with the same rigor as other goods, it will drastically reduce the backlog of shipments waiting for clearance and will reduce the time goods spend at the border due to inefficiencies in border management.

**Baseline Value:** To be determined.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The ZTP will collect data directly from ZABS.

**Method of Data Acquisition by the Project:** Review and analyze ZABS records

**Data Source(s):** ZABS

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low. The cost of collecting this data will be minimal as the data is part of normal record keeping.

**Responsible Individual(s) at the Project:** M&E Manager, Enock Chitah.

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** ZABS may not be practicing record keeping or recording the actual date of request for pre-clearance and the date of certification issuance.

**Actions Taken or Planned to Address Data Limitations:** We will work with ZABS to ensure they are collecting this data in a systematic way and will do spot checks of their records to ensure quality and accuracy of data.

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends, cross-tabulation

**Presentation of Data:** Charts, graphs, narrative

**Review of Data:** Monthly

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

**Project Intermediate Result 1:** Greater transparency promoted and opportunities for corruption reduced  
**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Indicator 36:** Number of people trained

**DESCRIPTION**

**Precise Definition(s):** The number of people that benefit directly from the capacity building initiatives of the Project in the ZTP agencies.

**Unit of Measure:** Number

**Disaggregated by:** Type of institution (GRZ, Non GRZ)

**Justification & Management Utility:** The number of people trained in the ZTP partner agencies and those trained by the people trained by ZTP will signify the extent of the capacity built in the respective institutions.

**Baseline Value:** To be determined

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** ZTP will collect data directly from the Partner agencies

**Method of Data Acquisition by the Project:** Reports

**Data Source(s):** Project records, project partners records

**Frequency/Timing of Data Acquisition:** Monthly

**Estimated Cost of Data Acquisition:** Low

**Responsible Individual(s) at the Project:** M&E Manager

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None

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

**Date of Future Data Quality Assessments:** N/A

**Procedures for Future Data Quality Assessments:** N/A

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends

**Presentation of Data:** Tables, narratives

**Review of Data:** Monthly

**Reporting of Data:** Quarterly

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

**Project Intermediate Result 1:** Greater transparency promoted and opportunities for corruption reduced  
**Project Intermediate Result 2:** Administrative barriers to business, investment, and border operations reduced  
**Indicator 37:** Monetized benefit of institutional reforms

**DESCRIPTION**

**Precise Definition(s):** An index based on a special methodology developed in the Netherlands and elaborated by the project to monetize the benefits of regulatory streamlining. This indicator will be used to quantify the total economic benefit of this process for the Government of Zambia and businesses. (See Annex C for the detailed methodology)

**Unit of Measure:** Number

**Disaggregated by:** Institution

**Justification & Management Utility:** Regulatory and procedural streamlining benefits businesses and government by reducing the total cost of an administrative burden arising from a government regulation or procedure. It is important to measure the extent of the monetary benefit for the government and businesses because it demonstrates the return on investment of the project.

**Baseline Value:** Zero

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** Compilation of the various data elements required by the equation

**Method of Data Acquisition by the Project:** The project M&E Manager will coordinate the effort of collecting nominal data on which to conduct calculations. Data Source: Databases and reports available at partner agencies. Logical assumptions of cost savings. The project's own records.

**Frequency and Timing of Data Acquisition:** Annually

**Estimated Cost of Data Acquisition:** High. Much effort is necessary to collect the statistical data related to every project initiative and make monetary calculations to capture the effects of streamlining.

**Responsible Individual(s) at the Project:** Project M&E manager, Enock Shawa

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** N/A.

**Known Data Limitations and Significance (if any):** Assumptions of economic cost savings (the costs of time) can never be made with complete certainty.

**Actions Taken or Planned to Address Data Limitations:** The project M&E Manager will confer with others to ensure that his assumptions of cost savings are based on actual figures or highly conservative estimates.

**Date of Future Data Quality Assessments:** N/A.

**Procedures for Future Data Quality Assessments:** N/A.

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Time trends

**Presentation of Data:** Tables, charts, narratives

**Review of Data:** Annually

**Reporting of Data:** Quarterly report

**OTHER NOTES**

**Notes on Baselines/Targets:** Project baseline is 0.

**Other Notes:**

**THIS SHEET LAST UPDATED ON: 2/16/2007**

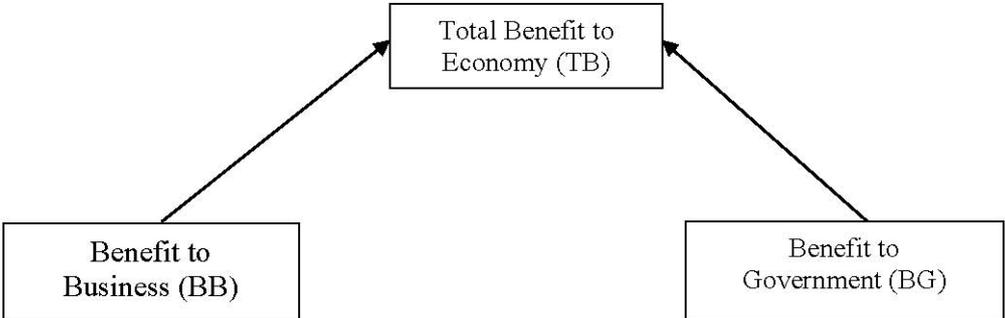


# ANNEX C – METHODOLOGY FOR MONETIZING BENEFITS OF INSTITUTIONAL REFORMS

The methodology presented below is based on the analogical methodology developed by the Legislative Burden Department at the Ministry of Finance of the Netherlands and has been elaborated upon by the Zambia Threshold Project.

A main goal of Zambia Threshold Project is to streamline processes in the targeted GRZ institutions. The methodology presented below will be used by the project to quantify the total economic (monetary) benefit of this process for the Zambian economy. Regulatory streamlining – reducing the cost of compliance and administration of regulatory regimes – generates two distinct economic benefits that the project’s methodology will measure:

The benefit to business (BB) from reducing the costs of compliance with administrative burdens; and The benefit to government (BG) from reducing the costs and increasing the efficiency of administration.



## A. Benefit to Business (BB)

Regulatory streamlining benefits business by reducing the total cost of an administrative burden arising from a government regulation. Whenever government places an obligation on a business (whether it is to carry out or avoid certain conduct or to provide information on its conduct) it also places an administrative burden on that business. Some regulation of the private sector cannot be avoided and is necessary for protecting the public. The goal of regulatory streamlining is to reduce, to the greatest extent possible, the number of regulations and the administrative burdens of complying with those that remain.

The annual cost of an administrative burden is determined by multiplying the cost for a business to comply with a relevant law or regulation by the number of businesses subject to the regulation and the number of times the obligation it imposes must be performed annually. This cost is represented by the formula:

**AB** (*Administrative Burden Cost*) = **Costs** (financial costs + compliance costs) \* **Quantity** (*number of businesses \* frequency of obligation/per year*)

**AB = C \* Q** **C = Financial Costs (FC) + Compliance Costs (CC)**

**FC** = The amount of money that must be paid to a competent authority for administrative services or charges including, but not limited to, license and permit fees, as well as bribes.

**CC** = The costs that businesses incur in order to comply with legislative and regulatory requirements, other than financial payments to Government.

**CC = Substantive Compliance Costs (SC) + Information Burden Costs (IBC)**

**SC** = The costs that businesses incur in ensuring that the physical infrastructure of a business or product quality (such as packaging) comply with applicable legislation or regulations. Examples of these costs include installing filters in accordance with

environmental requirements, installing modern production lines or upgrading physical facilities to comply with health and safety regulations.

**IBC** = The costs that businesses incur include the information requirements necessary to comply with government regulations, such as document preparation for business and tax registration, preparation of statistical reports, preparing tax returns, preparing customs declarations, complying with government audits, or preparing license and permit applications.

**IBC** = Internal Tariff (**IT**) + External Tariff (**ET**)

**IT** = (Hourly rate of all businesspersons or employees tasked with some role in complying with the obligation \* number of hours required from each) + material and overhead costs (documents, reports, government forms).

**ET** = Fees for contracting out preparation work to accountants, lawyers, service bureaus, administration offices, etc., for services necessary to comply with the regulation.

**Q** = Number of businesses affected \* number of times/year compliance is required

**BB (Benefit to Business)** is calculated by determining the total administrative burden (AB) of a government obligation before and after regulatory streamlining has been implemented by the GRZ. The difference in those two figures represents the annual economic benefit to business of streamlining a particular regulatory process.

## B. Benefit to Government (BG)

Regulatory streamlining not only benefits business, but government as well, by increasing efficiency and compliance as well as reducing costs. These economic benefits will be reflected in the formula:

**BG (Benefit to Government)** = **SG (Savings to Government)** + **RG (Revenue Gains)**

**SG** = Savings to government from efficiency gains that permit fewer people to do more work. SG is equal to the hourly rate of the government employees involved multiplied by the number of hours saved by the regulatory streamlining process.

**RG** = Revenue gains for government as a result of the improved administrative processes that increase compliance. Examples include increased tax and customs revenues due to the improved revenue administration; increased revenues from business registration fees due to the reduced number of administrative barriers that result in increased business registrations, etc. Measurement of this variable will be specific to the administrative function involved, but will generally involve comparing post streamlining trends with pre-streamlining tendencies.

## C. Total Benefit to the Economy

The final formula for quantifying the total annual benefit to the economy of streamlining a particular regulatory process will be:

Total Benefit to Economy (**TB**) = Benefit to Business (**BB**) + Benefit to Government (**BG**)

## **ANNEX D – DATA REQUIREMENTS FROM ZTP**

---

The below indicators will be collected by project staff directly from project records or through project-designed and implemented surveys.

- ◆ Number of people trained in GRZ and partner agencies
- ◆ Customer satisfaction with business support services at project-assisted GRZ institutions
- ◆ Monetized benefit of institutional reforms



## **ANNEX E – DATA REQUIREMENTS FROM THE STEADMAN GROUP**

---

- ◆ Percentage of respondents that perceive project partners as being effective in fighting corruption
- ◆ Average time required to receive an immigrant self-employment visas, including average official and extra official costs for applicants (extra official refers to bribes); this should be disaggregated by average time for applicants from countries allowing visa purchase at the port of entry and applicants from other countries.
- ◆ Average time required to receive a work permit, including average official and extra official costs for applicants (extra official refers to bribes); this should be disaggregated by average time for applicants from countries allowing visa purchase at the port of entry and applicants from other countries.
- ◆ Average time required to complete the registration of land purchase, including average official and extra official costs for purchasers, disaggregated by a) categories of value of purchase price, b) site of property (Lusaka, Livingstone, Ndola, and one capitol district not scheduled to receive MCATP assistance of any kind - Nakonde in Northern Province), and c) purchaser (company vs. individual).
- ◆ Average time required to complete the allocation of land process, including average official and extra official costs for applicants, disaggregated by a) categories of value of land, b) site of property (Lusaka, Livingstone, Ndola, and one capitol district not scheduled to receive MCATP assistance of any kind - Nakonde in Northern Province), and c) purchaser (company vs. individual).
- ◆ Average time required to receive a business registration from PACRO, disaggregated by phases (name clearance and extension of business registration number and papers) and the initial investment amount (under ZK 200 millions, >= ZK 200 millions), including average official and extra official costs for applicants (this should be disaggregated by average time in Lusaka, Copperbelt Province, Southern Province, Eastern Province and one control province not scheduled to receive MCATP assistance - Nakonde in Northern Province).
- ◆ Average time required to receive VAT registration from ZRA, including average official and extra official costs for applicants (this should be disaggregated by size categories of applicants and by average time in Lusaka, Copperbelt Province, Southern Province, Eastern Province and one control province not scheduled to receive MCATP assistance - Nakonde in Northern Province).
- ◆ Average time required for commercial imported freight of different categories to clear the border, including average official and extra official costs for importers of different categories (this should be disaggregated by average time, official and extra official costs for each border agency, type of customer – customs agents vs. importers vs. truckers - and disaggregated for imports passing through Chirundu, LIA, Livingstone, and another border crossing not receiving MCATP assistance - Nakonde in Northern Province.)
- ◆ Average time required for commercial exported freight of different categories to clear Zambia, including average official and extra official costs for exporters of different categories (extra official refers to bribes). This should be disaggregated by average time, official and extra official costs for each governmental agency, and disaggregated for exports passing through Lusaka International Airport, Chirundu, Livingstone, and another border crossing not receiving MCATP assistance - Nakonde in Northern Province.
- ◆ Average time required to receive an investment license from the Zambia Investment Center, including average official and extra official costs for applicants. This should be disaggregated by sector and level of committed investment of applicants and by average time in Lusaka, Copperbelt Province, Southern Province, Eastern Province and one control province not scheduled to receive MCATP assistance - Nakonde in Northern Province.

- ◆ The corruption prevalence indicator chosen for MOL, Immigration, ZRA – Customs, PACRO, ZABS, PQPS, and ZRA-VAT Registration.
- ◆ The corruption perception indicator chosen for MOL, Immigration, ZRA – Customs, PACRO, ZABS, PQPS, and ZRA-VAT Registration.
- ◆ % truckers reporting paying bribes directly or through agents and importers, % reporting requests to pay bribes in Chirundu in the 6 week period prior to the conclusion of the baseline compared to trucker reports at a control border not scheduled to receive MCATP assistance - Nakonde in Northern Province.
- ◆ Average trucker rating of corruption prevalence in Chirundu in the 6-week period prior to the conclusion of the baseline compared to trucker reports at a control border not scheduled to receive MCATP assistance - Nakonde in Northern Province.
- ◆ Customer satisfaction with business support services at project-assisted GRZ institutions.

## **ANNEX F – DATA REQUIREMENTS FROM THE MINISTRY OF LANDS**

- ◆ Number of requests for registration of property sales transaction received each month.
- ◆ Number of requests for registration of new property allocations received each month.
- ◆ Number of property sales transactions finalized each month. A request is finalized when a conclusion is reached (registered, rejected, or deferral) and the case closed or deferred.
- ◆ Number of new property allocations finalized each month. A request is finalized when a conclusion is reached (registered, rejected, or deferral) and the case closed or deferred.
- ◆ Average time required to register property sales transaction. This indicator maybe obtained through sampling of monthly records.
- ◆ Average time required to register new property allocations. This indicator maybe obtained through sampling of monthly records.
- ◆ Number of land disputes handled by the Lands Tribunal each month.
- ◆ Number of complaints received each month, relating to property sales and new property allocations.
- ◆ Number of complaints resolved each month, relating to property sales and new property allocations. This includes complaints that do not require any action, complaints where action is completed, and complaints referred to other agencies or departments for follow-up.
- ◆ Number of people trained each month with support from ZTP. Training includes seminars, classroom training, workshops, and conferences.



## **ANNEX G – DATA REQUIREMENTS FROM THE IMMIGRATION DEPARTMENT**

---

- ◆ Number of applications received at Headquarters each month, disaggregated by four types of permits:
  - employment permits
  - self-employment permits
  - temporary permits
  - entry permits
- ◆ Note: for all indicators described below, “application” and “permit application” refer to application for these four types of permits.
- ◆ Number of applications processed each month, disaggregated by the four types of above-mentioned permits. An application is processed when a conclusion is reached (approval, rejection, or deferral) and the case closed or deferred. Cases under appeal should not be included in this data.
- ◆ Average number of days for applications to be processed at Headquarters. This is measured as the inclusive number of days elapsed from when an application is received at Headquarters to when a conclusion is reached. This indicator is obtained through sampling of monthly records. This does not include appeal time.
- ◆ Average time required for issuance of self-employment and employment permits. This is the inclusive number of days from when a decision is made on an application, to when the permit is ready for collection. This indicator is obtained through sampling of monthly records.
- ◆ Percent of self-employment and work permits issued in 10 days or less. This indicator is obtained through sampling of monthly records.
- ◆ Average time for passenger clearance at border crossings. This is defined as the time elapsed between the time when the first passenger enters the immigration area and the time when the last passenger is cleared, divided by the total number of passengers. At least 20 measures should be taken at each border crossing (LIA, Chirundu) per month.
- ◆ Number of complaints, received each month, concerning applications for employment permits, self employment permits, temporary permits and entry permits. A complaint log should be kept and this indicator is obtained from examining this log.
- ◆ Number of permit application-related complaints that are resolved each month. A complaint is resolved when no additional actions are required. This includes complaints that do not require any action, complaints where action is completed, and complaints referred to other agencies or departments for follow-up. A complaint log should be kept and this indicator is obtained from examining this log.
- ◆ Number of people trained each month with support from ZTP. Training includes seminars, classroom training, workshops, and conferences, disaggregated by gender.



## **ANNEX H – DATA REQUIREMENTS FROM THE ZAMBIA REVENUE AUTHORITY (ZRA)**

---

- ♦ Average number of days to register a new business for VAT. This is the time between the submission of an application to register a new business for VAT and the time it is issued.
- ♦ Percentage of VAT registrations issued in 10 days or less, among those that are issued.
- ♦ Percentage of imported commercial freight initially routed to the GREEN lane at Chirundu.
- ♦ Percentage of imported commercial freight routed to the YELLOW lane at Chirundu.
- ♦ Percentage of imported commercial freight routed to the RED lane at Chirundu.
- ♦ Percentage of imported commercial freight initially routed to the GREEN lane at LIA.
- ♦ Percentage of imported commercial freight routed to the YELLOW lane at LIA.
- ♦ Percentage of imported commercial freight routed to the RED lane at LIA.
- ♦ Average time for commercial exports to clear the border at Chirundu, disaggregated by steps in the clearance process.
- ♦ Average time for imported commercial freight to clear the border at Chirundu, disaggregated by steps in the clearance process.
- ♦ Average time for commercial exports to clear the border at LIA, disaggregated by steps in the clearance process.
- ♦ Average time for imported commercial freight to clear the border at LIA, disaggregated by steps in the clearance process.
- ♦ Number of formal complaints received each month related to, and disaggregated by, VAT, Customs, and Internal Affairs issues.
- ♦ Number of formal VAT-, Customs-, and Internal Affairs-related complaints that are resolved each month. A complaint is resolved when no additional actions are required. This includes complaints that do not require any action, where action is completed, and those referred to other agencies or departments for follow-up.
- ♦ Number of VAT-, Customs-, and Internal Affairs-related cases referred to the Law Enforcement Units each month.
- ♦ Number of people trained each month with support from ZTP. Training includes seminars, classroom training, workshops, and conferences, disaggregated by gender.



## **ANNEX I – DATA REQUIREMENTS FROM PACRO**

---

- ◆ Number of days to register a business.
- ◆ Percent of business registrations that are issued in 2 days or less.
- ◆ Number of people trained each month with support from ZTP. Training includes seminars, classroom training, workshops, and conferences.



## **ANNEX J – DATA REQUIREMENTS FROM THE ZAMBIA BUREAU OF STANDARDS (ZABS)**

---

- ♦ Number of trucks receiving ZABS inspections in Chirundu each month.
- ♦ Average inspection time per truck, in hours, for ZABS inspections in Chirundu during the reporting period.
- ♦ Number of annual pre-clearance certificates issued during the reporting period.
- ♦ Time to obtain annual pre-clearance certification, in days, for certificates issued during the reporting period.
- ♦ Number of people trained each month with support from ZTP. Training includes seminars, classroom training, workshops, and conferences.



## **ANNEX K – DATA REQUIREMENTS FROM THE ZAMBIA DEVELOPMENT AUTHORITY (ZDA)**

---

- ♦ Number of applications for investment certificates received each month.
- ♦ Number of applications for investment certificates processed each month. An application is processed when a decision is made, which may include approval, rejection, or deferred.
- ♦ Average time for ZDA approval of investment certificates during each month.
- ♦ Number of people trained each month with support from ZTP. Training includes seminars, classroom training, workshops, and conferences, disaggregated by gender.



## **ANNEX L – DATA REQUIREMENTS FROM THE PQPS**

---

- ◆ Number of PQPS inspection at LIA each month.
- ◆ Total tonnage of shipments receiving PQPS inspections at LIA each month.
- ◆ Average time per PQPS inspection at LIA during each month.
- ◆ Number of trucks receiving PQPS inspections in Chirundu each month.
- ◆ Average time for PQPS inspection per truck in Chirundu during each month.
- ◆ Number of other (non-border) PQPS inspections each month.
- ◆ Number of plant import permits issued each month.
- ◆ Number of phytosanitary certificate issued each month for export.
- ◆ Number of people trained each month with support from ZTP. Training includes seminars, classroom training, workshops, and conferences, disaggregated by gender.



## **ANNEX M – DATA REQUIREMENTS FROM THE ANTI-CORRUPTION COMMISSION (ACC)**

---

- ♦ Number of corruption-related complaints received each month
- ♦ Number of corruption-related complaints that are resolved each month. A complaint is resolved when no additional actions are required. This includes complaints that do not require any action, complaints where action is completed, and complaints referred to other agencies or departments for follow-up.
- ♦ Number of people trained each month with support from ZTP. Training includes seminars, classroom training, workshops, and conferences, disaggregated by gender.