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MOROCCO CIVIL SOCIETY ADVOCACY PROJECT SANAD PERFORMANCE MONITORING PLAN

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Morocco Civil Society Advocacy Project SANAD

PERFORMANCE MONITORING PLAN



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Management Systems International

Corporate Offices

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CONTENTS

ACRONYMS..... 1

1. INTRODUCTION..... 2

1I. RESULTS FRAMEWORK..... 5

1II. MONITORING & EVALUATION SYSTEM..... 7

1V. PERFORMANCE INDICATORS..... 10

ANNEX 1: INSTITUTIONAL DEVELOPMENT FRAMEWORK
ILLUSTRATION..... 37

ACRONYMS

ADS	Agence de Développement Social
AO	Assistance Objective
CBO	Community Based Organization
CSO	Civil Society Organization
DG	Democracy and Governance
FY	Fiscal Year
GOM	Government of Morocco
INDH	Initiative Nationale pour le Développement Humain
IQC	Indefinite Quantity Contract
IR	Intermediate Result
IREX	International Research and Exchange Board
MDS	Ministère du Développement Social, de la Famille et de la Solidarité
MSI	Management Systems International, Inc.
MTDS	Morocco Trade and Development Services
PMP	Performance Monitoring Plan
PTA	Parent Teacher Association
REDI	Regional Democracy Initiatives
SANAD	Strengthening Advocacy and Networking to Advance Democracy
SMC	School Management Council
USAID	United States Agency for International Development

I. INTRODUCTION

This revised version of the SANAD Performance Monitoring Plan (PMP) takes into account the comments made in July and August by USAID/Morocco’s DG and Education teams on the original PMP, submitted on July 1. The major change introduced is the projection of performance over the full five years of potential project life. SANAD is currently funded at \$7.5 million over three years. The 5-year vision has prompted the SANAD team to review closely the indicators and performance targets of the first version of the plan, and make adjustments as needed. Moreover, a new indicator was introduced under Component 3 to better reflect the importance given to the commune as a key target of advocacy and to potential synergy with the upcoming USAID local governance project. The new indicator has prompted SANAD to make a corresponding revision to its annual work plan, re-submitted jointly with this revised PMP.

Two indicators have been modified in subsequent discussions within the SANAD team. Indicator 9 has been improved to better reflect changes to more participatory approaches in the INDH process. Indicator 16 has also been modified, to better reflect changes in information use at the local school level. We believe these changes are an improvement to the PMP.

As per USAID’s request, SANAD also developed detailed Performance Indicator Reference Sheets (PRIS) for each of the 21 indicators. The PRIS replace the previous, less detailed indicator tables.

SANAD GOAL AND EXPECTED RESULTS

The Morocco Civil Society Advocacy Project (SANAD) is a task order that was issued under the umbrella of the Regional Democracy Initiatives (REDI) IQC which provides assistance to USAID Regional Missions in implementing their Strategic Objectives in the areas of Justice, Media, Local Governance and other Democracy and Governance initiatives. MSI has chosen to call this project SANAD, which stands for Strengthening Advocacy and Networking to Advance Democracy. In Moroccan Arabic, *Sanad* means “reinforcement”, which, by its very definition, recognizes the important progress that Moroccan civil society has made in recent years. SANAD is a five-year project (first three years funded at \$7.5 million) to build the advocacy capacity of at least 100 Moroccan civil society organizations (CSOs), including community, youth and business associations, to promote democratic reform and advocate for citizens and marginalized and disaffected groups, particularly the young and the poor, at the national, regional and local levels. The program is being implemented and developed as part of the USAID/Morocco Democracy and Governance Program, complementing as well as reinforcing USAID democracy and governance programming, as well as USAID programs in other technical areas, including education and economic growth.

SANAD’s overall approach is to maximize and further build the capacity of Moroccan CSOs and CBOs in achieving the project’s five main goals:

- Strengthen civil society institutional and advocacy capacity;
- Encourage synergies between the national and local levels of civil society;
- Develop capacity of local CSOs to play a strategic role in the INDH process;
- Increase the capacity of CSOs, including community and youth organizations, to advocate for marginalized and disaffected youth and collaborate with local and national government in innovative youth programs; and

- Enhance the capacity of local level organizations to use civil society mobilization and advocacy to improve education quality at the community level.

As it implements the program activities, there are several guiding principles that the SANAD Team adheres to:

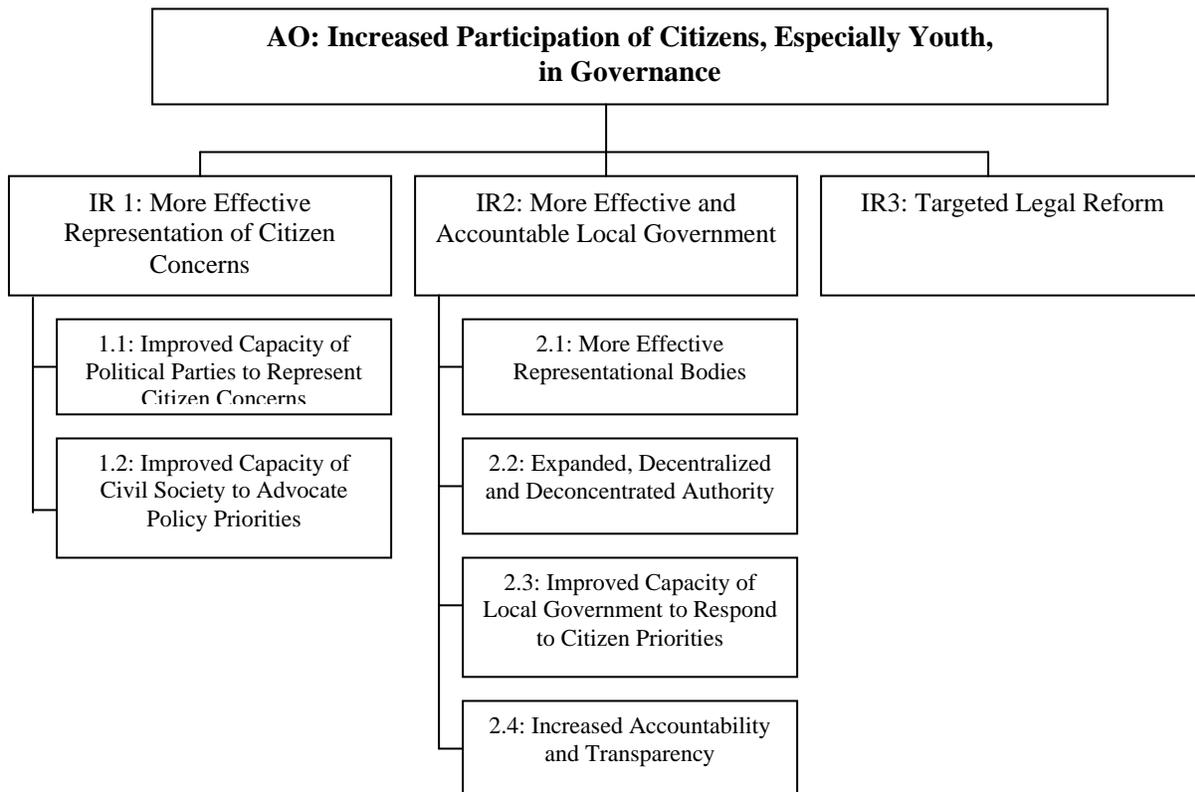
- **Cascading Knowledge**—SANAD will partner with “anchor” NGOs, CSOs, networks and federations to consolidate their skills and transfer key concepts and tools to other Moroccan partners.
- **Sustainability**. At the broadest level, the project will support “demand sustainability,” which refers to better informed and empowered clients or citizens. SANAD will also focus on sustainability through its training approach and the diversification of funding sources by leveraging institutional and private initiatives and resources.
- **Focusing on Critical Issues Identified by CSO Stakeholders**—SANAD will work with a diverse range of CSOs and CBOs to conduct Advocacy Mapping as a means of effectively targeting “the key issues for Moroccans.”
- **Targeting Youth and Gender**—SANAD will address youth and gender concerns through specific targeting of related groups for institutional and advocacy capacity building.
- **Maximizing Innovation**—SANAD will bring to the table a number of important innovations. CSOs will have access to global best practices online through project-supported systems, and will be encouraged to develop and share their own innovations online and through networking opportunities.

SANAD’S STRATEGIC POSITION IN USAID/MOROCCO’S RESULTS FRAMEWORK

USAID’s goal for the five-year period 2009 to 2013 is a well-governed, democratic and prosperous Morocco meeting the needs of its people, especially youth. Three Assistance Objectives (AOs) contribute to the attainment of the country goal: 1) Increased Participation of Citizens, Especially Youth, in Governance; 2) More Relevant Education and Opportunities for Youth; 3) Reduced Barriers to Trade and Investment.

SANAD is a key component of the Increased Participation of Citizens, Especially Youth, in Governance AO (AO1). It is also linked to the Governing Justly and Democratically Functional Objective of the Standardized Program Structure. AO1 is composed of three intermediate results: IR 1 – More Effective Representation of Citizen Concerns; IR 2 – More Effective and Accountable Local Government; IR 3 – Targeted Legal Reform (provisional). More Effective Representation of Citizen Concerns will be achieved through the Improved Capacity of Political Parties to Represent Citizen Concerns (IR 1.1) and through the Improved Capacity of Civil Society to Advocate Policy Priorities (IR 1.2).

Graph 1: USAID/Morocco Democracy and Governance Results Framework



SANAD’s objective is to contribute to the emergence of Moroccan civil society (CS) as a force for democratic reform. In order to play an increasingly central role in reform and good democratic practice, civil society must: strengthen its capacity to identify and mobilize around issues of concern; work increasingly through networks and coalitions; communicate, negotiate and convince. Civil society must develop the organizational capacity and knowledge to work effectively with business, neighborhood, parent-teacher, and youth associations and organizations; these partnerships will positively affect the issues of youth, education and poverty, among others.

PROJECT PERFORMANCE MONITORING PLAN

This document describes the Project’s performance monitoring plan (PMP). The PMP is a performance management tool for SANAD to help plan and manage the process of assessing and reporting progress towards achieving program outcomes and results. It is an essential tool to plan, manage and document how performance data is collected and used. Specifically, the PMP is intended to: 1) Effectively monitor and demonstrate results; 2) Contribute to an understanding of what works effectively and allow SANAD management to make corrections where necessary; 3) Use monitoring and evaluation approaches to assist CSOs in building capacity to manage their own projects and programs effectively; 4) Use the M&E system to inform SANAD on relevant youth and gender related issues and to be able to track progress in these areas.

In this first PMP, the main focus is on explaining the evaluation systems that SANAD will put in place to adequately manage information and track results. Indicator definitions, sources, methods, frequency and schedule of data collection as well as responsibilities are documented. This PMP also presents a set of results indicators with estimated performance targets.

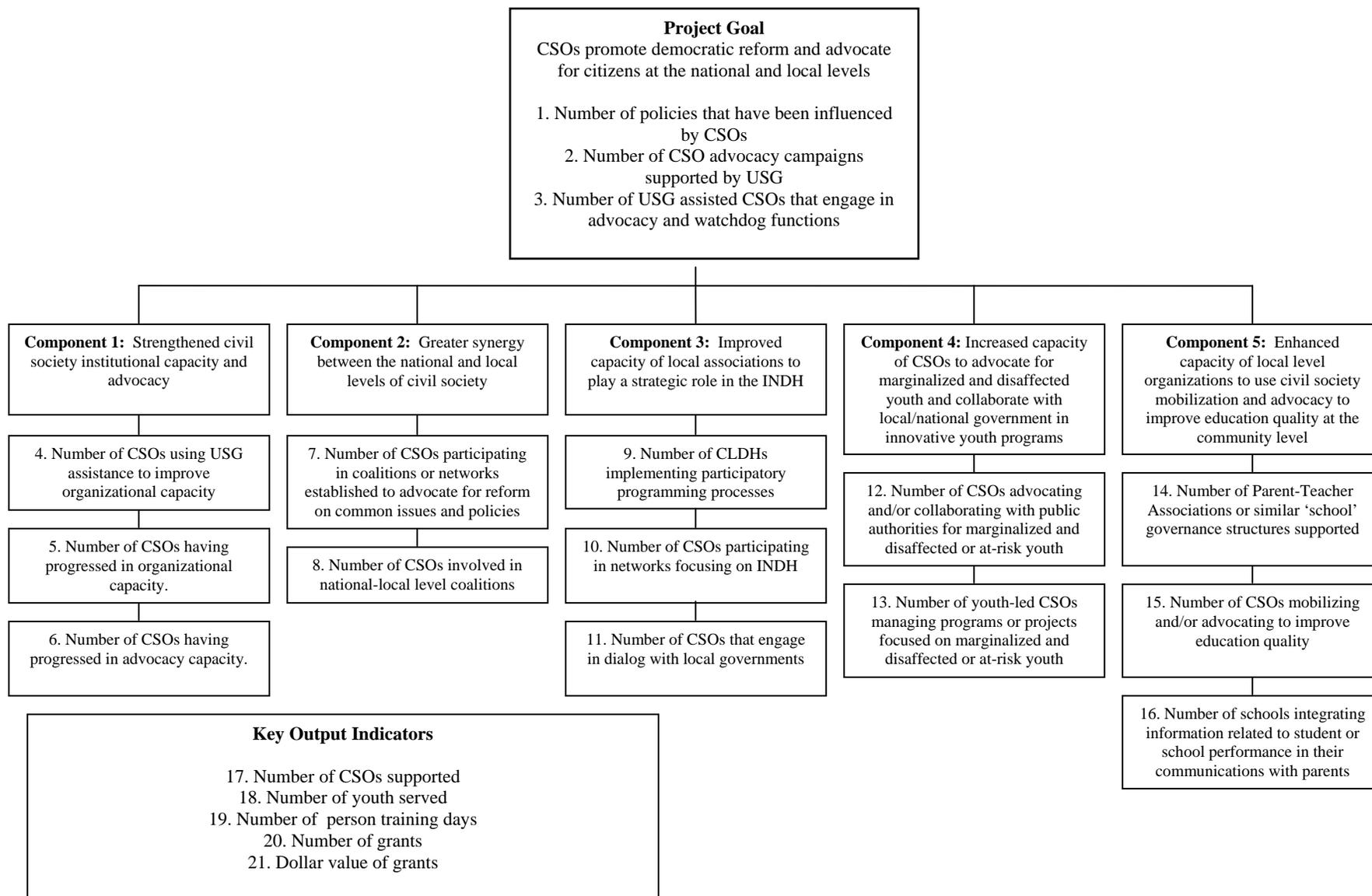
II. RESULTS FRAMEWORK

The results framework is a format to show the hierarchy of results that contribute toward achieving the Project's general objective. There is a set of related intermediate results and result indicators. The logic is that if the intermediate results are achieved, then those results will contribute to accomplishing the Project's overall objective.

In order to assess Project performance, SANAD will use a combination of impact and output indicators. Proposed indicators fall under USAID's results framework and are aligned with the Project's overall strategy. They build on standard indicators used by USAID for democracy and governance programming, the Project's Scope of Work, the SANAD technical proposal as well as the Project's work plan for Year 1. All indicators are presented in individual performance indicator reference sheets, which describe definitions, data sources, the methodology and frequency of data collection and reporting and responsibilities. The development of the PMP indicators takes into account the characteristics of good performance indicators as described in the relevant USAID guidelines (ADS 203.3.4.2):

- Useful for management
- Attributable
- Direct
- Objective
- Practical
- Adequate
- Timely

Graph 2: SANAD Results Framework



III. MONITORING & EVALUATION SYSTEM

A monitoring and evaluation system is necessary to collect the data for each PMP indicator in a timely and reliable manner.

BASELINE AND TARGETS

To establish baseline data for performance indicators and set targets for future performance, SANAD will first conduct Advocacy Mapping Surveys in each of the Project's target regions. The Advocacy Map will provide initial information on active CSOs nationally and in the target regions; identify issues of concern, existing capacity building programs by the Ministry of Social Development (MDS), Agency for Social Development (ADS), National Human Development Initiative (INDH), USAID/Morocco and other donor programs, and available resources for CSOs (human resources, infrastructure, equipment). Surveys will be administered on line and by telephone. In addition, SANAD will conduct focus groups with about 75 CSOs/CBOs in five regions, including Fès-Boulemane, Doukkala-Abda, Rabat-Salé, Grand Casablanca, and Tanger-Tétouan. Advocacy Mapping will take place from July through September 2009. Baseline data will be completed using a sample from the Advocacy Mapping database upon validation of proposed indicators by USAID.

Rough estimates of performance targets are indicated in table 2. Targets will be finalized building on results of the Advocacy Survey.

DATA COLLECTION

Two main methods will be used for collecting data: 1) Activity monitoring using a web-based monitoring, reporting and information system; and 2) Program impact evaluation.

SANAD WEB-BASED SYSTEM FOR PROGRAM MONITORING, REPORTING, AND INFORMATION DISSEMINATION

The tracking of program outputs will be assured through a SANAD web-based system. Outputs tracked in the web-based system will include: advocacy campaigns/ activities, networking, training, etc. This will include such details as number and type of CSOs, participants. The system will be established in four steps, described below:

Step 1: Establishing the SANAD web-based system— Building on MSI's solid experience in M&E, SANAD will establish a simple, yet efficient, web-based system for program monitoring, reporting and information dissemination, using proven technology that provides optimum performance and security. The application will be securely hosted on MSI's servers.

Step 2: Training SANAD partners in using the web-based system— Responsibility to gather information in the field will lie primarily with activity implementers/ partner organizations. The SANAD M&E Team will train partner CSOs/CBOs to collect data and enter these onto the SANAD web-based system in a timely manner. CSOs will also share success stories. Written guidelines will be developed. Additionally, CSOs/CBOs will submit evidence that proves that activities really happened (e.g. attendance sheets of training, records of advocacy activities, etc.).

Step 3: Gathering data– Grantees will enter data through a grantee web portal. The SANAD team will work with grantees that do not have Internet access to determine if there are any local offices or Internet cafes where it would be convenient for them to enter data. An M&E “help desk” will facilitate timely performance reporting. This help desk will also respond to substantive questions about performance reporting and troubleshoot problems grantees face when using web-based templates. The web-based system will also represent a valuable “two-way street.” Resource sections of this website, to which grantees can be directed, will help grantee organizations access information about key issues.

Step 4: Checking on the quality of the information – Once information is registered onto the web-based system, the SANAD Team (including technical coordinators and the M&E Team) will make periodical reviews of the information to identify potential inconsistencies.

EVALUATIVE ACTIVITIES AS A MANAGEMENT TOOL

A set of complementary evaluative activities will provide additional insight into aspects of SANAD that cannot easily be conveyed through a performance indicator. CSO-based surveys will be conducted to evaluate program impact – e.g. the perception of the willingness of government institutions to engage in dialogue with civil society. Surveys will employ short questionnaires. They will be carried out by program personnel and project partners. They will provide SANAD with a qualitative appraisal of whether or not a satisfactory performance level was achieved.

To track training impact, SANAD will use course evaluations to be completed by participants at the conclusion of the course. Additionally, a rapid appraisal technique will be used following selected courses to determine whether knowledge was applied.

DATA ANALYSIS

Data will be analyzed and utilized by project staff, and also analyzed with stakeholder input, ensuring accuracy and relevance of data. During the process of analyzing data, the following questions will be addressed:

- Youth and Gender: What does the data tell us about youth and gender issues in general? Are there differing impacts on youth, men, and women? If so, what accounts for those differing impacts? Are any adjustments in the project necessary? Are there any gaps in data, which must be addressed?
- The Performance Monitoring System: Are there any issues with regard to indicators or data collection which trigger the need to reexamine or refine the system?
- Evaluations: Do any of the data or emerging trends trigger the need for an evaluation (i.e. are any trends or data not clearly understood)?
- Lessons Learned: Are there any lessons that have implications for overall project implementation (e.g. policy directions, approaches, etc)?

DATA QUALITY ASSESSMENT

USAID ADS policy requires any data that is reported to USAID undergo a data quality assessment (dqa) at least once every three years. The project will stand prepared to assist the mission in meeting that requirement.

REVIEWING AND UPDATING THE PMP

The PMP serves as a “living” document that SANAD will use to guide its performance management efforts. As such, it will be updated as necessary to reflect changes in strategy and/or activities. The PMP will be reviewed and revised annually. When reviewing the PMP, SANAD will consider the following issues:

- Are the performance indicators measuring the intended result?
- Are the performance indicators providing the information needed?

MONITORING & EVALUATION STRUCTURE

To guarantee a solid monitoring and evaluation system with an adequate flow of information and necessary quality control, SANAD has composed an M&E Team including one full-time Program Manager, one full-time M&E Coordinator, and one part-time M&E Specialist.

The Program Manager is in charge of designing the Project’s M&E system to produce trustworthy and timely data results. The Program Manager keeps open communication with USAID and on monitoring needs, and supervises M&E activities taking place during the life of the Project. The Program Manager is key personnel on SANAD.

The M&E Coordinator has a complete understanding of the web-based system, Project components, activities, and expected results. The M&E Coordinator is assigned to supervise M&E activities in all target regions. S/he supervises and provides training to grantees in the use of SANAD’s web-based system to guarantee complete and timely information into the system. S/he also inputs selected data. Finally, s/he conducts quality control checks on the data.

The M&E Specialist, based at MSI headquarters in Washington, DC, will work closely with the Project’s Morocco-based team, especially at the outset of the Project, to design the M&E approach, establish the web-based system, and develop additional M&E instruments. The M&E Specialist will provide guidance and technical support to the field staff to ensure data quality is maintained and indicators evolve to meet the management and reporting needs of SANAD.

IV. PERFORMANCE INDICATORS

MOST REPRESENTATIVE INDICATORS

The following indicators were identified as most representative of Project performance for the first two years of implementation (FY 2010, 2011), while SANAD works to build the organizational and advocacy capacities of CSOs:

- Number of CSO advocacy campaigns supported by the USG
- Number of USG assisted CSOs that engage in advocacy and watchdog functions
- Number of CSOs using USG assistance to improve internal organizational capacity
- Number of CLDHs implementing participatory programming processes
- Number of CSOs advocating and/or collaborating with public authorities for marginalized and disaffected or at-risk youth
- Number of Parent-Teacher Associations or similar ‘school’ governance structures supported
- Number of CSOs mobilizing and/or advocating to improve education quality

The following impact indicators were identified as most representative of Project performance for the following three years of implementation, FY 2012, 2013 and 2014:

- Number of policies that have been influenced by CSOs
- Number of CSOs having progressed in organizational capacity
- Number of CSOs having progressed in advocacy capacity
- Number of CSOs participating in coalitions or networks established to advocate for reform on common issues and policies
- Number of CSOs involved in national-local level coalitions
- Number of CSOs participating in INDH programming
- Number of CSOs that engage in dialog with local government
- Number of youth-led CSOs managing programs or projects focused on marginalized and disaffected or at-risk youth
- Number of schools integrating information on student or school performance in their communications with parents

DATA TABLE

The table below summarizes targets for all indicators across the project's five years, from US Fiscal Year (FY) 2010 to Fiscal Year 2014. As indicated earlier, performance targets in this document are projections only. They will be finalized after the baseline survey and Advocacy Mapping are completed. Targets in this table below are not cumulative.

Indicators	Baseline FY '09	Target FY '10	Actual FY '10	Target FY '11	Actual FY '11	Target FY '12	Actual FY '12	Target FY '13	Actual FY '13	Target FY '14	Actual FY '14
Project Purpose: CSOs promote democratic reform and advocate for citizens (including marginalized and disaffected youth and the poor) at the national and local levels.											
1. # of policies that have been influenced by CSOs.	0	0%		10%		15%		20%		25%	
2. # of CSO advocacy campaigns supported by the USG	0	4		12		16		20		20	
3. # of USG assisted CSOs that engage in advocacy and watchdog functions.	0	30		60		60		60		60	
Component 1: Strengthened civil society institutional capacity and advocacy											
4. # of CSOs using USG assistance to improve internal organizational capacity	0	20		30		40		40		40	
5. # of CSOs having progressed in organizational capacity	0	N/A		15		24		24		24	
6. # of CSOs having progressed in advocacy capacity	0	N/A		15		24		24		24	
Component 2: Greater synergy between the national and local levels of civil society											
7. # of CSOs participating in coalitions or networks established to advocate for reform on common issues and policies	0	12		20		25		30		30	
8. # of CSOs involved in national-local level coalitions	0	8		15		17		20		20	

Indicators	Baseline FY '09	Target FY '10	Actual FY '10	Target FY '11	Actual FY '11	Target FY '12	Actual FY '12	Target FY '13	Actual FY '13	Target FY '14	Actual FY '14
Component 3: Improved capacity of local associations to play a strategic role in the INDH											
9. # of CLDHs implementing participatory programming processes	TBD	50%		60%		70%		70%		70%	
10. # of CSOs participating in networks focusing on INDH	TBD	0		20		30		40		50	
11. # of CSOs that engage in dialog with local government	TBD	+7		+10		+15		+20		+20	
Component 4: Increased capacity of CSOs (including community & youth organizations) to advocate for marginalized & disaffected youth and collaborate with local/national government in innovative youth programming											
12. # of CSOs advocating and/or collaborating with public authorities for marginalized and disaffected or at-risk youth	TBD	+4		+10		+15		+20		+25	
13. # of youth-led CSOs managing programs or projects focused on marginalized and disaffected or at-risk youth	TBD	+2		+6		+10		+15		+15	
Component 5: Enhanced capacity of local level organizations to use civil society mobilization and advocacy to improve education quality at the community level											
14. # of Parent-Teacher Associations or similar 'school' governance structures supported	0	20		25		30		35		40	
15. # of CSOs mobilizing and/or advocating to improve education quality	TBD	+5		+15		+20		+25		+30	
16. # of schools integrating information on student or school performance in their communications with parents	TBD	+8		+10		+12		+14		+16	
Key Output Indicators											
17. # of CSOs supported	0	75		150		200		250		250	
18. # of youth served	0	50		200		300		350		350	
19. # of person training days	0	300		500		500		500		500	
20. # of grants	0	14		30		30		30		30	
21. Dollar value of grants	0	200k		350k		450k		330k		330k	

INDICATOR REFERENCE SHEETS

INDICATOR REFERENCE SHEET	
Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result:	More effective representation of citizen concerns
Project purpose:	CSOs promote democratic reform and advocate for citizens (including marginalized and disaffected youth and the poor) at the national and local levels
Indicator:	1. Number of policies that have been influenced by CSOs
Type of indicator:	Standard
Reporting years:	FY 2010-FY 2014
DESCRIPTION	
<p>Precise definition: Policies which reflect – either in whole or in part – a policy position that CSOs have held and for which they have been engaged in dialogue with target audiences including the government. Policies are defined to include laws, rules and regulations, procedures, and practices. Policies influenced will only be counted toward the program’s goal if they are directly targeted by CSOs supported by USAID/SANAD. Any single policy issue will be counted only once. In the event that other issues surface within the same policy domain at later periods, they will be counted as a separate change.</p> <p>Assumption: The Government of Morocco (GOM) is reasonably open, or sensitive to, policy positions defended by CSOs.</p> <p>Unit of measure: Number</p> <p>Method of calculation: Number of policies influenced over total number of policies targeted by partner CSOs.</p> <p>Disaggregated by: CSO, CSO networks and coalitions. Also disaggregated by sector: youth, education, economic growth, etc.</p> <p>Additionally, SANAD will track the number of positive modifications to enabling legislation/ regulation for civil society accomplished with USAID assistance – a positive modification is defined as a modification/change that CSOs have proposed and have been engaged in dialogue with the government on.</p> <p>Justification/ Management utility: SANAD is designed to increase the participation of CSOs in democratic processes. This measure represents greater participation of citizens (the stated SO), more responsiveness to citizens, and tangible influence encourages more participation.</p>	
PLAN FOR DATA ACQUISITION	
<p>Data collection method: CSOs will be trained to report on examples of where they have influenced a policy outcome based on the definition provided. Supporting documentation will be submitted. SANAD will verify data reported. SANAD will also investigate and report on policy outcomes as part of its communications strategy.</p> <p>Data source(s): CSOs and SANAD</p> <p>Frequency: Quarterly (SANAD will gather data quarterly but report annually)</p> <p>Timing of data acquisition: Policies that have been influenced by CSOs will be counted as soon as a policy change is reported on and verified.</p> <p>Estimated cost of data acquisition: Low</p> <p>Method of acquisition by USAID: Annual reports</p> <p>Individual responsible for providing data to USAID: Program Manager</p> <p>Individual responsible at USAID: SANAD COTR</p> <p>Location of data storage: SANAD server and MSI Washington backup.</p>	
DATA QUALITY ISSUES	
<p>Known data limitations and significance (if any): The key data quality issue is to reduce subjectivity. CSOs will have to report examples and provide specific details. The project will periodically verify these data. In addition, the importance of the indicator lies in the substance behind it – what policies are being influenced, and in what way.</p> <p>Actions taken or planned to address data limitations: A narrative will accompany the quantitative data to assess substance of policy changes.</p> <p>Date of future data quality assessment: TBD</p>	
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING	
<p>Data analysis: An internal yearly comparative analysis will be conducted to observe progress in the number of policies influenced by CSOs.</p> <p>Review of data: Annual review</p> <p>Reporting of data: Annual reports</p>	

BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	0%		
FY 2011		10%		
FY 2012		15%		
FY 2013		20%		
FY 2014		25%		
OTHER NOTES				
<p>Notes on baselines/ targets: Targets are expressed in percentage of policies targeted by CSOs. Specific figures will be determined after the Advocacy Mapping is completed and the number of policies CSOs may target is evaluated. Targets are annual rather than cumulative.</p> <p>Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date)</p>				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result:	More effective representation of citizen concerns
Project purpose:	CSOs promote democratic reform and advocate for citizens (including marginalized and disaffected youth and the poor) at the national and local levels
Indicator:	2. Number of CSO advocacy campaigns supported by the USG
Type of indicator:	Standard
Reporting years:	FY 2010-FY 2014
DESCRIPTION	
<p>Precise definition: Advocacy campaigns are defined as coordinated mobilization for the promotion of an issue of public interest. They involve at minimum a written advocacy plan including clear advocacy objectives, activities, and timeline. They may, or may not, involve contact activities with the government, and may or may not involve use of the media. Support is defined to include training, technical assistance and/or financial assistance in the form of grants. Only the advocacy campaigns supported by USAID/SANAD will be counted.</p> <p>Assumption: N/A</p> <p>Unit of measure: Number</p> <p>Method of calculation: All campaigns ongoing in a given year are counted once for that year. A campaign spanning more than one year will be counted for each of the years during which it is active.</p> <p>Disaggregated by: Topic area – INDH, youth, education, gender, economic growth...</p> <p>Justification/ Management utility: Counts the overall number of advocacy campaigns supported. This indicates a magnitude of advocacy campaigns supported.</p>	
PLAN FOR DATA ACQUISITION	
<p>Data collection method: CSOs will provide data via grant activity reports. Supporting documentation will be provided. SANAD will verify data reported. SANAD will also investigate and report on campaigns as part of its communications strategy.</p> <p>Data source(s): CSOs</p> <p>Frequency: Quarterly</p> <p>Timing of data acquisition: Advocacy campaigns will be counted as soon as they are reported and verified.</p> <p>Estimated cost of data acquisition: Low</p> <p>Method of acquisition by USAID: Annual reports</p> <p>Individual responsible for providing data to USAID: Program Manager</p> <p>Individual responsible at USAID: SANAD COTR</p> <p>Location of data storage: SANAD server and MSI Washington backup.</p>	
DATA QUALITY ISSUES	
<p>Known data limitations and significance (if any): The key data quality issue is ensuring reliable and consistent data collection. This indicator does not measure the impact of the advocacy campaigns supported by USAID/SANAD.</p> <p>Actions taken or planned to address data limitations: SANAD has provided a specific definition for “advocacy campaign”. The project will also provide complementary analysis on impact in addition to the quantitative value.</p> <p>Date of future data quality assessment: TBD</p>	

PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: An internal yearly analysis will be conducted to observe progress in the number of CSO advocacy campaigns supported.				
Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	4		
FY 2011		12		
FY 2012		16		
FY 2013		20		
FY 2014		20		
OTHER NOTES				
Notes on baselines/ targets: Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date)				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result:	More effective representation of citizen concerns
Project purpose:	CSOs promote democratic reform and advocate for citizens (including marginalized and disaffected youth and the poor) at the national and local levels
Indicator:	3. Number of USG assisted CSOs that engage in advocacy and watchdog functions
Type of indicator:	Standard
Reporting years:	FY 2010- FY 2014
DESCRIPTION	
Precise definition: CSOs/CBOs supported by USAID/SANAD working to promote issues of public interest through advocacy and/or watchdog functions at the local or at the national level. Advocacy, under indicator 3, involves any and all actions associated with the promotion or defence of a cause: issue identification, research, mobilization, dialogue, communications, lobbying, etc. Watchdog functions are defined as monitoring, evaluation and documentation of government policies and programs at any of the stages of design, adoption, or implementation. "Engage" is defined broadly to cover the national and local levels, including small organizations. Engage includes any activity related to advocacy conducted at least once in the period. Assistance includes training, technical assistance and/or financial assistance in the form of grants. All CSOs engaged in a given period are counted once for that year. A CSO with a campaign spanning more than one period will be counted for each of the periods during which the campaign is on-going.	
Assumption: N/A	
Unit of measure: Number	
Method of calculation: Aggregation of total number of CSOs	
Disaggregated by: Topic area – INDH, youth, education, gender, economic growth...	
Justification/ Management utility: Counts the overall number of CSOs supported by USAID/SANAD that engage in advocacy and/or watchdog functions. This indicator is complementary to indicator 2, above. It counts the number of CSOs as opposed to the number of campaigns, thereby measuring the expansion of coalitions and networks involved in advocacy, a central expected output of SANAD.	
PLAN FOR DATA ACQUISITION	
Data collection method: CSOs will provide data via grant activity reports. Supporting documentation will be submitted. SANAD will verify data reported. SANAD will also investigate and report on CSOs conducting campaigns as part of its communications strategy.	
Data source(s): CSOs	
Frequency: Quarterly	
Timing of data acquisition: CSOs will be counted as soon as an advocacy or watchdog activity is reported and verified.	
Estimated cost of data acquisition: Low	
Method of acquisition by USAID: Annual reports	

Individual responsible for providing data to USAID: Program Manager				
Individual responsible at USAID: SANAD COTR				
Location of data storage: SANAD server and MSI Washington backup.				
DATA QUALITY ISSUES				
Known data limitations and significance (if any): This indicator does not measure the extent or the content of advocacy and/or watchdog activities undertaken; nor does it measure the impact of these activities.				
Actions taken or planned to address data limitations: SANAD will provide complementary analysis on those types of issues in addition to the quantitative value.				
Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: An internal yearly comparative analysis will be conducted to observe progress in the number of CSOs that engage in advocacy and/or watchdog functions.				
Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	30		
FY 2011		60		
FY 2012		60		
FY 2013		60		
FY 2014		40		
OTHER NOTES				
Notes on baselines/ targets: Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date)				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result:	More effective representation of citizen concerns
Project purpose:	Component 1: Strengthened civil society institutional capacity and advocacy
Indicator:	4. Number of CSOs using USG assistance to improve internal organizational capacity
Type of indicator:	Standard
Reporting years:	FY 2010-FY 2014
DESCRIPTION	
Precise definition: Assistance to improve organizational capacity addresses priority CSO needs in organizational development – including but not limited to such areas as financial accounting practices, administrative procedures, management, strategic planning, monitoring and evaluation, etc. Assistance consists of training, technical assistance and/or financial assistance in the form of grants. Any single organization per above definition will be counted only once over a one-year period.	
Assumption: N/A	
Unit of measure: Number	
Method of calculation: Aggregation of CSOs per above definition.	
Disaggregated by: Type of CSO, type of assistance (training, technical assistance, grants), and topic area	
Justification/ Management utility: Counts the number of CSOs using USAID/SANAD assistance to improve organizational capacity. This indicates a range of magnitude of beneficiary CSOs.	
PLAN FOR DATA ACQUISITION	
Data collection method: The Project will set up standard approaches with partners for collecting data on CSOs assisted. Supporting documentation will be submitted. SANAD will verify data reported.	
Data source(s): SANAD and CSOs	
Frequency: Quarterly	
Timing of data acquisition: CSOs using USAID/SANAD assistance to improve internal organizational capacity will be counted as soon as they receive assistance.	
Estimated cost of data acquisition: Low	

Method of acquisition by USAID: Annual reports Individual responsible for providing data to USAID: Program Manager Individual responsible at USAID: SANAD COTR Location of data storage: SANAD server and MSI Washington backup.				
DATA QUALITY ISSUES				
Known data limitations and significance (if any): This indicator does not measure the extent to which USG assistance impacts the organizational capacity of target CSOs. Actions taken or planned to address data limitations: SANAD will measure the number of CSOs having progressed in organizational capacity through indicator 5 below. Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: An internal quarterly comparative analysis will be conducted to observe progress in the number of CSOs using USG assistance to improve internal organizational capacity. Review of data: Annual review Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	20		
FY 2011		30		
FY 2012		40		
FY 2013		40		
FY 2014		40		
OTHER NOTES				
Notes on baselines/ targets: Targets are not cumulative. Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic objective: Intermediate result: Project purpose: Indicator: Type of indicator: Reporting years:	Increased participation of citizens, especially youth, in governance More effective representation of citizen concerns Component 1: Strengthened civil society institutional capacity and advocacy 5. Number of CSOs having progressed in organizational capacity Custom FY 2011-FY 2014
DESCRIPTION	
Precise definition: CSOs having progressed in organizational capacity are those target organizations that, as a result of USAID/SANAD support, have improved their management capacities, administration, financial/accounting procedures and partnership capacities to foster the sustainability of their activity. These organizations will be monitored based on an adaptation of MSI's Institutional Development Framework (IDF). Progress is defined as having met at least 50% of set objectives. Any single organization per above definition will be counted only once over a one-year period. A CSO receiving organizational development support spanning more than one period will be counted for each of the periods during which the support is on-going provided it meets 50% or more of its objectives each period. Assumption: N/A Unit of measure: Number Method of calculation: In consultation with target CSOs, key objectives will be identified. CSOs will grade themselves on the Index at the onset, and yearly thereafter. Percent improvement will be calculated. And the number of CSOs having progressed in organizational capacity as per above definition aggregated. Disaggregated by: Score Justification/ Management utility: Counts the overall number of CSOs having progressed in organizational capacity. This indicates the extent to which assistance activities are impacting CSO capacity.	
PLAN FOR DATA ACQUISITION	
Data collection method: The Project will set up standard approaches with CSOs for grading themselves. Grading will take place in consultation with SANAD during an annual IDF review.	

<p>Data source(s): CSOs and SANAD Frequency: Annual Timing of data acquisition: CSOs will report IDF scores as soon as the yearly IDF review is completed. To the extent possible, IDF reviews will be conducted to match the USAID reporting schedule. Estimated cost of data acquisition: Medium Method of acquisition by USAID: Data will be reported in the annual report that follows the period of annual assessments. Individual responsible for providing data to USAID: Program Manager Individual responsible at USAID: SANAD COTR Location of data storage: SANAD server and MSI Washington backup.</p>				
DATA QUALITY ISSUES				
<p>Known data limitations and significance (if any): The key data quality issue is to reduce subjectivity to the maximum extent possible. Actions taken or planned to address data limitations: There is a worksheet with elements, definitions, and ratings to facilitate better data collection. In addition, CSOs will provide input into the process (that is, the more participatory the process, the higher quality the data are likely to be). Date of future data quality assessment: TBD</p>				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
<p>Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of CSOs having progressed in organizational capacity. Review of data: Annual review Reporting of data: Annual reports</p>				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	N/A		
FY 2011		15		
FY 2012		24		
FY 2013		24		
FY 2014		24		
OTHER NOTES				
<p>Notes on baselines/ targets: The Project will not report on this indicator in FY 2010; the first yearly IDF review is scheduled to take place at the beginning of FY 2011 only. Targets are not cumulative. Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).</p>				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET				
Strategic objective:	Increased participation of citizens, especially youth, in governance			
Intermediate result:	More effective representation of citizen concerns			
Project purpose:	Component 1: Strengthened civil society institutional capacity and advocacy			
Indicator:	6. Number of CSOs having progressed in advocacy capacity			
Type of indicator:	Custom			
Reporting years:	FY 2011-FY 2014			
DESCRIPTION				
<p>Precise definition: Those target organizations that, as a result of USAID/SANAD support, improve their research capacities, policy position definitions, coalition or networking abilities, strategic planning, monitoring, lobbying, communications, etc. and reinforce the needed skills to better advocate for issues of public interest at the local or at the national level. Specifically, progress will be measured through the CSO Advocacy Index. Progress is defined as having met at least 50% of set objectives. Any single organization per above definition will be counted only once over a one-year period. A CSO receiving advocacy support spanning more than one period will be counted for each of the periods during which the support is on-going provided it has progressed in capacity each period.</p> <p>Assumption: N/A</p> <p>Unit of measure: Number</p> <p>Method of calculation: In consultation with target CSOs, key objectives will be identified. CSOs will grade themselves on the Advocacy Index at the onset, and yearly thereafter. Percent improvement will be calculated. And the number of CSOs having progressed in advocacy capacity as per above definition aggregated.</p> <p>Disaggregated by: Number</p> <p>Justification/ Management utility: Counts the overall number of CSOs having progressed in advocacy capacity. This indicates the extent to which assistance activities are impacting CSO capacity.</p>				
PLAN FOR DATA ACQUISITION				
<p>Data collection method: The Project will set up standard approaches with CSOs for grading themselves. Grading will take place in consultation with SANAD during a yearly IDF review.</p> <p>Data source(s): CSOs and SANAD</p> <p>Frequency: Annual</p> <p>Timing of data acquisition: CSOs will report Advocacy Index scores as soon as the yearly IDF review is completed. To the extent possible, IDF reviews will be conducted to match the USAID reporting schedule.</p> <p>Estimated cost of data acquisition: Medium</p> <p>Method of acquisition by USAID: Data will be reported in the annual report that follows the period of annual assessments.</p> <p>Individual responsible for providing data to USAID: Program Manager</p> <p>Individual responsible at USAID: SANAD COTR</p> <p>Location of data storage: SANAD server and MSI Washington backup.</p>				
DATA QUALITY ISSUES				
<p>Known data limitations and significance (if any): The key data quality issue is to reduce subjectivity to the maximum extent possible.</p> <p>Actions taken or planned to address data limitations: There is a worksheet with elements, definitions, and ratings to facilitate better data collection. In addition, CSOs will provide input into the process (that is, the more participatory the process, the higher quality the data are likely to be).</p> <p>Date of future data quality assessment: TBD</p>				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
<p>Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of CSOs having progressed in advocacy capacity.</p> <p>Review of data: Annual review</p> <p>Reporting of data: Annual reports</p>				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	N/A		
FY 2011		15		
FY 2012		24		
FY 2013		24		
FY 2014		24		

OTHER NOTES

Notes on baselines/ targets: The Project will not report on this indicator in FY 2010; the first yearly IDF review is scheduled to take place at the beginning of FY 2011 only. Targets are not cumulative.

Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).

This sheet last updated on September 2, 2009

INDICATOR REFERENCE SHEET

Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result:	More effective representation of citizen concerns
Project purpose:	Component 2: Greater synergy between the national and local levels of civil society
Indicator:	7. Number of CSOs participating in coalitions or networks established to advocate for reform on common issues or policies
Type of indicator:	Custom
Reporting years:	FY 2010-FY 2014

DESCRIPTION

Precise definition: Coalitions and networks are groups of two or more CSOs working to achieve mutual objectives or to strengthen advocacy capacity. They may be formal or informal, and may be permanent or limited in time. Participation is defined as implementing or co-implementing at least one coalition or network activity. Only CSOs participating in coalitions or networks supported by USAID/SANAD will be counted. Any single organization per above definition will be counted only once over a one-year period. A CSO involved in a coalition or network spanning more than one period will be counted for each of the periods during which the coalition or network remains active. CSOs counted in indicator 8 will also count for indicator 7.

Assumption: N/A

Unit of measure: Number

Method of calculation: Aggregation of CSOs per above definition.

Disaggregated by: Type of CSO, topic area – INDH, youth, education, economic growth, gender...

Justification/ Management utility: Counts the overall number of CSOs participating in coalitions or networks.

This indicates the extent to which assistance activities are impacting synergies among CSOs. Also provides data for components 3, 4 and 5 on the number of CSOs contributing to the INDH, youth and education, respectively.

PLAN FOR DATA ACQUISITION

Data collection method: CSOs will report data through regular reports. Supporting documentation will be submitted. SANAD will verify data reported.

Data source(s): CSOs

Frequency: Quarterly

Timing of data acquisition: CSOs will be counted as soon as participation in one coalition or network is reported and verified.

Estimated cost of data acquisition: Low

Method of acquisition by USAID: Annual reports

Individual responsible for providing data to USAID: Program Manager

Individual responsible at USAID: SANAD COTR

Location of data storage: SANAD server and MSI Washington backup.

DATA QUALITY ISSUES

Known data limitations and significance (if any): The importance of the indicator lies in the substance behind it – what activities are being conducted and what impact they have.

Actions taken or planned to address data limitations: SANAD will provide complementary analysis on those issues in addition to the quantitative value.

Date of future data quality assessment: TBD

PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING

Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of CSOs participating in coalitions and networks.

Review of data: Annual review

Reporting of data: Annual reports

BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	12		
FY 2011		20		
FY 2012		25		
FY 2013		30		
FY 2014		30		
OTHER NOTES				
Notes on baselines/ targets: N/A				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result:	More effective representation of citizen concerns
Project purpose:	Component 2: Greater synergy between the national and local levels of civil society
Indicator:	8. Number of CSOs involved in national-local level coalitions
Type of indicator:	Custom
Reporting years:	FY 2010-FY 2014
DESCRIPTION	
<p>Precise definition: Number of CSOs that play an active role in coalitions mobilizing both national and local organizations on one or more element of the coalition agenda or coalition activity. Active role is defined as conducting at least one activity or otherwise contributing concretely to the goals of the coalition. Only CSOs involved in coalitions supported by USAID/SANAD will be counted. Any single CSO will be counted only once over a one-year period. A CSO involved in a coalition or network spanning more than one period will be counted for each of the periods during which the coalition or network remains active.</p> <p>Assumption: N/A</p> <p>Unit of measure: Number</p> <p>Method of calculation: Aggregation of coalitions per above definition.</p> <p>Disaggregated by: Type of CSO and topic area – INDH, youth, education...</p> <p>Justification/ Management utility: SANAD will provide support to initiatives that bring together national and local organizations on issues. The number of organizations involved in such coalitions will indicate interest from CSOs in national-local coalitions and measure project performance, indicating the extent to which assistance activities are impacting synergy among national and local CSOs.</p>	
PLAN FOR DATA ACQUISITION	
<p>Data collection method: CSOs will report data through the web-based system. Supporting documentation will be submitted. SANAD will verify data reported.</p> <p>Data source(s): CSOs and SANAD</p> <p>Frequency: Quarterly</p> <p>Timing of data acquisition: CSOs will be counted as soon as participation in a national-local level coalition is reported and verified.</p> <p>Estimated cost of data acquisition: Low</p> <p>Method of acquisition by USAID: Annual reports</p> <p>Individual responsible for providing data to USAID: Program Manager</p> <p>Individual responsible at USAID: SANAD COTR</p> <p>Location of data storage: SANAD server and MSI Washington backup.</p>	
DATA QUALITY ASSESSMENT	
<p>Known data limitations and significance (if any): The key issue is to reduce subjectivity. The importance of the indicator lies in the substance behind it – what messages are being addressed and the impact they have.</p> <p>Actions taken or planned to address data limitations: SANAD provided clear definitions. SANAD will provide complementary analysis on those issues in addition to the quantitative value.</p> <p>Date of future data quality assessment: TBD</p>	
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING	
<p>Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of advocacy</p>	

campaigns with common messages on core issues at the national and the local level. Review of data: Annual review Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	8		
FY 2011		15		
FY 2012		17		
FY 2013		20		
FY 2014		20		
OTHER NOTES				
Notes on baselines/ targets: Targets are not cumulative. Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result:	More effective representation of citizen concerns
Project purpose:	Component 3: Improved capacity of local associations to play a strategic role in the INDH
Indicator:	9. Number of CLDHs implementing participatory programming processes
Type of indicator:	Custom
Reporting years:	FY 2010-FY 2014
DESCRIPTION	
Precise definition: Participatory programming processes involve CSO input in a range of CLDH activities – priority needs identification; budget allocation; project proposal review and awards; project monitoring and evaluation. Only CLDHs supported by USAID/SANAD will be considered. Any single CLDH per above definition will be counted only once over a one-year period. Assumption: N/A Unit of measure: Number Method of calculation: Aggregation of CLDHs per above definition. Disaggregated by: N/A Justification/ Management utility: Counts the overall number of CLDHs implementing participatory programming processes. This indicates the extent to which assistance activities are impacting the role of civil society in INDH programming.	
PLAN FOR DATA ACQUISITION	
Data collection method: SANAD will track data. Data source(s): SANAD Frequency: Annual Timing of data acquisition: CLDHs will be counted as soon as implementation of participatory programming processes is reported and verified. Estimated cost of data acquisition: Low Method of acquisition by USAID: Annual reports Individual responsible for providing data to USAID: Program Manager Individual responsible at USAID: SANAD COTR Location of data storage: SANAD server and MSI Washington backup.	
DATA QUALITY ISSUES	
Known data limitations and significance (if any): The key issue is to define terms clearly. Actions taken or planned to address data limitations: A definition for “participatory programming processes” has been provided. Date of future data quality assessment: TBD	
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING	
Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of CLDHs implementing participatory programming processes.	

Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	TBD	50%		
FY 2011		60%		
FY 2012		70%		
FY 2013		70%		
FY 2014		70%		
OTHER NOTES				
<p>Notes on baselines/ targets: Targets are expressed in percentage of targeted CLDHs. Specific figures will be determined after the Advocacy Mapping is completed and the baseline is confirmed. Targets are not cumulative.</p> <p>Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).</p>				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic Objective :	Increased participation of citizens, especially youth, in governance
Intermediate Result :	More effective representation of citizen concerns
Project Purpose:	Component 3: Improved capacity of local associations to play a strategic role in the INDH
Indicator:	10. Number of CSOs participating in networks focusing on INDH
Type of indicator:	Custom
Reporting Years	FY 2010-FY 2014
DESCRIPTION	
<p>Precise definition: Networks focusing on INDH are groups of two or more CSOs working on INDH-related issues. Networks may be “live” or on line. Participation in networks is defined as taking part in at least one live network activity or logging into a web community site at least 4 times in any two month period. Only CSOs in USAID/SANAD supported networks will be counted. Any single organization per above definition will be counted only once over a one-year period.</p> <p>Assumption: N/A</p> <p>Unit of measure: CSOs</p> <p>Method of calculation: Aggregation of CSOs per above definition.</p> <p>Disaggregated by: Type of CSO, type of activity</p> <p>Justification/ Management utility: Counts the overall number of CSOs participating in networks focusing on INDH. This indicates the extent to which assistance activities are impacting civil society participation in the INDH. This is complementary to indicator 9, which is about implementing.</p>	
PLAN FOR DATA ACQUISITION	
<p>Data collection method: CSOs will report data through the web-based system. Supporting documentation will be submitted. SANAD will verify data reported. The Project will monitor the number of CSOs participating in on-line networks through automated counters.</p> <p>Data source(s): CSOs and SANAD</p> <p>Frequency: Quarterly</p> <p>Timing of data acquisition: CSOs will be counted as soon as participation in networks focusing on INDH is reported and verified.</p> <p>Estimated cost of data acquisition: Low</p> <p>Method of acquisition by USAID: Annual reports</p> <p>Individual responsible for providing data to USAID: Program Manager</p> <p>Individual responsible at USAID: SANAD COTR</p> <p>Location of data storage: SANAD server and MSI Washington backup</p>	
DATA QUALITY ISSUES	
<p>Known data limitations and significance (if any): Clear definitions. The importance of the indicator lies in the substance behind it – what CSOs are contributing to INDH networks.</p> <p>Actions taken or planned to address data limitations: Definitions have been provided. SANAD will provide complementary qualitative analysis in addition to the quantitative value.</p>	

Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of CSOs participating in networks focusing on INDH.				
Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	TBD	0		
FY 2011		20		
FY 2012		30		
FY 2013		40		
FY 2014		50		
OTHER NOTES				
Notes on baselines/ targets: Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result:	More effective representation of citizen concerns
Project purpose:	Component 3: Improved capacity of local associations to play a strategic role in the INDH
Indicator:	11. Number of CSOs that engage in dialog with local governments
Type of indicator:	Custom
Reporting years:	FY 2010-FY 2014
DESCRIPTION	
Precise definition: These CSOs/CBOs which participate in at least one contact activity with local governments with an aim to promote issues of public interest. Activities must be issue-focused. Dialogue may or may not be initiated by CSOs themselves. Only communes or <i>arrondissements</i> (ward) where the project is actively targeting will be counted. Baseline may shift between periods as the project's geographic scope changes. Any single organization per above definition will be counted only once over a one-year period for any one issue. A CSO will be counted twice if it conducts activities on a second, separate issue and a different time during the period. A CSO involved in a dialogue/advocacy activity spanning more than one period will be counted for each of the periods during which the dialogue/advocacy activity is ongoing.	
Assumption: N/A	
Unit of measure: Number	
Method of calculation: Number of CSOs counted as per the definition above.	
Disaggregated by: Type of CSO	
Justification/ Management utility: Counts the overall number of CSOs that engage in dialog with local governments. This indicates the extent to which assistance activities are impacting civil society participation in local public affairs.	
PLAN FOR DATA ACQUISITION	
Data collection method: CSOs will report data through grant activity reports. Supporting documentation will be submitted. SANAD will verify data reported. SANAD will also investigate and report on CSOs conducting campaigns as part of its communications strategy.	
Data source(s): CSOs	
Frequency: Quarterly	
Timing of data acquisition: CSOs will be counted as soon as one instance of dialog with local governments is reported and verified.	
Estimated cost of data acquisition: Low	
Method of acquisition by USAID: Annual reports	
Individual responsible for providing data to USAID: Program Manager	
Individual responsible at USAID: SANAD COTR	

Location of data storage: SANAD server and MSI Washington backup				
DATA QUALITY ASSESSMENT				
Known data limitations and significance (if any): Reduce subjectivity. The importance of the indicator lies in the substance behind it – what issues are being discussed and what the outcomes are.				
Actions taken or planned to address data limitations: SANAD will provide complementary analysis on those types of issues in addition to the quantitative value.				
Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of CSOs that engage in dialog with local governments.				
Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	TBD	+2		
FY 2011		+3		
FY 2012		+4		
FY 2013		+5		
FY 2014		+6		
OTHER NOTES				
Notes on baselines/ targets: Baseline/targets are for one commune or <i>arrondissement</i> . Baseline will be revised according to the number of communes or wards where the project is active.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result:	More effective representation of citizen concerns
Project purpose:	Component 4: Increased capacity of CSOs to advocate for marginalized and disaffected youth and collaborate with local/national government in innovative youth programs
Indicator:	12. Number of CSOs advocating and/or collaborating with public authorities for marginalized and disaffected or at-risk youth
Type of indicator:	Custom
Reporting years:	FY 2010-FY 2014
DESCRIPTION	
Precise definition: CSOs/CBOs supported by USAID/SANAD working to address and promote policies or programs targeting marginalized and disaffected youth or at-risk youth through advocacy or collaboration with the government. Marginalized and disaffected youth or at-risk youth are defined as these individuals, aged 15 to 24, living in poor areas per INDH classification. Collaboration involves at least one contact activity with the government at the local level, including dialog, consultation, implementation of a government youth program, etc. Any single organization per the above definition will be counted only once over a one-year period. A CSO involved in a dialogue/advocacy activity spanning more than one period (fiscal year) will be counted for each of the periods during which the dialogue/advocacy activity is ongoing.	
Assumption: N/A	
Unit of measure: Number	
Method of calculation: Aggregation of CSOs per above definition.	
Disaggregated by: N/A	
Justification/ Management utility: Counts the overall number of CSOs that advocate for marginalized and disaffected or at-risk youth at the local level. This indicates the extent to which assistance activities are impacting CSO capacity to advocate for youth.	
PLAN FOR DATA ACQUISITION	
Data collection method: CSOs will report data through grant activity reports. Supporting documentation will be submitted. SANAD will verify data reported. SANAD will also investigate and report on policy outcomes as part of its communications strategy.	

<p>Data source(s): CSOs Frequency: Quarterly Timing of data acquisition: CSOs will be counted as soon as one example of advocacy or collaboration with the government for marginalized and disaffected or at-risk youth is reported and verified. Estimated cost of data acquisition: Low Method of acquisition by USAID: Annual reports Individual responsible for providing data to USAID: Program Manager Individual responsible at USAID: SANAD COTR Location of data storage: SANAD server and MSI Washington backup</p>				
DATA QUALITY ISSUES				
<p>Known data limitations and significance (if any): Subjectivity. Clear definitions. This does not indicate the impact these CSOs advocating or collaborating with the government for marginalized and disaffected or at-risk youth have. Actions taken or planned to address data limitations: Definitions have been provided. SANAD will provide complementary qualitative analysis in addition to the quantitative value. Indicator 1 (Number of policies that have been influenced) will also provide information. Date of future data quality assessment: TBD</p>				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
<p>Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of CSOs advocating or collaborating with public authorities for marginalized and disaffected or at-risk youth. Review of data: Annual review Reporting of data: Annual reports</p>				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	TBD	+4		
FY 2011		+10		
FY 2012		+15		
FY 2013		+20		
FY 2014		+25		
OTHER NOTES				
<p>Notes on baselines/ targets: Specific target figures will be defined after the Advocacy Mapping is completed and baseline is confirmed. Targets are not cumulative. Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).</p>				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
<p>Strategic objective: Intermediate result: Project purpose: Indicator: Type of indicator: Reporting years:</p>	<p>Increased participation of citizens, especially youth, in governance More effective representation of citizen concerns Component 4: Increased capacity of CSOs to advocate for marginalized and disaffected youth and collaborate with local/national government in innovative youth programs 13. Number of youth-led CSOs managing programs or projects focused on marginalized and disaffected or at-risk youth Custom FY 2010-FY 2014</p>
DESCRIPTION	
<p>Precise definition: CSOs/CBOs supported by USAID/SANAD that implement programs or projects targeting marginalized and disaffected or at-risk youth. These organizations that are managed by individuals aged 15 to 24. See Indicator 12 for a definition of marginalized, disaffected and at-risk youth. Any single organization per above definition will be counted only once over a one-year period. A CSO managing a program or project spanning more than one period (fiscal year) will be counted for each of the periods during which the activity is ongoing. Assumption: N/A Unit of measure: Number Method of calculation: Aggregation of CSOs per above definition. Disaggregated by: N/A</p>	

Justification/ Management utility: Counts the number of youth-led CSOs that manage programs or projects focused on marginalized and disaffected or at-risk youth. This indicates the extent to which assistance activities are impacting the capacity of youth to manage programs and projects for youth.				
PLAN FOR DATA ACQUISITION				
Data collection method: CSOs will report data through grant activity reports. Supporting documentation will be submitted. SANAD will verify data reported. SANAD will also investigate and report on policy outcomes as part of its communications strategy.				
Data source(s): CSOs				
Frequency: Quarterly				
Timing of data acquisition: CSOs will be counted as soon as one program or project targeting marginalized and disaffected or at-risk youth is reported and verified.				
Estimated cost of data acquisition: Low				
Method of acquisition by USAID: Annual reports				
Individual responsible for providing data to USAID: Program Manager				
Individual responsible at USAID: SANAD COTR				
Location of data storage: SANAD server and MSI Washington backup				
DATA QUALITY ISSUES				
Known data limitations and significance (if any): Clear definitions.				
Actions taken or planned to address data limitations: SANAD provided definitions for “youth-led CSOs” and “marginalized and disaffected or at-risk youth.”				
Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of youth-led CSOs managing programs or projects focused on marginalized and disaffected or at-risk youth.				
Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	TBD	+2		
FY 2011		+6		
FY 2012		+10		
FY 2013		+15		
FY 2014		+15		
OTHER NOTES				
Notes on baselines/ targets: Specific target figures will be defined after the Advocacy Mapping is completed and baseline is confirmed. Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic objective:	Increased participation of citizens, especially youth, in governance
Intermediate result :	More effective representation of citizen concerns
Project purpose:	Component 5: Enhanced capacity of local level organizations to use civil society mobilization and advocacy to improve education quality at the community level
Indicator:	14. Number of Parent-Teacher-Associations or similar ‘school’ governance structures supported
Type of indicator:	Standard
Reporting years:	FY 2010-FY 2014
DESCRIPTION	
Precise definition: Supported PTAs and similar ‘school’ governance structures are PTAs, School Management Committees (SMCs) and other CSOs/CBOs working on education issues benefiting from USAID/SANAD support in the form of training, technical assistance and/or financial assistance. Any single organization per above definition will be counted only once over a one-year period.	
Assumption: N/A	

<p>Unit of measure: CSOs Method of calculation: Aggregation of CSOs per above definition. Disaggregated by: PTA, SMC, other CSOs Justification/ Management utility: Counts the overall number of CSOs working on education issues receiving USAID/SANAD support. This indicates a range of magnitude of beneficiary CSOs in education.</p>				
PLAN FOR DATA ACQUISITION				
<p>Data collection method: The Project will set up standard approaches with partners for collecting data on CSOs assisted. CSOs will report through grant activity reports. Supporting documentation will be submitted. SANAD will verify data reported. Additionally, the Project will track the number of CSOs assisted on line through automated counters. Data source(s): SANAD and CSOs Frequency: Quarterly Timing of data acquisition: CSOs supported will be counted when assistance is reported and verified. Estimated cost of data acquisition: Low Method of acquisition by USAID: Annual reports Individual responsible for providing data to USAID: Program Manager Individual responsible at USAID: SANAD COTR Location of data storage: SANAD server and MSI Washington backup</p>				
DATA QUALITY ISSUES				
<p>Known data limitations and significance (if any): Ensuring consistent definition. This indicator does not measure the impact of assistance on the capacity of targeted CSOs. Actions taken or planned to address data limitations: SANAD will use indicators 5 (Number of CSOs having progressed in organizational capacity) and 6 (Number of CSOs having progressed in advocacy capacity) to measure this impact. Date of future data quality assessment: TBD</p>				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
<p>Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of PTAs and similar 'school' governance structures supported. Review of data: Annual review Reporting of data: Annual reports</p>				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	20		
FY 2011		25		
FY 2012		30		
FY 2013		35		
FY 2014		40		
OTHER NOTES				
<p>Notes on baselines/ targets: Targets are not cumulative. Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).</p>				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET	
Strategic Objective :	Increased participation of citizens, especially youth, in governance
Intermediate Result :	More effective representation of citizen concerns
Project Purpose:	Component 5: Enhanced capacity of local level organizations to use civil society mobilization and advocacy to improve education quality at the community level
Indicator:	15. Number of CSOs mobilizing and/or advocating to improve education quality
Type of indicator:	Custom
Reporting Years:	FY 2010-FY 2014
DESCRIPTION	
<p>Precise definition: CSOs supported by USAID/SANAD to improve education quality through mobilization and/or advocacy at the local level. Mobilizing involves conducting at least one contact activity related to a school issue with key stakeholders in education, including school, parents/families, civil society or government. Any single</p>	

organization per above definition will be counted only once over a one-year period. A CSO will be counted twice if it conducts activities on a second, separate issue at a different time during the period. A CSO that continues to be active on one or more specific issue during a period spanning more than one period (fiscal year) will be counted for each of the periods during which the activity is ongoing.

Assumption: N/A

Unit of measure: CSOs

Method of calculation: Aggregation of CSOs per above definition.

Disaggregated by: PTAs, SMCs and other CSOs

Justification/ Management utility: Counts the overall number of CSOs working to improve education quality. This indicates the extent to which assistance activities are impacting the capacity of CSOs to mobilize and advocate for better education.

PLAN FOR DATA ACQUISITION

Data collection method: CSOs will report data through grant activity reports. Supporting documentation will be submitted. SANAD will verify data reported.

Data source(s): CSOs

Frequency: Quarterly

Timing of data acquisition: CSOs mobilizing and/or advocating to improve education quality will be counted as soon as they are reported to have conducted one corresponding activity, upon verification.

Estimated cost of data acquisition: Low

Method of acquisition by USAID: Annual reports

Individual responsible for providing data to USAID: Program Manager

Individual responsible at USAID: SANAD COTR

Location of data storage: SANAD server and MSI Washington backup

DATA QUALITY ISSUES

Known data limitations and significance (if any): Consistent definition. This indicator does not measure results achieved.

Actions taken or planned to address data limitations: Precise definitions have been provided. SANAD will provide complementary analysis on this issue in addition to the quantitative value. Indicator 1 (Number of policies that have been influenced) will also provide information.

Date of future data quality assessment: TBD

PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING

Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of CSOs mobilizing and advocating to improve education quality.

Review of data: Annual review

Reporting of data: Annual reports

BASELINE AND TARGETS

Year	Baseline	Target	Actual	Notes
FY 2010	TBD	+5		
FY 2011		+15		
FY 2012		+20		
FY 2013		+25		
FY 2014		+30		

OTHER NOTES

Notes on baselines/ targets: Specific target figures will be defined after the Advocacy Mapping is completed and baseline is confirmed. Targets are not cumulative.

Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).

This sheet last updated on September 2, 2009

INDICATOR REFERENCE SHEET				
Strategic objective:	Increased participation of citizens, especially youth, in governance			
Intermediate result:	More effective representation of citizen concerns			
Project purpose:	Component 5: Enhanced capacity of local level organizations to use civil society mobilization and advocacy to improve education quality at the community level			
Indicator:	16. Number of schools integrating information related to student or school performance in their communications with parents			
Type of indicator:				
Reporting years:	FY 2010-FY 2014			
DESCRIPTION				
Precise definition: These schools supported by USAID/SANAD (via PTAs) that share any information related to student or school performance in their communications with parents at least once. Communications involve written messages on paper, SMS or electronic formats. Any single school per above definition will be counted only once over a one-year period.				
Assumption: N/A				
Unit of measure: Number				
Method of calculation: Aggregation of schools per above definition.				
Disaggregated by: N/A				
Justification/ Management utility: Counts the number of schools integrating information related to student or school performance in their communications with parents. This indicates the extent to which assistance activities are impacting transparent and open communications by schools with parents.				
PLAN FOR DATA ACQUISITION				
Data collection method: The Project will set up standard approaches with partner PTAs to report data. Supporting documentation will be submitted. SANAD will verify data reported.				
Data source(s): PTAs and SANAD				
Frequency: Annual				
Timing of data acquisition: Schools will be counted as soon as one example of communication integrating information related to student or school performance is recorded and verified.				
Estimated cost of data acquisition: Low				
Method of acquisition by USAID: Annual reports				
Individual responsible for providing data to USAID: Program Manager				
Individual responsible at USAID: SANAD COTR				
Location of data storage: SANAD server and MSI Washington backup				
DATA QUALITY ISSUES				
Known data limitations and significance (if any): Consistent definition.				
Actions taken or planned to address data limitations: SANAD provided a definition for “communications.”				
Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of schools integrating information related to student or school performance in their communications with parents				
Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	TBD	+8		
FY 2011		+10		
FY 2012		+12		
FY 2013		+14		
FY 2014		+16		
OTHER NOTES				
Notes on baselines/ targets: Specific target figures will be defined after the Advocacy Mapping is completed and baseline is confirmed. Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET				
Strategic objective:	Increased participation of citizens, especially youth, in governance			
Intermediate result:	More effective representation of citizen concerns			
Project purpose:	CSOs promote democratic reform and advocate for citizens at the national and local levels			
Indicator:	17. Number of CSOs supported			
Type of indicator:	Custom			
Reporting years:	FY 2010-FY 2014			
DESCRIPTION				
Precise definition: CSOs/CBOs targeted by USAID/SANAD benefiting from training, technical or financial assistance to increase capacity or deliver services. Support is “live” – through SANAD or via Project partners, or on line. Any single organization per above definition will be counted only once over a one-year period. Organizations accessing web-based support will be counted if they log in at least four times in any two month period.				
Assumption: N/A				
Unit of measure: Number				
Method of calculation: Aggregation of CSOs per above definition.				
Disaggregated by: Type of CSO				
Justification/ Management utility: Counts the overall number of CSOs supported. This indicates a range of magnitude of CSO beneficiaries.				
PLAN FOR DATA ACQUISITION				
Data collection method: CSOs will report data through grant activity reports. Supporting documentation will be submitted. SANAD will verify data reported. Additionally, the Project will track the number of CSOs assisted on line through automated counters.				
Data source(s): SANAD and CSOs				
Frequency: Quarterly				
Timing of data acquisition: CSOs supported will be counted as soon as assistance is reported and verified.				
Estimated cost of data acquisition: Low				
Method of acquisition by USAID: Annual reports				
Individual responsible for providing data to USAID: Program Manager				
Individual responsible at USAID: SANAD COTR				
Location of data storage: SANAD server and MSI Washington backup				
DATA QUALITY ISSUES				
Known data limitations and significance (if any): This is an output indicator; it does not measure the impact of assistance.				
Actions taken or planned to address data limitations: SANAD will use the range of indicators selected to measure performance under components 1 through 5 to measure the impact of assistance activities.				
Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of CSOs supported.				
Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	75		
FY 2011		150		
FY 2012		200		
FY 2013		250		
FY 2014		250		
OTHER NOTES				
Notes on baselines/ targets: Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET				
Strategic objective :	Increased participation of citizens, especially youth, in governance			
Intermediate result :	More effective representation of citizen concerns			
Project Purpose:	CSOs promote democratic reform and advocate for citizens at the national and local levels			
Indicator:	18. Number of youth served			
Type of indicator:	Custom			
Reporting years:	FY 2010-FY 2014			
DESCRIPTION				
Precise definition: Includes individual direct beneficiaries of activities supported by USAID/SANAD aged 15 to 24. Only these youth targeted “live” by SANAD or Project partners will be counted. Any single individual per above definition will be counted only once over a one-year period. .				
Assumption: N/A				
Unit of measure: Number				
Method of calculation: Aggregation of youth per above definition.				
Disaggregated by: Gender				
Justification/ Management utility: Counts the overall number of youth served. This indicates a range of magnitude of youth beneficiaries.				
PLAN FOR DATA ACQUISITION				
Data collection method: The Project will set up standard approaches with partners for collecting data on youth served. CSOs will report data through grant activity reports. Supporting documentation will be submitted. SANAD will verify data reported.				
Data source(s): SANAD and CSOs				
Frequency: Quarterly				
Timing of data acquisition: Youth served will be counted as soon as they are reported and verified as having participated in one USAID-funded Project activity.				
Estimated cost of data acquisition: Low				
Method of acquisition by USAID: Annual reports				
Individual responsible for providing data to USAID: Program Manager				
Individual responsible at USAID: SANAD COTR				
Location of data storage: SANAD server and MSI Washington backup				
DATA QUALITY ISSUES				
Known data limitations and significance (if any): This is an output indicator; it does not measure the impact of assistance on targeted youth.				
Actions taken or planned to address data limitations: SANAD will use indicators selected to measure performance under components 1 through 5 to measure the impact of youth activities.				
Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of youth served.				
Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	50		
FY 2011		200		
FY 2012		300		
FY 2013		350		
FY 2014		350		
OTHER NOTES				
Notes on baselines/ targets: Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET				
Strategic objective :	Increased participation of citizens, especially youth, in governance			
Intermediate result :	More effective representation of citizen concerns			
Project purpose:	CSOs promote democratic reform and advocate for citizens at the national and local levels			
Indicator:	19. Number of person training days			
Type of indicator:	Custom			
Reporting years:	FY 2010-FY 2014			
DESCRIPTION				
Precise definition: Number of persons trained multiplied by the number of training days.				
Assumption: N/A				
Unit of measure: Number				
Method of calculation: Aggregation of person training days per above definition.				
Disaggregated by: N/A				
Justification/ Management utility: Counts the overall number of person training days. This indicates a range of magnitude of assistance activities and beneficiaries.				
PLAN FOR DATA ACQUISITION				
Data collection method: CSOs will report data through grant activity reports. Supporting documentation will be submitted. SANAD will verify data reported.				
Data source(s): SANAD and CSOs				
Frequency: Quarterly				
Timing of data acquisition: Person training days will be counted as soon as they are reported and verified.				
Estimated cost of data acquisition: Low				
Method of acquisition by USAID: Annual reports				
Individual responsible for providing data to USAID: Program Manager				
Individual responsible at USAID: SANAD COTR				
Location of data storage: SANAD server and MSI Washington backup				
DATA QUALITY ISSUES				
Known data limitations and significance (if any): This is an output indicator; it does not measure the impact of training on targeted individuals.				
Actions taken or planned to address data limitations: SANAD will evaluate training through: 1) Course evaluations, completed by course participants at the conclusion of the course; 2) A rapid appraisal technique following selected courses to determine the impact of training (e.g. whether knowledge was applied).				
Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: A yearly comparative analysis will be conducted to observe progress in the number of individuals trained.				
Review of data: Annual review				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	300		
FY 2011		500		
FY 2012		500		
FY 2013		500		
FY 2014		500		
OTHER NOTES				
Notes on baselines/ targets: Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

INDICATOR REFERENCE SHEET				
Strategic objective:	Increased participation of citizens, especially youth, in governance			
Intermediate result:	More effective representation of citizen concerns			
Project purpose:	CSOs promote democratic reform and advocate for citizens at the national and local levels			
Indicator:	20. Number of grants			
Type of indicator:	Custom			
Reporting years:	FY 2010-FY 2014			
DESCRIPTION				
Precise definition:	Grants to CSOs/CBOs allocated by USAID/SANAD.			
Assumption:	N/A			
Unit of measure:	Number			
Method of calculation:	Aggregation of grants per above definition.			
Disaggregated by:	Grants underway; grants completed			
Justification/ Management utility:	Counts the overall number of grants allocated. This indicates a range of magnitude of CSOs receiving financial assistance.			
PLAN FOR DATA ACQUISITION				
Data collection method:	The Project will track these data as part of grant management systems.			
Data source(s):	SANAD			
Frequency:	Quarterly			
Timing of data acquisition:	Grants will be counted as soon as allocated.			
Estimated cost of data acquisition:	Low			
Method of acquisition by USAID:	Annual reports			
Individual responsible for providing data to USAID:	Program Manager			
Individual responsible at USAID:	SANAD COTR			
Location of data storage:	SANAD server and MSI Washington backup			
DATA QUALITY ISSUES				
Known data limitations and significance (if any):	This is an output indicator; it does not measure the impact of grants.			
Actions taken or planned to address data limitations:	SANAD will use indicators selected to measure performance under components 1 through 5 to measure impact.			
Date of future data quality assessment:	TBD			
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis:	A yearly comparative analysis will be conducted to observe progress in the number of grants allocated.			
Review of data:	Annual review			
Reporting of data:	Annual reports			
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	14		
FY 2011		30		
FY 2012		30		
FY 2013		30		
FY 2014		30		
30OTHER NOTES				
Notes on baselines/ targets: The target number of grants allocated in FY 2010 in the Project work plan for Year 1, submitted on July 1, is 26-28. In July, SANAD staff learned of new anti-terrorism procedures for grantees adopted by the USG that may delay the allocation of grants significantly. As a result, the target number of grants allocated in FY 2010 was revised down to 14. Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

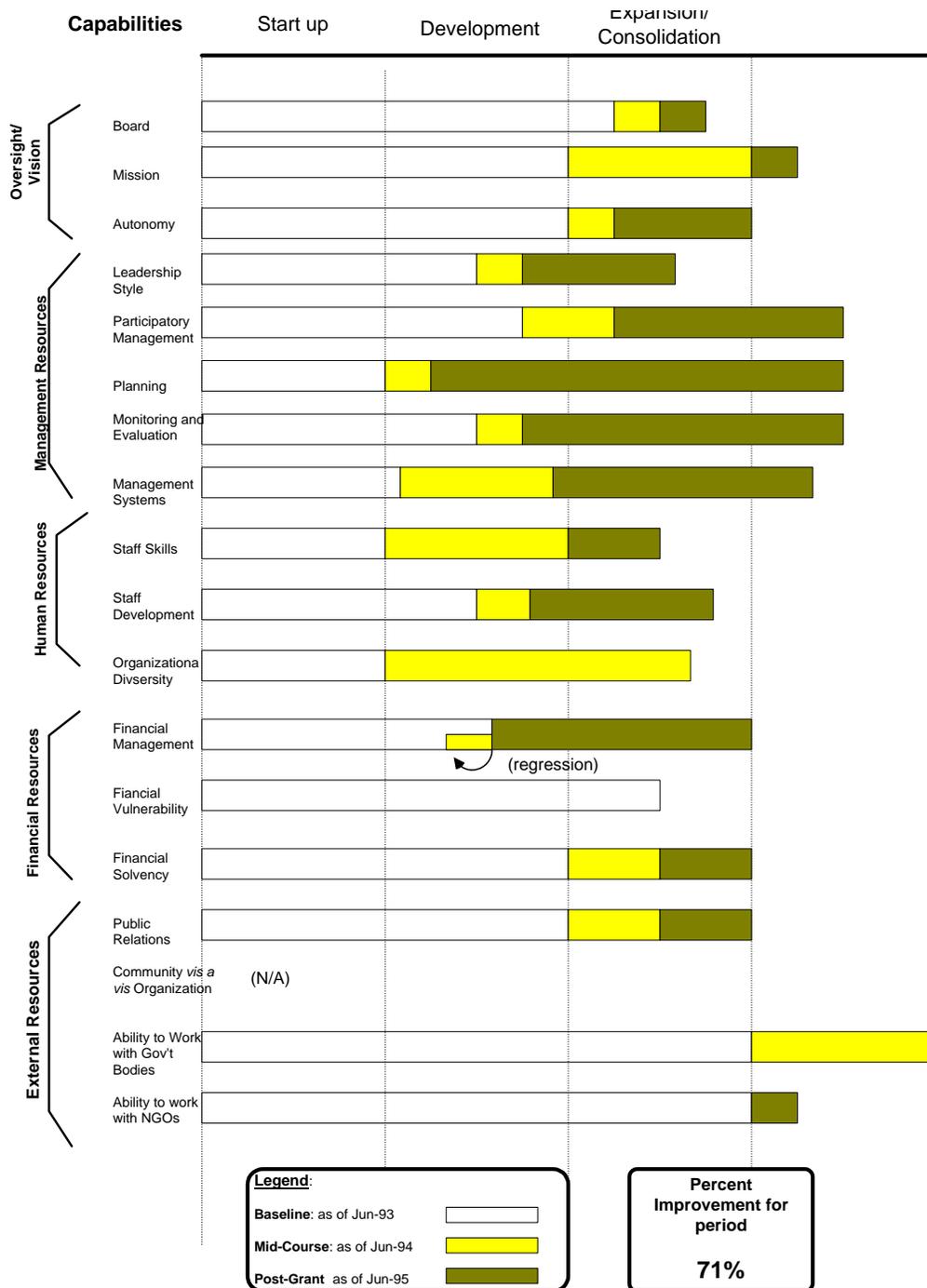
INDICATOR REFERENCE SHEET				
Strategic Objective :	Increased participation of citizens, especially youth, in governance			
Intermediate Result :	More effective representation of citizen concerns			
Project Purpose:	CSOs promote democratic reform and advocate for citizens at the national and local levels			
Indicator:	21. Dollar value of grants			
Type of indicator:	Custom			
Reporting Years:	FY 2010-FY 2014			
DESCRIPTION				
Precise definition: Dollar value of above grants to CSOs/CBOs allocated by USAID/SANAD.				
Assumption: N/A				
Unit of measure: USD				
Method of calculation: Aggregation of dollar value per above definition.				
Disaggregated by: Grants underway; grants completed				
Justification/ Management utility: Counts the overall dollar value of grants allocated. This indicates a range of magnitude of financial assistance received by CSOs/CBOs.				
PLAN FOR DATA ACQUISITION				
Data collection method: The Project will track these data as part of grant management systems.				
Data source(s): SANAD				
Frequency: Quarterly				
Timing of data acquisition: Grants will be counted as soon as allocated.				
Estimated cost of data acquisition: Low				
Method of acquisition by USAID: Annual reports				
Individual responsible for providing data to USAID: Program Manager				
Individual responsible at USAID: SANAD COTR				
Location of data storage: SANAD server and MSI Washington backup				
DATA QUALITY ISSUES				
Known data limitations and significance (if any): This is an output indicator; it does not measure the impact of grants.				
Actions taken or planned to address data limitations: SANAD will use indicators selected to measure performance under components 1 through 5 to measure impact.				
Date of future data quality assessment: TBD				
PLAN FOR DATA ANALYSIS, REVIEW AND REPORTING				
Data analysis: A yearly comparative analysis will be conducted to observe progress in the dollar value of grants allocated.				
Review of data: Annual				
Reporting of data: Annual reports				
BASELINE AND TARGETS				
Year	Baseline	Target	Actual	Notes
FY 2010	0	200k		
FY 2011		350k		
FY 2012		450k		
FY 2013		330k		
FY 2014		330k		
OTHER NOTES				
Notes on baselines/ targets: Targets are not cumulative.				
Other notes: Target for FY2014 may be revised downward to reflect an 8-month activity period (May 31, 2014 scheduled end project date).				
This sheet last updated on September 2, 2009				

ANNEXES

ANNEX I: INSTITUTIONAL DEVELOPMENT FRAMEWORK ILLUSTRATION

An Example of an *Institutional Development Profile*:

XY Civil Society Organization 1993-1995



The CSO Capacity Index

Element	Rating (see below) 1 to 5	Comments
1) Efforts to expand the financial resource base (including efforts to raise revenues and to what extent they have tried to get local resources such as equipment, services, space, etc)		
2) Organizational capacity (including membership, boards, regular meetings)		
3) Financial management (including financial accounting practices, auditing, budgeting)		
4) Internal Democracy (including elections to leadership positions, consultations with members, regular meetings)		
5) Inclusiveness (notably women, children, youth, marginalized communities)		
6) Strategic Planning, vision and relevance/significance to country		
7) Monitoring and evaluation systems in place to monitor and track progress. Data is collected and used for management decision making.		
8) Networking (cooperation, coalition building for mutual advantage, including other CSOs, political parties, government)		
9) Public relations (public meetings, relations w/media) 10) Level of Impact (in areas selected by CSOs such as: policy advocacy, legal advocacy, oversight of government, public awareness, conflict resolution/prevention, etc. civic education)		
Totals		

The rating scale consists of the following:

Non existent 1 2 3 4 5 Excellent

The CSO Advocacy Index

Each target CSO would be scored as follows for one or more advocacy issues. For example, given the issue(s) identified, to what extent and how intensively did the CSO perform each component? The elements following each component are given as examples of the types of evidence to think about when scoring the component. Not all elements are likely to be relevant to every situation. The total score should be accompanied by a brief narrative explaining progress or strengths and weaknesses.

Scoring is based on the following system:

None, not at all 1 2 3 4 5 Extensively

The scores for each component are added to form the score on the overall CSO Advocacy Index, which will range from 7 to 35 given 7 components, at present.

Name of CSO:

Key Advocacy

Issues: _____

Score:

_____ 1. Issue is timely, with the following possible elements;

- Issue is of vital concern to the group's constituents
- Issue is critically important to the current or future well-being of the CSO and/or its clients but its importance is not yet broadly understood
- New opportunities for effective action exist
- At least a few key decision makers are receptive to the issue

_____ 2. CSO collects information and input about the issue, with the following elements and examples:

- Relevant government agencies and their respective roles in the issue are identified at national and local levels; knowledge and positions investigated.
- General public input is solicited (including from women and minorities) on the issue via public meetings, focus groups, etc.
- Representative input is collected on the issue

- _____ 3. Formulating a policy position on the issue, with the following elements and characteristics:
 - Policy formulation done in participatory (and gender-sensitive) manner
 - Policy being advocated exists in writing, with formats and levels of detail that are appropriate for various audiences and policy makers
 - Policy position is clearly and convincingly articulated
 - Rationale for policy is coherent, persuasive, and uses information collected in component 2
 - Presentation of policy position uses attractive and effective formats, such as graphs

- _____ 4. Obtaining and/or allocating resources (especially time and money) for advocacy on the issue, with the following elements and examples:
 - Contributions collected from members, interested citizens, and/or from other organizations (businesses, foundations, religious groups, etc.)
 - Financial or other resources assigned to the issue from within the CSO
 - Volunteer time to help advocate for the issue obtained and well managed
 - International agencies with interests in the issue area identified, and their procedures for applying for financial support determined
 - (Other resources?)

- _____ 5. Coalition and network building, to obtain cooperative efforts for joint action on the issue, with the following elements and examples:
 - Other groups and individuals with interests concerning the issue identified or persuaded to take an interest (may include govt. organizations which share concerns)
 - Coalition formed (defined as any type of joint working group)
 - An existing or new coalition or network activated, such as by having informal contacts, joint Meetings, identifying common interests, sharing resources, etc.
 - Joint or coordinated actions planned (see #6 and #7 below, for carrying out the actions)

- _____ 6. Taking actions to influence policy or other aspects of the issue, with the following elements and examples:
 - News releases generated or public meetings held
 - Members/citizens encouraged to take appropriate actions, such as writing letters to legislators
 - Active lobbying conducted for the policy position, such as by testifying in hearings, personal visits to legislators, etc.
 - Model legislation drafted and circulated to legislators
 - Policy relevant position papers and recommendations disseminated, based on the input collected and coalition's joint interests

- _____7. Follow up actions, after a policy decision is made, to foster implementation and/or to maintain public interest, with the following elements and examples:
- Monitoring the implementation of a newly passed law or policy, such as by making sure that authorized government funds are disbursed, implementing regulations are written and disseminated, checking implementation in field sites, asking members for feedback on how well it is working, etc.
 - Some staff or volunteer time and resources are allocated to the issue or policy for monitoring
 - [If desired policy was not passed] At least a minimal level of advocacy methods maintained to take advantage of next opportunity for pressing the issue, perhaps with a reformulated approach or different specifics
 - [If desired policy was not passed] Public awareness and interest in issue monitored, to look for examples, incidents, opportunities to create or renew a sense of urgency on the issue

_____ TOTAL SCORE

Narrative Analysis: