



USAID
FROM THE AMERICAN PEOPLE

CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: PERFORMANCE MONITORING PLAN



JANUARY 2009

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

CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: PERFORMANCE MONITORING PLAN

CONTENTS

- BACKGROUND 2**
 - PERFORMANCE MONITORING 2**
 - PROJECT-SPECIFIC PERFORMANCE AND IMPACT MONITORING ... 3**
 - MONITORING CUSTOMER SATISFACTION 3**
 - ANALYZING DATA AND REPORTING RESULTS 4**

- TABLE 1: TASK 1 INDICATORS 5**
- TABLE 2: TASK 1 TARGETS 6**
- TABLE 3: TASK 2 INDICATORS 7**
- TABLE 4: TASK 2 TARGETS 8**
- TABLE 5: TASK 3 INDICATORS 9**
- TABLE 6: TASK 3 TARGETS 10**
- TABLE 7: MONITORING CUSTOMER SATISFACTION—
INDICATORS 11**
- TABLE 8: MONITORING CUSTOMER SATISFACTION—
TARGETS 12**

BACKGROUND

USAID's Capitalizing Knowledge, Connecting Communities (CK2C) Program will be implemented over the period October 1st 2007 to September 30th 2009. CK2C builds on lessons learned and impacts generated by natural resource management (NRM) initiatives. FRAME, CK2C's predecessor project, included Stocktaking and Community-of-Practice components designed to help the development community work smarter and more strategically by capitalizing on lessons learned in the field and strengthening the roles played by NRM champions in critical decision making. CK2C will continue to pursue these objectives by managing and developing the FRAME website (www.frameweb.org), conducting stocktaking activities to research and share NRM best practices, and designing a competency-based NRM training program for USAID.

The CK2C team is comprised of Development Alternatives Inc. (DAI), Academy for Educational Development (AED), and Training Resources Group (TRG).

DAI will use its web-based management information system (MIS) to integrate work plan management, impact and performance monitoring, and project administration into a single, easy-to-use information system. Project staff will be able to house tools that they develop, such as workshop and training planning and documents; drafts of reports, to be shared among staff, USAID, and collaborating local partners before being published on FRAME; and project deliverables, such as quarterly progress reports and financial reports.

PERFORMANCE MONITORING

The Performance Monitoring Plan, housed in the project MIS described above, will compile and track performance monitoring information, including Foreign Assistance Framework common indicators as well as custom indicators. The system will also report qualitative information, such as anecdotal experiences submitted by local partners, which can be published as success stories on FRAME and in FRAMEgram to complement the more rigorous impact assessments.

A performance-based approach to CK2C is essential to the success of the initiative. To measure and evaluate the performance of CK2C and its partners we will rely on a rigorous monitoring system. This system will allow the CK2C team to build on winning initiatives and take corrective action when results are less successful than anticipated. An adaptive management strategy will facilitate replication of successes and, thereby, expedite achieving the desired results of CK2C.

An efficient monitoring system must be built around good indicators, cost-effective data collection, rigorous analysis, and efficient reporting procedures. The criteria for selection of good indicators include that they are pertinent and unequivocal; that they are objective and assist in decision making; and that they are readily understandable. Moreover, they should be based on parameters that are quantifiable, and readily measured at a reasonable cost. In most instances, the careful selection of a few pertinent indicators that are easily measured is preferable to having numerous indicators that require complex procedures for data acquisition. Such an approach also fulfills the requirements of USAID/Washington.

We are committed to providing monitoring information to USAID and to CK2C partners that meets the requirements and guidelines outlined in USAID's ADS 200 - particularly ADS 203. In attempting to

gauge the impact of CK2C, attribution becomes a complex issue. Numerous organizations including the national and regional governments, NGOs and donors are active in many of the same regions, districts and even the same communities where CK2C and its partners will undertake stocktaking analyses. Wherever possible we have identified indicators that will address this issue by focusing on impact that is specific to CK2C activities.

The performance and impact monitoring reports will strive to be both candid and transparent. Wherever appropriate issues of data quality will be discussed and any instances of under-performance relative to our established targets will be accounted for and explained.¹

The following tables (1 to 8) provide two categories of information that are integral to a rigorous Performance Monitoring Plan:

- Impact indicators that measure progress on achieving the targets identified for the three tasks of the CK2C contract and performance indicators to gauge progress relative to specific targets. (Tables 1 to 6)
- Indicators of customer and stakeholder satisfaction with CK2C and partner services and their impact (Tables 7 and 8).

Our Performance Monitoring Plan is founded on the principle that we cannot simply assume that achieving our performance targets will automatically result in meeting our objectives with regard to the impact we anticipate and also that our customers and partners will be happy with the results. In effect we have identified three types of indicators:

- performance indicators that are essential for gauging progress in completing proposed project activities;
- impact indicators that are essential for measuring success in meeting conservation objectives and building capacity for community-based conservation efforts; and
- indicators that gauge the level of customer or stakeholder satisfaction with the improved services that CK2C and our partners will provide.

PROJECT-SPECIFIC PERFORMANCE AND IMPACT MONITORING

For each of the four CK2C component objectives and their respective activities, we have identified indicators and targets (Tables 1 to 6). This monitoring plan will allow periodic assessments of performance toward achieving project goals and objectives.

MONITORING CUSTOMER SATISFACTION

Indicators that gauge the level of customer or stakeholder satisfaction with the training and knowledge management services that CK2C and our partners will provide are presented in Tables 7 and 8. Data requiring customer surveys in the field will be collected on an annual basis.

¹ ADS 203.3.2.2 (c) states: Candor and transparency in reporting involves three interrelated actions: (1) assessing the quality of data we use to report progress and stating known limitations; (2) conveying clearly and accurately the problems that impede progress and our efforts to address them; and (3) avoiding the appearance of claiming those results achieved with or by others as our own.

ANALYZING DATA AND REPORTING RESULTS

The CK2C Performance Plan will be managed using TAMIS. The TAMIS will enable CK2C team members - whether they are in Washington or in other locations to enter data and review overall progress. The added capacity to link the TAMIS databases to a Geographical Information System will enable us to report progress against our targets by region or specific site. Most importantly, we will be readily able to provide maps and other graphics that help our partners visualize performance and impact of CK2C and our partners.

CK2C will prepare annual reports on progress toward meeting performance and impact targets. Information on critical indicators will also be incorporated in monthly progress reports.

Table 1: Task 1 Indicators

Task 1: Assessing and Analyzing Natural Resources Management Successes				
	Overall Impact	Performance 1.1	Performance 1.2	Performance 1.3
Performance Indicator	Number of baseline or feasibility studies prepared	Number of themes for Internet-based discussions identified	Number of stocktaking exercises completed	Number of new Communities of Practice (CoP) established and supported
Indicator Definition	These studies will be undertaken through stocktaking exercises. This is a USAID F indicator.	Internet-based discussion groups will be built around key natural resource management and biodiversity conservation themes. If participants believe it is warranted, these discussions will be elevated to FRAME-based CoPs – see Indicator 1.3.	Stocktaking exercises will involve detailed analyses of the reasons for successful natural resource management and biodiversity conservation initiatives. These initiatives have not necessarily been supported by USAID or other donor organizations.	A CoP is defined as a virtual space for NRM practitioner to share knowledge and resources based on areas of interest, rising challenges, geography or approaches in development
Unit of Measurement	Number	Number	Number	Number
Data Source	CK2C reports and surveys of partner organizations	CK2C reports	CK2C reports	CK2C reports
Method/Approach of Data Collection	Survey	Review	Review	Review
Schedule/ Frequency	Annual	Annual	Annual	Annual
Reporting	Annual	Annual	Annual	Annual
End Users	USAID, Partners	USAID, Partners	USAID, Partners	USAID, Partners

Table 2: Task 1 Targets

Task 1	Overall Impact	Performance 1.1	Performance 1.2	Performance 1.3
Assessing and Analyzing Natural Resources Management Successes	Number of baseline or feasibility studies prepared	Number of themes for Internet-based discussions identified	Number of stocktaking exercises completed	Number of new Communities of Practice (CoP) established and supported
Target	2	6	2	4
Baseline Data	zero	zero	zero	zero
2008 Target	zero	4	1	2
2008 Actual	zero	5	1 underway	3
2009 Target	2	6	2	4
2009 Actual				

Table 3: Task 2 Indicators

Task 2: Web-based tools for Building Capacity and Communities

	Overall Impact	Performance 2.1	Performance 2.2	Performance 2.3
Performance Indicator	Number of practitioners initiating and managing web-based discussion groups. Disaggregated by gender, region	FRAME website activity: 1 – number of FRAME site visits; 2 – number of new website accounts	Number of new FRAME web-based user contributions	Number of active Partner Pages supported by FRAME website
Indicator Definition	CK2C will train partners as online facilitators as part of the discussion site training. Online discussions will be based on any number of possible topics surrounding NRM, climate change adaptation, linkages to economic growth and governance, and more.	1 –number of FRAME site visits – total visits are visits by separate users; one visit can result in multiple “hits.” 2 – A new website account is defined as a new individual registered with username and password.	Contributions include a number of website features, such as information resources, questions, answers, comments, blog, and geospatial viewing/data. This indicator will only count new forums added as part of CK2C. Disaggregated by type of contribution.	Partner pages will focus on supporting locally based community groups, such as the Venezuelan NGO APIE, to develop or improve their websites, forming linkages with other groups online and utilizing web 2.0 interactive tools such as blogs and discussion areas. Disaggregated by region, type of partner.
Unit of Measurement	Number	1 – Number 2 – Number	Numbers	Numbers
Data Source	CK2C/FRAME reports	CK2C/FRAME	CK2C/FRAME	CK2C/FRAME
Method/Approach of Data Collection	Review of reports	Analysis of records – metric reports available	Review of reports – metric reports available	Review of reports
Schedule/ Frequency	Annual	Quarterly	Annual	Annual
Reporting	Annual	Quarterly	Annual	Annual
End Users	USAID, Partners	USAID, Partners	USAID, Partners	USAID, Partners

Table 4: Task 2 Targets

Task 2	Overall Impact	Performance 2.1	Performance 2.2	Performance 2.3
Web-based tools for Building Capacity and Communities	Number of trained practitioners initiating and managing web-based discussion groups. Disaggregated by gender, region	FRAME website activity: 1 – number of FRAME site visits; 2 – number of new website accounts	Number of new FRAME web-based user contributions	Number of active Partner Pages supported by FRAME website
Target	10	1 – 100,000 2 - 400	600	4
Baseline Data	zero	1 – zero 2 – zero	zero	7
2008 Target	3	1 - 50,000 2 – 200	200	9
2008 Actual	3	1 - 62,788 2 –252	382	10
2009 Target	10	1 – 100,000 2 – 400	600	11
2009 Actual		1 – 2 –		

Table 5: Task 3 Indicators

Task 3: NRM Competency-based Training

	Overall Impact 1	Overall Impact 2	Performance 3.1	Performance 3.2
Performance Indicator	Number of people receiving U.S. government-supported training in NRM and/or biodiversity conservation	Number of people receiving USG supported training in global climate change including Framework Convention on Climate Change, greenhouse gas inventories, mitigation, and adaptation analysis	Number of training courses and modules offered 1 – courses 2 - modules	Number of e-learning courses offered and delivered 1 – courses designed 2 – courses delivered
Indicator Definition	The number of individuals participating in activities intended to teach or impart knowledge and information about NRM and biodiversity conservation to the participants with designated instructors or lead persons, learning objectives, and outcomes, conducted full-time or intermittently. Includes USAID competency-based training, technical training for national NRM staff, and e-learning. Disaggregated by type of trainee (USAID, NRM practitioner, etc.); type of training (e-learning, workshops, etc.); topic; region; gender. This is a USAID F indicator.	The number of individuals participating in activities intended to teach or impart knowledge and information about Climate Change to the participants with designated instructors or lead persons, learning objectives, and outcomes, conducted full-time or intermittently. Includes USAID competency-based training, technical training for national NRM staff, and e-learning. Disaggregated by type of trainee (USAID, NRM practitioner, etc.); type of training (e-learning, workshops, etc.); topic; region; gender. This is a USAID F indicator.	Number of formal training courses offered and delivered	Number of e-learning courses offered and delivered
Unit of Measurement	Number	Number	1 – number 2 – number	1 – number 2 – number
Data Source	CK2C reports	CK2C reports	CK2C reports	CK2C reports
Method/Approach of Data Collection	Review of reports	Review of reports	Review of reports	Review of reports
Schedule/ Frequency	Annual	Annual	Annual	Annual
Reporting	Annual	Annual	Annual	Annual
End Users				

Table 6: Task 3 Targets

Task 3	Overall Impact 1	Overall Impact 2	Performance 3.1	Performance 3.2
NRM Competency-based Training	Number of people receiving U.S. government-supported training in NRM and/or biodiversity conservation	Number of people receiving USG supported training in global climate change including Framework Convention on Climate Change, greenhouse gas inventories, mitigation, and adaptation analysis	Number of training courses and modules offered 1 – courses 2 - modules	Number of e-learning courses offered and delivered 1 – courses designed 2 – courses delivered
Target	160	160	1 – 3 courses 2 – 12 modules	1 – 2 2 – 5
Baseline Data	zero	zero	zero	zero
2008 Target	50	25	1 – 1 course 2 – 6 modules	1 – zero 2 – zero
2008 Actual	17	17		0
2009 Target	160	160	1 – 3 courses 2 – 12 modules	1 – 2 2 – 5
2009 Actual				

Table 7: Monitoring Customer Satisfaction—Indicators

Customer Satisfaction and Awareness				
	Overall Impact	Task 1	Task 2	Task 3
Performance Indicator	Percentage of trainees and practitioners that can name best practices and approaches in natural resource management and biodiversity conservation	Percentage of discussion group members that rate FRAME-based discussions useful	Percentage of FRAME users that information exchange and liaison as good to excellent	Percentage of trainees that rate CK2C training as good to excellent
Indicator Definition	Percentage of trainees and practitioners that can name best practices and approaches in natural resource management and biodiversity conservation based on responses to five tailored survey questions addressing the substance of perceptions	FRAME-based discussions can be rated by participants and other readers using a simple tool on the web-site.	A simple survey will be conducted to assess FRAME users' satisfaction with the tools and services offered by the site	A simple evaluation will be conducted at the end of each training session to assess trainees satisfaction with the course and its delivery
Unit of Measurement	Percentage	Percentage	Percentage	Percentage
Data Source	Trainee evaluation forms	FRAMEweb survey	FRAMEweb survey	Trainee evaluation forms
Method/Approach of Data Collection	Survey	Survey	Survey	Survey
Schedule/Frequency	Periodic (at each course)	Continual	Quarterly	Periodic (at each course)
Reporting	Annual	Annually	Annual	Annually
End Users	CK2C, USAID, Partners	CK2C, USAID, Partners	CK2C, USAID, Partners	CK2C, USAID, Partners

Table 8: Monitoring Customer Satisfaction—Targets

	Overall Impact	Task 1	Task 2	Task 3
	Percentage of trainees and practitioners that can name best practices and approaches based on responses to five tailored survey questions addressing the substance of perceptions	Percentage of discussion group members that rate FRAME-based discussions useful	Percentage of FRAME users that information exchange and liaison as good to excellent	Percentage of trainees that rate CK2C training as good to excellent
Target	90%	80%	80%	80%
Baseline Data	TBD	zero	0%	zero
FY2008 Target	70%	70%	70%	70%
FY2008 Actual	TBD	71%	71%	100%
FY2009 Target	90%	80%	80%	80%
FY2009 Actual				