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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS (RAMP UP) – SOUTH

Performance Monitoring Plan (PMP)

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LIST OF ACRONYMS

| | |
|---------|--|
| CLIN | Contract Line Item Number (corresponds with program component) |
| COP | Chief of Party |
| COR | Contracting Officer's Representative |
| DCOP | Deputy Chief of Party |
| CTL | Component Team Leader |
| DTL | Deputy Team Leader |
| DMP | Data Management Processes |
| DQA | Data Quality Audit/Assessment |
| EC | Environmental Compliance |
| GDMA | General Directorate Municipal Affairs |
| GIRoA | Government of the Islamic Republic of Afghanistan |
| GIS | Geographic Information System |
| GSC | Grants and Sub-contracts |
| IDLG | Independent Directorate of Local Governance |
| IFMS | Integrated Financial Management System |
| IT | Information Technology |
| LOE | Level of Effort |
| LOP | Life of Project |
| M&E | Monitoring and Evaluation |
| MCI | Municipality Capacity Index |
| MIP | Municipal Improvement Plan |
| MOU | Memorandum of Understanding |
| MPC | Municipal Program Coordinator |
| NA | Not Applicable |
| PIRS | Performance Indicator Reference Sheet |
| PMP | Performance Monitoring Plan |
| PPP | Public-Private Partnership |
| RAMP UP | Regional Afghan Municipalities Program for Urban Populations |
| RU-S | Regional Afghan Municipalities Program for Urban Populations – South |
| RC | Regional Command |
| SLIN | Strategy Line Item Number |
| SO | Strategic Objective |
| SOW | Scope of Work |
| SWM | Solid Waste Management |
| TA | Technical Assistance |
| TL | Team Leader |
| USAID | United States Agency for International Development |
| USG | United States Government |

SECTION I – INTRODUCTION

The Performance Monitoring Plan (PMP) for the Regional Afghan Municipalities Program for Urban Populations – South (RAMP UP-South or RU-S) documents the program’s development hypotheses, and details the specific indicators and methodology that will be employed to test these hypotheses during the life of the program. The PMP highlights the relationship between the RU-S and USAID development hypotheses illustrated by the relationships between their respective Results Frameworks. This is the fourth version of this document and aligns with the RU-S Option Period 3 work plan, which should be read in conjunction with this document.

Monitoring & Evaluation (M&E) is part of the decision making process that integrates planning for the achievement of program objectives, conducting the activities required to attain program objectives, monitoring of activities, and using resultant data to ensure that the program is making the required progress to achieve objectives. The RU-S PMP incorporates a simple, form based data collection process and an M&E data tracker for each program component.

The PMP provides explicit detail on the indicators selected to monitor and measure both progress towards and achievement of developmental objectives of the RU-S program as outlined in the Performance Indicator Reference Sheets (PIRS). Indicators have been included to (1) measure results of activities (output indicators) that are required of the program in order to achieve program objectives; (2) measure how well the program has attained its stated objectives (outcome level indicators); and (3) measure how much the program has contributed to the attainment of its stated goal (impact level indicators). Details of indicators in the PIRS include:

- Relationship of the indicator to USAID Results Framework;
- Position of the indicator in the RU-S Results Framework;
- Detailed indicator definition;
- Disaggregation that will be maintained;
- Justification for management utility;
- Identification of the source of data for the indicator;
- Details on the precise collection, collation, analysis, reporting and use of data including identification of individual positions in the program responsible at each step in the data management cycle, instruments that will be used, timing for each data management process;
- Details on the management of data quality for each indicator;
- Baseline data and information;
- Target information and data.

This PMP is a living document which is expected to adapt to the changing political and social environment in the areas of intervention.

A. Contract Background

The purpose of RAMP UP-South is to create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance in targeted municipalities in southern Afghanistan. RAMP UP-South works to improve the overall capacity of municipal officials of the Government of the Islamic Republic of Afghanistan (GIROA), to support local authorities’ efforts to improve service delivery and to increase economic development and revenue generation at the municipal level. As a result of RAMP UP-South, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate. RAMP UP-South’s designated operational area consists of the municipal capitals of six provinces in the Regional Command – South:

Kandahar City in Kandahar province, Lashkar Gah in Hilmand, Tirin Kot in Uruzgan, Zaranj in Nimroz, Qalat in Zabul, and Nili in Daykundi province.

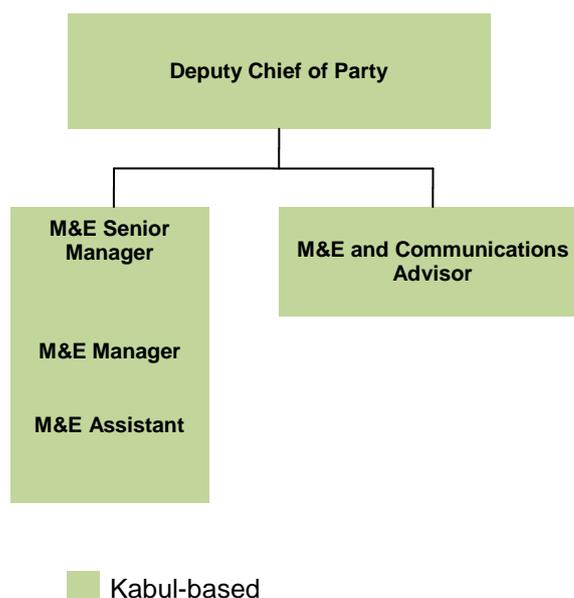
B. Program Description

RAMP UP-South activities are divided into three technical components and a set of cross-cutting themes: Component 1 (C1) supports municipal institutional capacity strengthening; Component 2 (C2) assists the GIRoA to provide responsive, effective and visible service delivery programs to its citizens; and Component 3 (C3) improves the municipal capacity for revenue generation to sustain economic growth. In service of the three technical components, cross-cutting themes include communications and outreach, and gender, with additional focus on youth, anti-corruption, transparency and accountability, and conflict mitigation.

During the year three of the project, RAMP UP-South implemented programs to assist the six target municipalities in providing improved services to citizens and established a framework for continuing those services. In the final phase of the program, RAMP UP-South will accelerate efforts to increase institutional transparency and efficiency of key municipal systems, enhance revenue generation and local economic development opportunities, and boost public participation in governance. To continue the transition toward *Afghanization*, RAMP UP-South will emphasize sustainability and skills transfer, ensuring that government officials in each municipality demonstrate the skills and resources to maintain initiatives put in place by RAMP UP-South.

C. Organizational Structure

RAMP UP-South employs one full-time local national M&E senior manager, one full-time local national M&E manager, and one full-time local national M&E assistant who are all located at the project's main office in Kabul. The M&E team reports directly to the deputy chief of party or his/her designee. An expatriate M&E and communications advisor helps oversee M&E functions in the field office and build the capacity of local national M&E staff to ensure timely and accurate reporting of indicators outlined in the performance monitoring plan. See Annex E for full project organizational chart.



SECTION II – PERFORMANCE MONITORING PLAN

In this section, we present our performance monitoring approach including:

- Monitoring, evaluation, analysis, and communication;
- RAMP UP-South Results Framework;
- Indicators: Assumptions, baseline data, and targets;
- Design of the monitoring and evaluation system and processes;
- Data quality plan and assessment.

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

Monitoring progress and evaluating results are key management functions in any performance-based management plan. Performance monitoring is an on-going process that allows senior management to determine whether or not an activity is making progress towards its intended results. Performance information plays a critical role in planning and managing decisions. Evaluation is the periodic assessment of a project's relevance, performance, efficiency, and impact—both expected and unexpected — in relation to stated objectives. The strength of monitoring and evaluation lies in its ability to provide timely performance information which enables us to manage for results and to improve project performance.

The RAMP UP-South approach to M&E focuses on collecting information that can be corroborated and verified by the relevant documentation obtained from stakeholders. The whole project team will be involved, as the quality of data requires input and work of not only the M&E team, but also of the technical component leaders. This approach is reliable and cost-efficient since the technical component leaders liaise regularly with project counterparts and perform field visits to project locations in all target municipalities. Therefore, they can collect data for analysis within the scope of their regular activities.

Additionally, analysis and communication are also important elements of performance management. RAMP UP-South not only collects performance and impact data, it also adds value to the raw data by performing appropriate analysis, and providing context for data interpretation, thereby transforming data into information.

B. Performance Monitoring Plan

This PMP is a performance management tool designed to be used by the RU-S management team, implementers, and donors to help plan and manage the process of assessing and reporting progress towards achieving the stated program objectives. It is a critical tool for planning, managing, and documenting the management of performance data. The RU-S PMP serves to:

- Define specific performance indicators at the outcome and output level under each program Contract Line Item Number (CLIN), determine baselines and set targets;
- Specify data management processes as a reference for RU-S staff and as a requirement to meet quality standards for data management;
- Specify data quality process to meet USAID quality standards;
- Incorporate relevant data collection requirements into activities to meet both USAID reporting obligations and management information needs;
- Plan potential related evaluative work to supplement Annual Report indicator data;

The PMP contributes to the effectiveness of the performance monitoring system by assuring that comparable data will be collected on a regular and timely basis. Using the PMP to sufficiently

document indicator definitions, sources, and methods of data collection increases the likelihood that consistent and reliable data will be collected over time – particularly in the face of key personnel changes. The PMP supports reliable data collection by documenting the frequency and schedule of data collection and assigning responsibilities to staff identified by position.

C. RAMP UP-South Results Framework

The RU-S Results Framework aligns with the program development hypothesis. It specifies the output level results that are required in order to achieve the desired outcome level results and aligns the outcome level results with an effect on the anticipated impact. The RU-S development hypothesis can be stated as follows:

“If we build municipal capacity, assist municipalities to provide sustainable services to their citizens and enhance municipal ability to generate revenue and sustain economic growth then we will contribute to the creation of more effective, responsive, transparent and accountable municipal government.”

To assist with service delivery, RU-S is implementing solid waste management (SWM) systems, implementing municipal beautification projects, building public latrines, assisting with new city development, and providing training and technical assistance which will enable the municipalities to sustain these services independently after RU-S concludes. In order to assist targeted municipalities generate revenue, RU-S is working to facilitate the implementation of the Integrated Financial Management System (IFMS) and assist the General Directorate of Municipal Affairs (GDMA) in developing a national strategy to roll out this model to other Afghan municipalities. The IFMS is allowing municipalities to collect and manage revenue, conduct budgeting and accounting processes, manage *safayi* tax and business license fees (significant sources of revenue), and manage human resources and payroll processes. All of these IFMS modules enhance transparency and limit opportunities for corruption in municipal government in addition to better enabling the municipalities to track income in order to independently sustain service delivery projects.

RU-S also works to facilitate the growth of businesses and stimulate economic development by providing vocational trainings, funding small-scale citizen-prioritized projects, and assisting municipalities to engage in public-private partnerships (PPPs). These activities directly generate sustainable revenue for the municipality private sector partners, and citizens while improving the business environment and providing jobs for residents. To ensure that target municipalities have the internal capacity to manage the systems and processes, RU-S incorporates a significant capacity building component to enhance the ability of municipal officials to perform core municipal management activities and provide key services to citizens.

In order to generate citizen support, satisfaction, and trust in municipal service delivery, RU-S remains a low profile program that promotes municipal-led activities and works to build the capacity of the municipalities to design and implement public awareness and education campaigns to increase public knowledge of and responsiveness to municipal services and revenue generation programs that expand economic growth in both the public and private sectors. Technical and material assistance is also provided to improve outreach efforts and better enable local government to engage with citizens—particularly women and youth in public decision-making. In addition a continued focus will be placed on the RAMP UP-South gender strategy to increase opportunities for women’s economic autonomy, promote women’s engagement in local governance, and facilitate an environment that supports women’s involvement in economic activities and local governance.

The Results Framework presents an outline of the program’s indicators and aligns the indicators with program objectives. It provides a guide that illustrates under which program component (CLIN) the

immediate effects (output indicators) and medium term effects (outcome indicators) of program activities fall, and thus an outline of what activities are required to achieve the intended results. It is important to note that, while activities may focus on one program objective, they may result in effects under different program objectives. For example, activities under CLIN 3 focus on revenue generation for target municipalities. However, revenue generation activities will result in both full time jobs and pay for work (measured in work days). The indicators measuring full time jobs created and work days as a result of RU-S activities are thus illustrated as crossing over both CLIN 2 and CLIN 3.

The Results Framework is a necessary foundation for work-planning, performance-monitoring, and quality assurance. The relationship between the RU-S Results Framework and USAID Afghanistan Mission objectives is illustrated in Exhibit 1 on Page 7. The RU-S Results Framework is illustrated in Exhibit 2 on page 8.

Exhibit 1: Relationship of the RAMP UP-South Results Framework to the USAID Afghanistan Mission Objectives

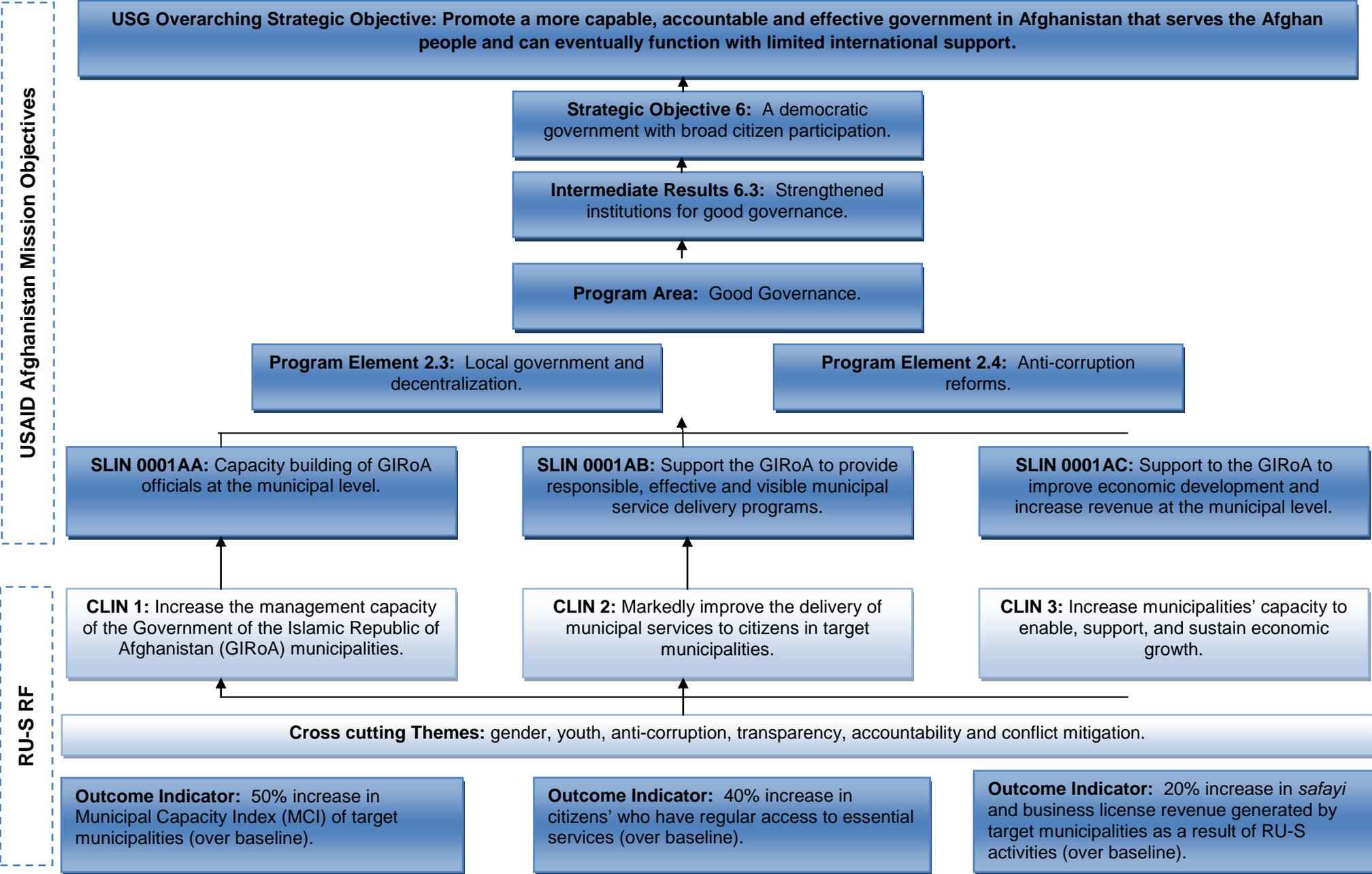
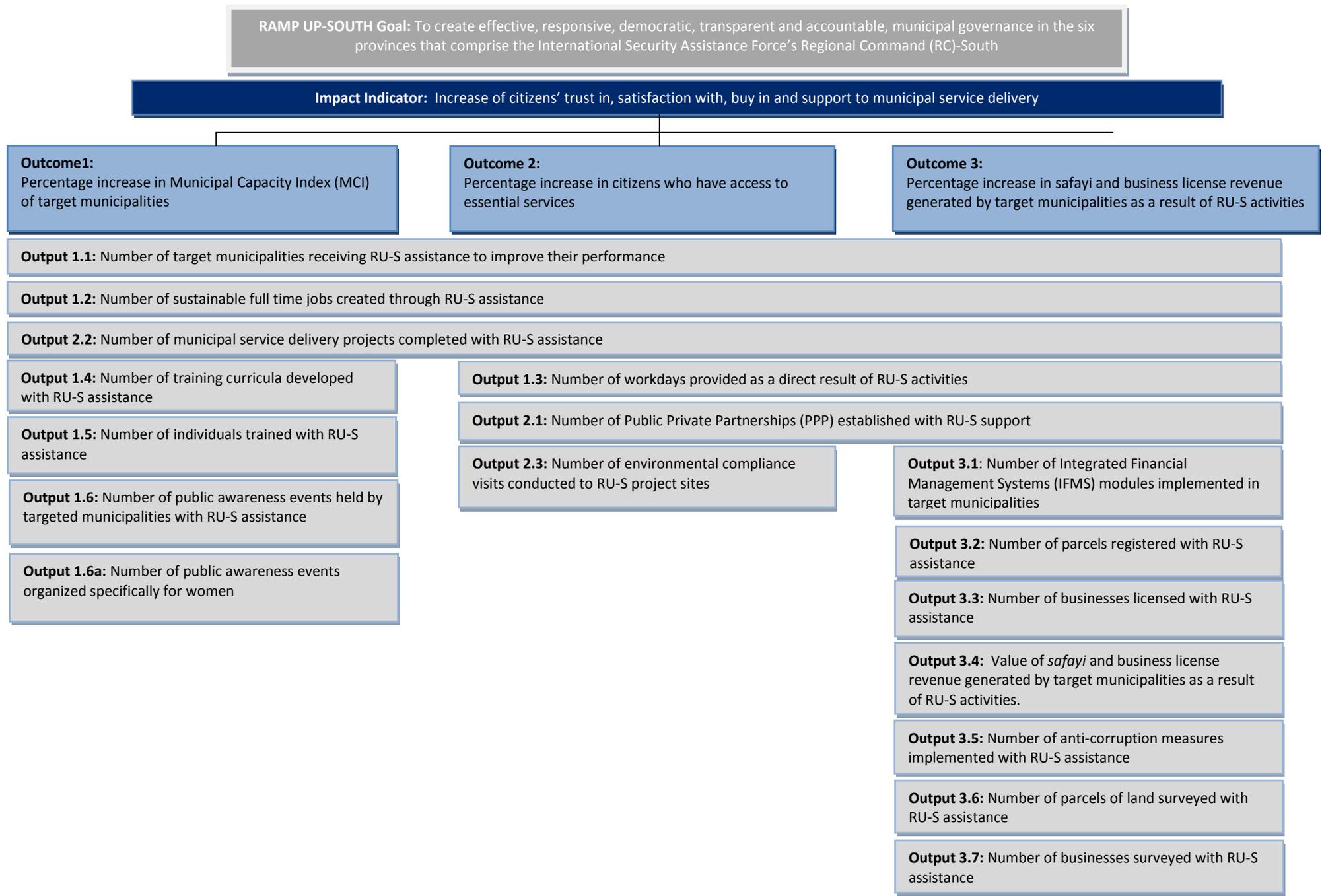


Exhibit 2: RAMP UP-South Results Framework



D. Indicators - Assumptions, Baselines, and Targets

By assigning indicators at each level of the project results framework, we are able to monitor whether the development hypothesis is correct; that is, by achieving a combination of lower-level results we achieve higher-level results.

RAMP UP-South project indicators are designed to be meaningful, necessary, and sufficient determinants of program success. They seek to accurately measure and monitor the immediate effects of program activities (output indicators) as well as in the medium term (outcome indicators) and in the long term (impact indicators). Not only do the indicators capture and communicate major project impacts, they also contribute to USAID's own performance management and reporting needs.

Impact indicators highlight change at a macro level that the program contributes to through the achievement of specified outcomes. At the impact level, attribution can be demonstrated primarily through the program's theoretically sound development hypothesis and through surveys and focus groups measuring a baseline at the start of implementation and a change from that baseline through similar surveys conducted towards the end of program implementation. The impact indicator, *increase of citizens' trust in, satisfaction with, buy in and support to municipal service delivery* will be reported only in the program's final report.

RU-S has selected outcome indicators that represent change in target populations that are directly attributable to program activities. Outcome indicators will be reported annually or as appropriate according to the level of effort and associated cost with collection, as well as the time required for the anticipated change to show results. Output indicators which assess the immediate results of the program are tracked on a monthly basis.

The RAMP UP-South implementation and PMP is based on the following assumptions:

- Migration (returnees, urbanization) is not changing the shape of urban population in a way that will impact on the needs and expectations of the citizens. Extreme movements would render any data collected from the community invalid as the community who benefited is not the same community reporting on benefits;
- Socio-political stability is not substantially modified by new laws and regulations and political events such as elections;
- The security situation is stable enough in areas within the borders of the six targeted municipalities that monitors and enumerators are able to visit the field. Any insecure targeted areas would reduce the validity of data when only collected in secure areas.
- Women and men in the community are able to talk to enumerators without fear of retaliation from family members, the community, or security forces;
- National and Provincial government contributions to sub-national entities are sufficiently stable to facilitate the delivery of municipality's services.

The majority of the numerical RAMP UP-South indicator baselines are set to zero as most data being counted by the program relates to activities that are newly implemented by RAMP UP-South. However, as outlined in the Performance Indicator Reference Sheets in Annex A, the impact indicator, *Percentage increase in citizens trust in, satisfaction with, buy in, and support to municipal service delivery*, outcome indicators one and three, *Percentage increase in municipal capacity index (MCI)* and *Percentage increase in safayi and business license revenue generated by target municipalities as a result of RU-S activities* respectively, and output indicator 3.4. *Value of safayi and business license revenue generated by target municipalities as a result of RU-S activities* all have baselines that vary from zero.

During the third year of program implementation, RU-S worked with USAID to update the original contract scope of work to better align with reduced funding availability and the implementing realities

of southern Afghanistan. In conjunction with preparing the option period three work plan, the M&E team initiated a participative process of reconfirming with the technical and department teams what indicators remain relevant, determining new indicators to more accurately capture project progress, and ensuring indicator targets are both realistic and achievable. Additionally, to ensure the indicators are consistent with project activities and that they accurately measure both revenue generated and women’s engagement in municipal affairs, RAMP UP-South updated the definition of outcome indicator 3. *Percentage increase in safayi and business license revenue generated by target municipalities as a result of RU-S activities* as well as output indicator 3.4. *Value of safayi and business license revenue generated by target municipalities as a result of RU-S activities* and developed a new output sub-indicator 1.7. *Number of public awareness events organized specifically for women*. An overview of the new sub-indicator is outlined below and in Annex B.

1.6a. *Number of public awareness events organized specifically for women with RAMP UP-South assistance*. This is a new sub-indicator for option period three. This sub-indicator measures the number of municipal public awareness events organized by the municipality with RAMP UP-South assistance which are focused on enhancing women’s engagement in public life. The aim of the events are to address cultural barriers that inhibit women’s full participation, highlight women’s rights, raise awareness in women about ways they can contribute to government decision-making, and help municipalities recognize holidays that acknowledge contributions made by women, such as mother’s day and international women’s day. The target for this indicator, (22), is based on expanded citizen outreach efforts aimed at institutionalizing mechanisms that enable the government to directly engage women and, in turn, increase their trust in municipal services.

RU-S also reports on District Spending per municipality aggregated by gender, Aid Effectiveness Metrics, and PMP Indicators as defined for the USAID Afghan Info web application on a quarterly basis. While these indicators do not fall into the RU-S Results Framework, data reported under these effectiveness metrics and indicators are derived from (1) RU-S indicator data, (2) program human resource data and (3) program financial data. For a complete listing of the Aid Effectiveness Metrics and PMP indicators into which RU-S reports refer to Exhibit 3 below.

Exhibit 3: AID Effectiveness Metrics and PMP Indicators for RAMP UP-South

| No | AID Effectiveness Metrics |
|----------|---|
| 1 | # of Afghan Personnel Employed |
| 2 | # of American Personnel Employed |
| 3 | # of Third Country National Personnel Employed |
| 4 | Number of Afghan personnel employed providing security functions |
| 5 | Number of American personnel employed providing security functions |
| 6 | Number of Third Country National personnel employed providing security functions |
| No | PMP Indicators |
| 1.3.3b. | Number of civil servants hired into previously vacant positions |
| 1.3.5a. | Number of meetings conducted between community councils and governmental entities, disaggregated by level and type of administrative unit |
| 7.2.1.d. | Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government |
| 7.2.2e. | Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization |
| 7.2b. | Number of projects completed with community and GIRoA Involvement |

A complete listing of the 21 Option Period Three indicators and targets for RAMP UP-South are outlined in Exhibit 4. For full definitions of the RAMP UP-South indicators please refer to Annex A.

Exhibit 4: Option Period Three Program-Wide Indicators and Targets

| Indicator Number | Indicator | LIFE OF PROJECT (LOP) | | LOP TARGETS PER MUNICIPALITY | | | | | |
|-------------------------|---|------------------------|--|------------------------------|-------------|--------|--------|-----------|--------|
| | | LIFE OF PROJECT TARGET | PROGRESS TO DATE (as of April, 2013) | Kandahar | Lashkar Gah | Nili | Qalat | Tirin Kot | Zaranj |
| Impact Indicator | Percentage increase in citizens trust in, satisfaction with, buy in, and support to municipal service delivery (measured every two years) | 20% | <i>Final focus group survey will be finalized in July 2013</i> | 20% | 20% | 20% | 20% | 20% | 20% |
| Outcome Indicator No. 1 | Percentage increase in municipal capacity index (MCI) (measured annually over baseline) | 50% | 29% | 50% | 50% | 50% | 50% | 50% | 50% |
| 1.1. | Number of target municipalities receiving RU-S assistance to improve their performance. | 6 | 6 | 1 | 1 | 1 | 1 | 1 | 1 |
| 1.2. | Number of sustainable full time jobs created through RU-S assistance. | 260 | 277 | 144 | 48 | 8 | 27 | 18 | 15 |
| 1.3. | Number of workdays provided as a direct result of RU-S activities. | 216,250 | 197,874 | 136,000 | 19,500 | 12,500 | 15,500 | 20,000 | 12,750 |
| 1.4. | Number of training curricula developed with RU-S assistance. | 52 | 48 | 52 | | | | | |
| 1.5. | Number of individuals trained with RU-S assistance. | 806 | 761 | 223 | 203 | 74 | 110 | 49 | 147 |
| 1.6. | Number of public awareness events held by targeted municipalities with RU-S assistance | 60 | 37 | 13 | 11 | 9 | 11 | 8 | 8 |
| 1.6a.* | Number of public awareness events organized specifically for women | 22 | 15 | 4 | 4 | 4 | 4 | 2 | 4 |

| Indicator Number | Indicator | LIFE OF PROJECT (LOP) | | LOP TARGETS PER MUNICIPALITY | | | | | |
|--------------------------------|---|------------------------|--------------------------------------|------------------------------|-------------|------------|------------|------------|------------|
| | | LIFE OF PROJECT TARGET | PROGRESS TO DATE (as of April, 2013) | Kandahar | Lashkar Gah | Nili | Qalat | Tirin Kot | Zaranj |
| Outcome Indicator No. 2 | Percentage increase in citizens who have access to essential services | 40% | 29% | 40% | 40% | 40% | 40% | 40% | 40% |
| 2.1. | Number of Public Private Partnerships (PPP) established with RU-S support. | 4 | 2 | 0 | 1 | 1 | 1 | 0 | 1 |
| 2.2. | Number of municipal service delivery projects completed with RU-S assistance. | 92 | 78 | 19 | 16 | 13 | 10 | 13 | 21 |
| 2.3. | Number of environmental compliance visits conducted to RU-S project sites. | 120 | 109 | 25 | 21 | 20 | 14 | 22 | 18 |

| Indicator Number | Indicator | LIFE OF PROJECT (LOP) | | LOP TARGETS PER MUNICIPALITY | | | | | |
|----------------------------------|--|------------------------|---|------------------------------|-------------|------------|------------|------------|------------|
| | | LIFE OF PROJECT TARGET | PROGRESS TO DATE (as of April, 2013) <i>(measured at the end of the project)</i> | Kandahar | Lashkar Gah | Nili | Qalat | Tirin Kot | Zaranj |
| Outcome Indicator No. 3** | Percentage increase in <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities | 20% | | 20% | 20% | 20% | 20% | 20% | 20% |
| 3.1. | Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities. | 36 | 36 | 6 | 6 | 6 | 6 | 6 | 6 |
| 3.2. | Number of parcels registered with RU-S assistance. | 156,780 | 99,580 | 88,610 | 30,500 | 3,620 | 5,150 | 3,400 | 25,500 |
| 3.3. | Number of business licensed with RU-S assistance in the reporting period. | 33,533 | 29,141 | 17,800 | 6,960 | 787 | 3,262 | 1,267 | 3,457 |
| 3.4.** | Value of <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities. | \$1,768,076 | \$1,644,724 | \$1,309,013 | \$248,601 | \$14,422 | \$15,245 | \$73,710 | \$107,085 |
| 3.5. | Number of anti-corruption measures implemented with RU-S assistance. | 41 | 38 | 7 | 7 | 6 | 7 | 7 | 7 |
| 3.6. | Number of parcels surveyed with RU-S assistance in the reporting period | 156,780 | 146,756 | 88,610 | 30,500 | 3,620 | 5,150 | 3,400 | 25,500 |
| 3.7. | Number of business surveyed with RU-S assistance in the reporting period | 33,533 | 32,993 | 17,800 | 6,960 | 787 | 3,262 | 1,267 | 3,457 |

Notes: *Indicates new sub-indicator for Option Period 3,

**Indicates indicator definition has changed for Option Period 3

E. Data Management Processes

The data management processes outlined here are presented in detail in the PIRS in Annex A and standard operating procedures (SOPs) for RU-S data collection are presented below and in Annex C. Data Management Processes (DMP) are a linear system of processes through which data passes during the program cycle. Data quality management means managing for each of the data quality parameters at each stage of the DMP. If data quality is managed correctly, the quality of data is both verifiable and auditable at each stage of the DMP which significantly reduces the risk of poor quality data.

Source: The point of origin of the data

The source of all data for RU-S output indicators are the activities that take place at the municipal level. By maintaining a link to the source of data, the program ensures that data retains its validity and that the solid logical relationship between activities, the program development theory, and the indicators being measured remains intact. Data is collected from the source directly onto data collection instruments, which are reports from the systems that demonstrate that activities have been completed. The source of all data is reflected in the PIRS.

Collection: Process for getting data from the source

Collection takes place at the municipal level by the staff implementing the activities. For instance, facilitators collect training data during trainings and Municipal Program Coordinators (MPCs) collect data regarding jobs created in the municipality. In addition to reducing the administrative burden of M&E on implementation staff, this has a positive impact on data quality. Both data validity and accuracy are enhanced by directly connecting collection processes with source of the data. The design of all data collection tools take into account quality controls that ensure that disaggregation is maintained through a collation processes so as not to introduce validity errors. Data collection tools include detailed instructions with respect to their use. Employees implementing M&E processes have been trained on the use of data collection instruments, ensuring that they will be used consistently, thus enhancing reliability.

Collation: Process of putting data together – aggregation

Data collation takes place in the RAMP UP-South Kabul office. Data collation processes include a variety of independent checks to ensure that the data is free of precision and integrity errors. Data collection forms or project documentation must be verified by the component team leaders before submitted to the M&E Senior Manager and M&E Manager for final verification and collation to the RU-S M&E Tracker. The tracker contains a variety of quality control checks in formulas on the spreadsheet. All data is quality controlled by the M&E Senior Manager, with oversight from the project's expatriate Deputy Chief of Party, an M&E and Communications Advisor, and the home office project management unit (PMU).

Analysis: Processes used for statistical analysis

Data is collated and aggregated. What is commonly referred to as 'analysis' describes the data management process 'use' and is correctly referred to under that process below.

Reporting: Process of report generation and dissemination

Data from the RU-S M&E database is reported in the project's monthly, quarterly, and annual reports. This regular reporting includes a summary of activities implemented to control, verify, and validate the M&E data being reported, any anomalies discovered, and corrective measures taken to resolve them. The M&E database is a linked series of Excel spreadsheets containing formulas designed to ensure the quality of the data. Tables are copied from the spreadsheet to project reports to minimize transcription errors in the reporting processes. RAMP UP will submit monthly, quarterly, and annual performance reports to USAID as required under the contract. These include baseline information,

data relevant to the reporting period and cumulative data. Data is also reported in the Afghan Info online database system.

Use: Processes for use of data in decision making

Data is used to manage and monitor the progress of activities and ensure that the program remains on track to meet the requirements and targets elaborated in the work plan and contract.

Standard Operating Procedures (SOPs) for RU-S Data Collection

- 1) The M&E department sends an email to all component team leaders (TLs), deputy team leader (DTLs) and municipal program coordinator no later than the last day of every month to request required documentation. Technical staff submits all necessary data to the M&E team.

- 2) M&E team maintains quality control by ensuring:
 - a. They have required information from component teams;
 - b. Backup documentation is verified and accurately supports all data;
 - c. Data is entered into the database tracker;
 - d. Backup documentation and reports or checklists are scanned and saved in the appropriate file on the RU-S "R" electronic drive;
 - e. Hard copies are made and filed in the RU-S Kabul office.

- 3) M&E department enters information into the monthly template and submits to the home office in Washington D.C. no later than the 8th of the month. For a detailed breakdown of standard operating procedures see Annex C.

F. Data Quality Plan and Assessment

The technical units will provide initial quality control for the various M&E raw data elements. Upon completion of the data entry spreadsheets, each unit examines the quantitative data to identify common errors including logical inconsistencies, out-of-range values, significant departures from trends, or other errors. Should any problem be identified, the M&E senior manager will help the technical unit verify data against original sources and other forms of verification that may be required, such as cross-verification from alternate data sources.

The program is evaluated internally by program management staff on a monthly basis at monthly coordination meetings. During these meetings, staff report on current and planned activities. Staff meetings serve as a platform for enhanced collaboration between technical components as well as between technical and program support staff. During these meetings, program performance is evaluated by the management team and strategies for enhanced efficiency and effectiveness are discussed and decisions are made.

In year two, a data quality assessment (DQA) was performed to ensure that there is a quality system in place for collecting and maintaining data as the project moved into its third year of implementation. The assessment focused on examining the project's system for collecting and maintaining data, providing RU-S staff with tools for collecting data, and providing a schedule with which to provide all data and supporting documentation. Data Quality will be assessed internally using the Data Quality Assessment Tools and required supporting documentation that are used to substantiate data according to indicator. Tools and processes resulting from subsequent DQAs will be incorporated into revised PMPs as necessary. The data collection tools and supporting documentation for each indicator is detailed in Annex D.

The data quality plan is outlined below. The standard USAID parameters of data quality have been applied: validity, reliability, integrity, timeliness and precision. Exhibit 5 below details the specific RAMP UP-South data quality processes as they relate the USAID parameters.

Exhibit 5: RAMP UP-South Option Period Three Indicators Data Quality Plan

| DATA QUALITY PARAMETER | MEASURES TAKEN TO ENSURE QUALITY | INDIVIDUAL RESPONSIBLE |
|------------------------|--|---|
| Validity | <p>Through identification of the source of data as the activities of the program.</p> <p>Through the direct illustration of the program development theory in the Results Framework.</p> <p>Definitions are comprehensive in the PIRS.</p> <p>No proxy measures are used.</p> <p>All data is collected directly from a primary source to the extent possible.</p> | <p>M&E Senior Manager, M&E Manager, M&E Assistant (collectively, M&E staff), Component Team Leaders, M&E Advisor</p> |
| Reliability | <p>Data Management Processes (DMP) are specified in detail in the PMP.</p> <p>DMP are specified consistently across all target municipalities.</p> <p>All DMP are managed by a small team in the Kabul Office.</p> <p>Data are managed using formula driven spreadsheets with built in checks.</p> <p>Formulae are only editable by the M&E Senior Manager.</p> <p>Timing is specified and adhered to for data management.</p> <p>Responsibility for data management has been specifically assigned to positions within the RU-S organizational structure.</p> <p>Files of substantiating data are maintained by the M&E staff.</p> <p>All staff interacting with the M&E system have been trained on processes.</p> <p>Data quality control is auditable from one step in the DMP to the next.</p> <p>The individuals responsible for one step in the DMP to the next are always different individuals.</p> | <p>M&E Staff, Component Team Leaders, Environmental Compliance (EC) Specialist, Grants and Sub-contracts (GSC) Staff, M&E Advisor</p> |
| Integrity | <p>Individuals responsible from one step in the DMP to the next are always different individuals.</p> <p>Data is collected directly from the source with auditable processes.</p> <p>There are no target-based positions in the RU-S organizational structure and there are no penalties for not reaching targets.</p> <p>Substantiating documentation is most often (1) tied to the completion of the process/activity it is demonstrating – a report cannot be generated off the system if it is not being used or (2) tied to the payment for deliverables and audited by the Finance dept.</p> <p>Multiple signatures required on data collection and collation forms reduce the opportunity for the manipulation of data.</p> <p>Random site visits are conducted by M&E staff.</p> | <p>M&E Staff, Component Team Leaders, EC Specialist, GSC Staff, M&E Advisor, Senior Program Advisors (SPAs) and Principal Program Advisor (PPA)</p> |
| Precision | <p>Different individuals carry out quality control from one step to the next increasing the likelihood of catching transcription or other minor errors.</p> <p>Data quality control is auditable from one step in the DMP to the next.</p> | <p>M&E Staff, Component Team Leaders, EC Specialist, GSC Staff, M&E Advisor</p> |

| | | |
|-------------------|---|--|
| | <p>Spreadsheets contain formula driven error checking.</p> <p>Database utilized form level quality control.</p> <p>Processes are comprehensively documented resulting in lower likelihood of process errors.</p> | |
| Timeliness | <p>All data is reported in the reporting period in which the activities took place. Thus all data is relevant to the reporting period being reported in any given report.</p> <p>Data is reported monthly by the 15th day of the month following the reporting period.</p> <p>Data is reported quarterly by the 30th day of the month following the reporting quarter.</p> <p>Data is reported annually no later than October 1 of each reporting year.</p> | <p>M&E Staff, Component Team Leaders, EC Specialist, GSC Staff, M&E and Communications Advisor</p> |

ANNEX A

Indicator Reference Sheets

1. Impact: Increase of citizens' trust in, satisfaction with, buy in, and support to municipal service delivery

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I |
|--|
| Indicator: Increase of citizens' trust in, satisfaction with, buy in and support to municipal service delivery |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization AND 2.4 Anti-corruption Reforms |
| SLIN: 0001AA: Capacity building of GIRoA officials at the municipal level AND 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs AND 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 1: Increase the management capacity of the GIRoA municipalities; CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities; CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth |
| Level of Indicator: Impact |
| DESCRIPTION |
| <p>Definition: All activities under this program are designed to increase citizen trust in municipal government. However, increased citizen trust in government is a gradual development and attributable to a multitude of factors not directly tied to municipal performance in service delivery. Therefore, this impact indicator will be measured over two years, with a focus on citizen response to government initiatives in the RAMP UP-South technical areas to better attribute a measurable impact to this particular program. An initial citizen survey was carried out in the first project year to establish an index score in five of the six target municipalities (an index score was not established for Zaranj municipality). At the end of the second option year, project year three, RAMP UP-South conducted a final citizen satisfaction survey retaining the same core group of questions and a similar demographic of citizens in each target municipality. The results of the final survey are currently being analyzed and a report will be completed in July 2013. These surveys conducted in year one and year three of program implementation represent snapshots in time of citizen satisfaction in municipal government.</p> <p>Accurate index scores for each municipality will be incorporated into the PMP following the completion of the survey.</p> <p>At this time, we anticipate that the overarching index being reported will be a composite of index scores designed to respond to the following categories within this indicator:</p> <ul style="list-style-type: none"> • <i>Trust of citizens in municipal government</i> • <i>Citizen satisfaction with essential services</i> • <i>Citizen support for municipal service delivery</i> <p><i>Additional information may include:</i></p> <ul style="list-style-type: none"> • <i>Citizen perception of corruption in municipal services</i> • <i>Percentage of citizens that consider that the city municipality has made progress or improvement</i> • <i>Increase citizen buy-in and support to the local government</i> • <i>Percent of public who, through research, surveys, or focus groups, see governance reform as progressing</i> |
| Unit of Measure: Index |
| Disaggregation: Province, Municipality, Gender, Age |
| Justification of Management Utility: This indicator measures the effect of RU-S activities on the citizens in target municipalities. It is a long-term impact indicator that describes the change in the perception of target municipalities as a result of the availability of new services, new information, and additional means of participation for citizens. At the impact level it is important to note that change is only anticipated in the longer term and that the impact is a shared attribution with other programs funded by different organizations operating in target municipalities working on service delivery, revenue generation, participation, and gender and youth issues, among others. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Research surveys and focus groups – primary data source. Research reports – secondary data source |
| Data Collection Method: Baseline data was collected through surveys and focus group studies. The impact survey will be limited to a quantitative study using a rapid assessment methodology due to budgetary constraints |

| | | | |
|--|-----------------|-------------------|--|
| Frequency and Timing of Data Collection: Baseline data collected once during the first year of implementation, final data collected during final phase of the project | | | |
| Individual Responsible: A data collection team was hired to facilitate the surveys and compile data. A short term specialist oversaw the process. | | | |
| Data Collation Method: Responses were collated to MS Excel database | | | |
| Frequency and Timing of Data Collation: Within final phase of project of project | | | |
| Individual Responsible: RAMP UP – South data collection team, M&E Senior Manager and ST specialist. | | | |
| Location of Data Storage: Soft copies of analysis will be stored on the central shared server in the Monitoring & Evaluation files | | | |
| Estimated cost of Data Acquisition: A subcontract was issued to carry out the initial survey and focus groups. In year three, a data collection team was hired through independent contractor service agreements and an international short-term specialist was hired to train the data collection team and oversee the analysis. | | | |
| DATA QUALITY ISSUES | | | |
| Known Data Limitations and Significance: (1) Data collection quality issues (2) Translation | | | |
| Actions Taken or Planned to Address Limitations: (1) Interviewers participate in training to ensure that there is a solid common understanding of the requirements (2) a back translation process will be employed to mitigate for data quality issues in the translation. | | | |
| Date of initial Data Quality Assessment: July 2012 | | | |
| Date of next Data Quality Assessment: June 2013 | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | |
| Data Analysis: Data analysis will be detailed in a data analysis plan that will accompany the focus group and survey. These will be weighted index scores compared across target municipalities to assess the impact of the program. | | | |
| Review of Data: Data is reviewed by the C1, C2, and C3 TL and DTLs, M&E Senior Manager, COP, and DCOP. | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | |
| Frequency of Reporting: Once during the first year of implementation and once during final phase. | | | |
| Using Data: Data is used to determine if program activities have an impact on the attitude and participation of citizens in target municipalities. | | | |
| BASELINES AND TARGETS | | | |
| Baseline: The baselines are recorded below. An overall increase of 20% over the baseline is targeted for year three | | | |
| Municipality | Baseline | LOP Target | Comment |
| Average increase over baseline | 7.5% | 27.5% | Because this indicator measures gradual change, we are not able to report against this target until we analyze the results of the surveys conducted in Year 3. The results will be presented in a final report in July 2013. |
| Kandahar City | 29.7% | 49.7% | |
| Lashkar Gah | 7.1% | 27.1% | |
| Zaranj | N/A | 20% | |
| Tirin Kot | -11.6% | 8.4% | |
| Qalat | 6.3% | 26.3% | |
| Nili | 5.9% | 25.9% | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | |

2. Outcome C1: Percentage increase in Municipal Capacity Index (MCI) of target municipalities

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: II |
|---|
| Indicator: Percentage increase in Municipal Capacity Index (MCI) of target municipalities |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AA: Capacity building of GIRoA officials at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 1: Increase the management capacity of the GIRoA municipalities |
| Level of Indicator: Outcome |
| DESCRIPTION |
| Definition: The MCI measures municipal capacity to perform government duties. It gauges the availability of service delivery systems and the presence of qualified staff in each municipality by presenting a quantitative score. This index measures municipal capacity in four categories: (1) municipal service delivery; (2) municipal budgeting and financial management; (3) service delivery management; and (4) municipal transparency and accountability. The MCI converts a complex set of qualitative data in these four categories into a single municipality score in the range 0-85. The MCI is not a needs analysis. It is simply a snapshot of institutional capability at a given time. |
| Unit of Measure: Index |
| Disaggregation: Province, Municipality, MCI Category |
| Justification of Management Utility: A change in the MCI for target municipalities provides program management and donors with a means of measuring the change in capacity of targeted municipalities as a result of RU-S interventions. The utility of the single score lies in tracking the score for the municipality over time in order to assess the effectiveness of program interventions. Comparisons can also be made across municipalities served by the same program. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Completed MCI instruments and MCI reports – primary data source |
| Data Collection Method: Data is collected by MPC and C1 program staff using the MCI assessment tool through a structured interview process and verification of supporting documentation where this exists. Responses and verification of responses are recorded on the MCI form. One MCI is completed for each municipality |
| Frequency and Timing of Data Collection: Initial data for the baseline was collected between July and October 2010. Data for the comparison was collected in August 2012 and will be repeated at the end of option period three. |
| Individual Responsible: RAMP UP – South Component I Team Leader and staff; M&E Senior Manager and staff |
| Data Collation Method: Responses recorded on the MCI form are captured and then written up into final reports for each municipality |
| Frequency and Timing of Data Collation: Within four weeks of the completion of data collection |
| Individual Responsible: RAMP UP – South Component I Team Leader and staff; M&E Senior Manager and staff |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files. Hard copies of final reports are available with the M&E department in Kabul. |
| Estimated cost of Data Acquisition: The initial data collection cost was relatively high due to the costs involved with staff training, staff time (including data collectors, logistics, trainers, expat monitoring and participation), printing instruments, logistics, and security. The cost of subsequent MCIs is limited to staff time and logistics which will not represent any additional costs to the program implementation budget. |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: (1) misunderstanding of interviewers of the requirements for the assignment of points |
| Actions Taken or Planned to Address Limitations: (1) Interviewers participate in trainings to ensure that there is a solid common understanding of the requirements for completion of the MCI |
| Date of initial Data Quality Assessment: July 2012 |
| Date of next Data Quality Assessment: June 2013 |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING |
| Data Analysis: Within each of the four main categories (municipal service delivery, municipal internal budgeting and financial management, etc.) are four to six questions. Each category has levels indicating the elements or capabilities found, numbered 0 - 5, ranging from nonexistent to fully developed. Depending on the elements found |

| to be present, a score between 0 and 5 is assigned. The final score reflects the local interview teams' best assessment of the appropriate scoring based on re-review and cross-checking of answers against municipal records. | | | | |
|---|----------|-------------|------------|--|
| Review of Data: Data is reviewed by the C1, C2 and C3 TL and DTLs, M&E Senior Manager, COP and DCOP. | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Annually | | | | |
| Using Data: Data was initially used to design project interventions targeting the areas of support most needed by target municipalities. In subsequent reports it will be used to identify improvement in municipal capacity | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baselines are recorded below. An overall increase of 50 percent over the baseline is targeted for year three | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comment |
| Average increase over baseline | | 29% | 50% | Following each MCI, we set a target for percentage increase over the baseline, which estimates an overall increase in percentage points over original baseline percentage. For example: The baseline MCI score for Kandahar was 18 over 85 (or 21% of the total possible score). In August 2012, Kandahar scored 43/85 (or 51%). The target for March 2014 is 60/85 (or 71%), which represents an increase in 50 percentage points over the first assessment score of 18 (or 21%). |
| Kandahar City | 18 = 21% | 43 = 51% | 60 = 71% | |
| Lashkar Gah | 19 = 22% | 40 = 47% | 61 = 72% | |
| Zaranj | 5 = 6% | 35 = 41% | 48 = 56% | |
| Tirin Kot | 8 = 9% | 25 = 29% | 50 = 59% | |
| Qalat | 6 = 7% | 38 = 45% | 49 = 57% | |
| Nili | 5 = 6% | 25 = 29% | 48 = 56% | |
| This sheet was last updated on: May 31, 2013 | | | | |
| <p>Notes: (1) This indicator was not initially included in the RU-S PMP; however the MCI was conducted for each target municipality in year one as a means of determining what assistance was required by target municipalities. RU-S intended to conduct the MCI again in each target municipality on an annual basis, however given that C1 implementation was delayed in year one a second review of the MCI was conducted at the end of year two to make use of the MCI as both a management tool and a formal reporting indicator.</p> <p>(2) This indicator measures an actual change in demonstrated capacity as measured by actual change in processes in the municipalities where normal bureaucratic processes hinder the implementation of processes demonstrating capacity change.</p> <p>(3) At the end of year two, RU-S conducted an MCI assessment to gauge progress made in RU-S municipalities as a result of project interventions over the past two years. The MCI was redesigned in year two to more accurately measure the state of local government in the four key areas that comprise the RU-S scope of work: municipal service delivery, municipal budgeting and financial management, building the capacity of municipalities to manage service delivery projects, and municipal policy and accountability. In several areas categories covered technical areas that were no longer being implemented as a result of the project's evolving scope over time. The tool was also not measuring some very successful program components, such as SWM, technical trainings, and management trainings. These program activities were therefore added and replaced program questions which were no longer relevant in the updated MCI tool.</p> | | | | |

3. Outcome C2: Percentage increase in citizens' who have regular access to essential services

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: III |
|--|
| Indicator: Percentage increase in citizens' who have regular access to essential services |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities |
| Level of Indicator: Outcome |
| DESCRIPTION |
| Definition: Regular access is defined as access that is sufficiently frequent for the specific service being provided. Only essential services provided through RU-S assistance are included in this assessment. Population data is obtained from the Afghanistan Central Statistics Organization website available at http://cso.gov.af . As this outcome indicator is intended to measure increase in regular access to services, this indicator only counts services that are quantifiable and measurable over time. Essential services provided through RU-S assistance therefore only includes RAMP UP-South's anchor solid waste management (SWM) programs in Kandahar, Lashkar Gah, Qalat, Tirin Kot, and Zaranj, and the Nili New City Initiative road construction and improvement projects. While other component 2 initiatives such as latrines and women's markets will also improve the overall well-being of citizens, it is difficult to measure and quantify citizen's direct access to these services. |
| Unit of Measure: Percentage of total population |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: Given that SWM was completely absent from the target municipalities, this indicator is a direct one that highlights the percentage of target populations affected by the implementation of the service. Access to SWM means cleaner communities and better aesthetics impacting directly on sanitation, health and economic situation (for instance, stimulation of higher spending due to longer opening hours) of target populations. It is an important measure of the effect of program implementation. Due to the mountainous and remote terrain of Nili, the construction and improvement of roads was a high priority for municipal officials and residents in order to stimulate the economic growth and development of the municipality. Road infrastructure construction and improvements will improve traffic flow and in turn trade flow, and ease of access to markets or new property development plots. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Afghanistan Central Statistics Organization - Secondary data source |
| Data Collection Method: To determine increase in citizen access to the SWM program, RAMP UP-South reviewed central statistics organization (CSO) population data for each municipality, estimated the average cubic meter of waste produced per citizen and municipality, and then calculated the average waste collected per week through the SWM programs. For the Nili roads projects, RAMP UP-South will use the central statistics organization population data for Nili and estimate the average usage per citizen of the newly constructed roads. The resultant increase is based on an established "area of influence" for each of these programs. Note that the baseline is zero, as SWM programs and quality roads did not previously exist in these locations. |
| Frequency and Timing of Data Collection: Annual |
| Individual Responsible: Component 2 Team Leader and staff, M&E Senior Manager and staff |
| Data Collation Method: Referencing the most recent census data on the Afghanistan Central Statistics Organization website and "area of influence" of RAMP UP-south service delivery programs. |
| Frequency and Timing of Data Collation: Annually |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files. Hard copies available with the M&E department in Kabul. |
| Estimated cost of Data Acquisition: No additional cost to the project |
| DATA QUALITY ISSUES |

| Known Data Limitations and Significance: Data quality is limited to the quality of census data available. Disaggregation by smaller units than the municipality is not possible as population data in a smaller disaggregation is not available. | | | | | | | |
|---|----------------|----------------|------------------|-----------|----------------|-------------|--|
| Actions Taken or Planned to Address Limitations: N/A | | | | | | | |
| Date of initial Data Quality Assessment: July 2012 | | | | | | | |
| Date of next Data Quality Assessment: June 2013 | | | | | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | | | | |
| Data Analysis: Comparison of percentage access to services in each target municipalities | | | | | | | |
| Review of Data: Data is reviewed by the Component 2 Team Leader, M&E Senior Manager, COP and DCOP | | | | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | | | | |
| Frequency of Reporting: Annually | | | | | | | |
| Using Data: Data is used to determine percentage increase of citizen access to services | | | | | | | |
| BASELINES AND TARGETS | | | | | | | |
| Baseline: The baseline is set to 0. Prior to RUS implementation 0% of the target population had access to essential services as a result of RU-S activities. An overall 40% increase over the baseline is targeted for year three | | | | | | | |
| Municipality | Male | Female | Population Total | Baseline | Year II Actual | LOP Targets | Comments |
| Average Increase over baseline | 434,600 | 409,600 | 844,200 | 0% | 29% | 40% | Afghan CSO population data reflects year Afghan fiscal year 1390 (2011-2012) |
| Kandahar City | 267,800 | 253,300 | 521,100 | 0% | 45% | 40% | |
| Lashkar Gah | 50,900 | 47,400 | 98,300 | 0% | 42% | 40% | |
| Zaranj | 27,600 | 26,300 | 53,900 | 0% | 19% | 40% | |
| Tirin Kot | 51,000 | 47,200 | 98,200 | 0% | 31% | 40% | |
| Qalat | 17,300 | 16,400 | 33,700 | 0% | 39% | 40% | |
| Nili | 20,000 | 19,000 | 39,000 | 0% | 0% | 40% | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | | | | |
| <p>Notes: (1) Targets are based on the estimated percentage of population in target municipalities that will have regular access to service provision activities that are planned in the year two work plan.</p> <p>(2) The only activities that provide regular access to services in years I and II are Solid Waste Management.</p> <p>(3) This indicator will report directly into the USAID F indicator "Number of people in target areas with improved access to sanitation facilities as a result of USG assistance"</p> <p>(4) The SWM program was also initiated in Nili in Option Year 2, project year 3, but the priority anchor service delivery projects have been the road construction and improvement projects as identified by the citizens and the mayor.</p> | | | | | | | |

4. Outcome C3: Percentage increase in *safayi* and business license revenue generated by target municipalities as a result of RU-S activities

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: IV |
|---|
| Indicator: Percentage increase in <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth |
| Level of Indicator: Outcome |
| DESCRIPTION |
| Definition: The initial outcome indicator was broadly designed to measure increase in overall municipal revenue. It was later determined that the definition should be narrowed to measure just the revenue attributable to RAMP UP-South initiatives, as supported by reports generated through the integrated financial management system (IFMS) and verified bank statements. Therefore, as approved in the year three work plan, this outcome indicator measures the percentage increase in revenue generated from <i>Safayi</i> and business licensing taxes. |
| Unit of Measure: Percentage revenue increase |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: At the outcome level, this indicator provides a measure of the direct effect on municipal revenue through RU-S assistance. Municipal revenue enables the provision of municipal services to target municipalities. The municipalities need increases in municipal revenue to pay for the services started under RU-S supervision, and the revenue flow needs to be sustainable so the services can continue after RU-S ends. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Activities conducted by the municipality with RAMP UP-South assistance that result in increased income generation specifically through parcel registration and business licensing activities. Reports from IFMS – primary data source |
| Data Collection Method: The percentage change is derived from the value of revenue generated by target municipalities in the reporting period through RU-S assistance. |
| Frequency and Timing of Data Collection: Data is collected monthly through the generation of IFMS reports and municipality's bank statements |
| Individual Responsible: Component 3 Team Leader and staff; M&E Senior Manager and M&E staff |
| Data Collation Method: Data is collated to the ' <i>M&E Tracker</i> ' through simple transcription from the printed reports from the IFMS and bank statements |
| Frequency and Timing of Data Collation: End of project implementation |
| Individual Responsible: Component 3 Team Leader and staff; M&E Senior Manager and M&E staff |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files and hard copies available in the M&E department in Kabul. |
| Estimated cost of Data Acquisition: No additional cost to the project |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: There is a delay between the registration of parcels and businesses of land and the receipt of <i>Safayi</i> tax by municipalities. |
| Actions Taken or Planned to Address Limitations: Both parcels registered and parcels surveyed are identified |
| Date of initial Data Quality Assessment: July 2012 |
| Date of next Data Quality Assessment: June 2013 |

PLAN FOR DATA ANALYSIS, REVIEW & REPORTING

Data Analysis: Simple comparison of percentages in different target municipalities. Evaluation of effectiveness of income generation for sustainability of service delivery activities

Review of Data: Data is reviewed by the Component 3 Team Leader, M&E Senior Manager, COP and DCOP

Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements

Frequency of Reporting: End of project implementation

Using Data: Data is used to determine the effectiveness of the RU-S program at increasing municipal revenue

BASELINES AND TARGETS

Baseline: The original revenue generation baseline figures are based on the year Afghan fiscal year 1389 actual revenue generated from the collection of *Safayi* tax and revenue from business licensing in each municipality. An average of 20 percent increase over the baseline in revenue generated from *Safayi* and business licensing in all target municipalities is targeted for option period three.

| Municipality | Baseline (USD) | LOP Target | Comments |
|---------------------------------------|----------------|------------|--|
| Average increase over baseline | | 20% | RU-S will report on the percentage increase in <i>Safayi</i> and business license revenue generated as a result of RU-S activities at the end of project implementation. |
| Kandahar City | \$480,920.71 | 20% | |
| Lashkar Gah | \$95,349.18 | 20% | |
| Zaranj | \$19,754.45 | 20% | |
| Tirin Kot | \$10,234.31 | 20% | |
| Qalat | \$7,369.86 | 20% | |
| Nili | \$3,609.71 | 20% | |

This sheet was last updated on: May 31, 2013

Notes: (1) The outcome "Percentage increase of 20 percent in revenue (over the base year) generated by target municipalities as a result of RAMP UP-South activities" from under Component 3 in the RU-S contract – Section C is incorporated directly into this outcome indicator. All target municipalities, will experience an increase in municipal revenue.

(2) The target is a conservative estimate based on the time it will take for municipalities to receive the full benefit of the increased collection of *safayi* tax. There will be a delay between the registration of parcels and the receipt of *safayi* tax by municipalities.

(3) During the scope modification exercise during Year 3, RU-S redefined the parameters of the revenue generation indicator to include only *safayi* and business licensing, which are the streams of revenue that RU-S activities primarily impact.

5. Output C1, C2, and C3: Number of target municipalities receiving RU-S assistance to improve their performance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: V |
|---|
| Indicator: Number of target municipalities receiving RU-S assistance to improve their performance |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization AND 2.4: Anti-corruption reforms |
| SLIN: 0001AA: Capacity building of GIRoA officials at the municipal level AND 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs AND 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 1: Increase the management capacity of the GIRoA municipalities; CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities; CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: The types of assistance that may be provided through the RU-S program to target municipalities will vary from one component to another. "Improve performance" means that the municipality has received assistance that will result in improved performance in terms of targeted municipal functions. Thus, any capacity building, planning, service implementation, goods or service provision are included under this indicator. A municipality will be counted in each reporting period in which it receives assistance that improves performance; however cumulative data will reflect only the total number of municipalities that have received assistance in the reporting period. |
| Unit of Measure: Number of municipalities |
| Disaggregation: Municipality, Component |
| Justification of Management Utility: This output level, operational indicator is a quick reference to ensure that program activities are taking place in all target municipalities per the RU-S work plan. Assistance includes technical assistance for planning or implementation of capacity building, service delivery, revenue generation or economic growth as well as the provision of goods and services. Narrative explanations in project reports will highlight the precise type of assistance provided to each of the targeted municipalities by each program component. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: The assistance provided to targeted municipalities, primary data source. Monthly RU-S reports – secondary data source |
| Data Collection Method: As component staff and subcontractor staff undertake program activities, they complete a variety of program documentation and deliverables, such as activity reports, activity trackers, timesheets, training attendance registers, training materials, purchase orders, and invoices. |
| Frequency and Timing of Data Collection: Monthly |
| Individual Responsible: Component implementation staff (For subcontract activities program component staff carry overall responsibility) |
| Data Collation Method: The monthly report provides a narrative of assistance being provided to the target municipalities. Quarterly reports are compiled containing a summary of data reported in the monthly reports relevant to the reporting quarter. The M&E Senior Manager provides a summary list of assistance by each component to target municipalities in monthly reports and collates data to the "RU-S M&E Tracker" |
| Frequency and Timing of Data Collation: Monthly reports are submitted by the 15 th day of the month following the reporting period. Quarterly reports are submitted by the end of the month following the reporting quarter |
| Individual Responsible: The M&E Senior Manager and the Communications and Reporting Manager submit monthly and quarterly reports to the COP. The COP or DCOP submits monthly and quarterly reports to Chemonics HO and USAID |
| Location of Data Storage: <ul style="list-style-type: none"> • Monthly Reports - Soft copies stored on the central server in the Reporting folder and hard copies are available in the M&E Senior Manager and Communications and Reporting Manager's office in Kabul; • Quarterly Reports - Soft copies stored on the central server in the Reporting files and hard copies are available in the M&E Senior Manager and Communications and Reporting Manager's office in Kabul. |
| Estimated cost of Data Acquisition: No additional cost to the project |
| DATA QUALITY ISSUES |

| Known Data Limitations and Significance: None | | | | |
|--|----------|-------------|------------|--|
| Actions Taken or Planned to Address Limitations: None | | | | |
| Date of initial Data Quality Assessment: July 2012 | | | | |
| Date of next Data Quality Assessment: June 2013 | | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: No further analysis conducted | | | | |
| Review of Data: M&E Senior Manager submits M&E narratives and data tables | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: This data is used as a quick check to manage component teams implementing in all target municipalities. | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no municipalities were receiving assistance from RU-S. The life of project target is 6 or implementation in each of the RU-S target municipalities. This target was met in year two by June 2012. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 6 | 6 | With additional funding available for option period three, projects will be expanded over the course of the year in target municipalities in accordance with USAID and municipal priorities. |
| Kandahar City | 0 | 1 | 1 | |
| Lashkar Gah | 0 | 1 | 1 | |
| Zaranj | 0 | 1 | 1 | |
| Tirin Kot | 0 | 1 | 1 | |
| Qalat | 0 | 1 | 1 | |
| Nili | 0 | 1 | 1 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| <p>Notes: (1) RU-S assistance to target municipalities is outlined in the Municipal Improvement Plans (MIP), which also contain the details of capital improvement plans for municipalities utilizing RU-S assistance. The indicators "Number of target municipalities that are implementing Municipal Improvement Plans (MIP) in the reporting period" and "Number of target municipalities that are implementing Capital Improvement Plans (CIP) in the reporting period" have therefore been removed as they were in fact replications of this indicator quantifying the number of municipalities receiving USG assistance through RU-S to improve performance.</p> <p>(2) RU-S aims to provide assistance to all target municipalities in every month of implementation in year three.</p> <p>(3) This indicator feeds directly into the USAID F indicator "Number of sub-national government entities receiving USG assistance that improve their performance"</p> | | | | |

6. Output C1, C2, and C3: Number of sustainable full time jobs created through RU-S support

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: VI |
|---|
| Indicator: Number of sustainable full time jobs created through RU-S support |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AA: Capacity building of GIRoA officials at the municipal level AND 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs AND 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 1: Increase the management capacity of the GIRoA municipalities; CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities; CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: A full time job is defined as a full time position either working directly for a target municipality, or for one of the Public Private Partnerships operating in conjunction with a target municipality, or for a contractor employed by a target municipality in service provision for the municipality. Additionally, jobs created include jobs initiated by RU-S for which mayoral/municipal approval has been obtained and where the municipality has agreed to assume responsibility for funding the position after RU-S support is no longer available. For gender and outreach, this may include newly created jobs in the private sector (for example, if a woman RU-S trains to run a salon opens her own business.) Once a position is counted as filled by RU-S, any replacement staff will not be counted towards this indicator. To classify as a full-time position, the position must at minimum entail a 5 day/week 8 hour/day work week, entitling the position holder to normal leave and pay for full time work. The term "sustainable" in the indicator entails that the job should have an anticipated duration of at least one year. |
| Unit of Measure: Number of full time jobs |
| Disaggregation: Municipality— <i>tashkeel</i> , job type, skilled or unskilled, gender |
| Justification of Management Utility: The provision of new municipal services initiated through RAMP UP-South assistance implies that new full time jobs will need to be created both at the municipal level and at the level of organizations providing contractual services to municipalities to ensure the sustainability of service provision. The creation of new processes within municipalities similarly implies the creation and filling of new positions including <i>Tashkeel</i> positions in the municipalities. Thus, a count of full time jobs created provides an indication of the sustainability of newly implemented services through RU-S support and is an indication of the lasting impact of RU-S beyond service provision on citizens in target municipalities. Employment also means more money is circulated in the municipality with a corresponding improvement in the lives of all citizens in target municipalities. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Individuals being offered full time jobs in target municipalities or organizations working with target municipalities through RU-S program activities - primary source. Hiring letters or <i>Full Time Jobs Created Report</i> – secondary data source |
| Data Collection Method: Newly employed individuals in target municipalities filling <i>Tashkeel</i> positions through C1 intervention will have signed contracts. MPC's will obtain municipal signatures on a <i>Full Time Jobs Created Report</i> as substantiating documentation for this indicator. Documentation will be provided in the month during which the individual accepts the full time position. The MPC's will be responsible for the collection and submission of signed <i>Full Time Jobs Created Report</i> . |
| Frequency and Timing of Data Collection: When the job offer is accepted by an individual |
| Individual Responsible: MPCs collect data which is verified by the relevant C1, C2, and C3 TLs and DTLs |
| Data Collation Method: C1, C2 and C3 TLs and DTLs submit signed ' <i>Full Time Jobs Created Report</i> ' to the M&E Department who collates data to the " <i>RU-S M&E Tracker</i> " and files documentation |
| Frequency and Timing of Data Collation: TLs and DTLs submit data to the M&E Department on a monthly basis |
| Individual Responsible: TLs and DTLs and M&E Senior Manager |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files |

| Hard copies stored in the M&E office in Kabul. | | | | |
|---|----------|------------|------------|--|
| DATA QUALITY ISSUES | | | | |
| Known Data Limitations and Significance: None | | | | |
| Actions Taken or Planned to Address Limitations: The ' <i>Full Time Jobs Created Report</i> ' has been put in place to account for all full time positions created through RU-S. Data will be reviewed by Municipal Program Coordinators, Component Team Leaders, provincial M&E managers and M&E Department staff. | | | | |
| Date of initial Data Quality Assessment: July 2012 | | | | |
| Date of next Data Quality Assessment: June 2013 | | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: Comparison across different activities in different municipalities | | | | |
| Review of Data: Review of data by Municipal Program Coordinators, Component Team Leaders, provincial M&E managers and M&E Department staff. | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Data provides a very good indication of the sustainability of service delivery activities in target municipalities. | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no full time jobs were created due to RU-S assistance. | | | | |
| Municipality | Baseline | Y11 Actual | LOP Target | Comments |
| Total | 0 | 172 | 260 | LOP target breakdown per municipality is based on the total number of full time jobs that need to be created in option period three to ensure 260 jobs are created over the life of the project. |
| Kandahar City | 0 | 128 | 144 | |
| Lashkar Gah | 0 | 0 | 48 | |
| Zaranj | 0 | 8 | 15 | |
| Tirin Kot | 0 | 14 | 18 | |
| Qalat | 0 | 20 | 27 | |
| Nili | 0 | 2 | 8 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| <p>Notes: (1) This was a new indicator in year two.</p> <p>(2) C1 targets are based on unfilled Tashkeel and contractor positions</p> <p>(3) C2 targets are based on the jobs that will need to be created in order to manage service delivery projects that are being implemented through the RU-S Program.</p> <p>(4) C3 targets are based on the number of jobs that will be created through PPPs, parcel registration and business licensing activities, and gender and outreach activities.</p> | | | | |

7. Output C1: Number of training curricula developed with RU-S assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: VII |
|--|
| Indicator: Number of training curriculums developed with RU-S assistance |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AA: Capacity building of GIRoA officials at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 1: Increase the management capacity of the GIRoA municipalities |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: A training curriculum is a complete set of documentation developed and required for the implementation of a training program. Training curriculum must meet all criteria specified in the “Approval of Curriculum” tool approved by Component 1. A training curriculum includes the following components 1) definition of the course objectives and learning outcomes 2) training materials by individual module 3) training schedule, and 4) presentations and handouts. Data for this indicator is counted and reported in the month during which training curriculums developed are approved by the CTL or DTL for use by the program. Following the approval of a training curriculum for use by the program, there may be further changes to that curriculum based on experience using the curriculum. Changes to any training curriculum will not allow the training curriculum to be counted as a new training curriculum. |
| Unit of Measure: Number of training curriculums |
| Disaggregation: Training Subject, Component |
| Justification of Management Utility: Because there is a need for capacity building throughout Afghanistan’s municipalities, and capacity building needs are to some extent generic, the quantification and collation of all training curriculums developed by RU-S make a lasting contribution to USAID efforts under SO6. Additionally, given that many of the services delivered through RU-S assistance will be used as best practice models and implemented in other municipalities in Afghanistan, training curriculums complement the training needs of municipalities for the effective and sustainable implementation of service delivery activities, allowing their re-use by other programs and thereby reducing costs in terms of training curriculum development for future programs. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Training curriculums developed – primary data source |
| Data Collection Method: The training curriculums will be stored in soft copy and printed in hard copy once they are finalized, approved for use, and submitted for quantification |
| Frequency and Timing of Data Collection: As training curriculums are finalized |
| Individual Responsible: C1 CTL and/or DTL |
| Data Collation Method: Finalized training curriculums will be submitted directly to the M&E department who will summarize data to the “RU-S M&E Tracker” and will keep files substantiating data at the Kabul office |
| Frequency and Timing of Data Collation: From the Component TL to the M&E department on a monthly basis |
| Individual Responsible: M&E Senior Manager |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files Hard copies are stored in the M&E department in Kabul |
| Estimated cost of Data Acquisition: There are no additional costs to be calculated |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: During the first year of implementation, development and evaluation of initial curricula was not conducted consistently. RU-S recognized the importance of incorporating an evaluation mechanism to determine progress of the training and curriculum. |
| Actions Taken or Planned to Address Limitations: Since the DQA, M&E staff have started to collect additional support documentation clarifying the means of evaluation to determine progress as additional support documentation for each training. |
| Date of initial Data Quality Assessment: July 2012 |
| Date of next Data Quality Assessment: June 2013 |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING |
| Data Analysis: None |

| Review of Data: C1 TL and DTL, M&E Senior Manager, DCOP, C2 and C3 TLs for the scheduling and review of training and materials as needed | | | | |
|---|----------|-------------|------------|--|
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Primary use of data will be to inform other components what training is ready to roll out in support to component activities. | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RUS implementation there were no training curricula developed by RU-S. The LOP target for this indicator is 52 curricula. | | | | |
| Indicator | Baseline | Y II Actual | LOP Target | Comments |
| Training Curricula | 0 | 38 | 52 | Training strategies developed will be used in all target municipalities as appropriate |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| Notes: This indicator was new for RU-S in year two. | | | | |

8. Output C1: Number of individuals trained with RU-S assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: VIII |
|---|
| Indicator: Number of individuals trained with RU-S assistance in the reporting period |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AA: Capacity building of GIRoA officials at the municipal level |
| RELATIONSHIP WITHIN RAMPUP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 1: Increase the management capacity of the GIRoA municipalities |
| Level of Indicator: Output |
| DESCRIPTION |
| <p>Definition: This indicator counts the number of individuals who have received training. Individuals' included in this count are the municipal employees, those who hold official <i>tashkeel</i> positions and those who are contracted by the municipality, as well as other individuals who interact with the municipality and are trained by RU-S. Training includes formal (classroom) training conducted over one or more days targeting a specific topic. For formal training, an individual will only be counted if it can be demonstrated that he/she attended 75% of the training. Training is reported in the month in which formal training is completed. Training also includes mentor (on-the-job) type training. Individuals will be reported in the month that the mentor determines that they have acquired the relevant skills for that training subject.</p> <p>Training data will be disaggregated to show the number of individuals who have been trained through formal training sessions and through the on-the-job trainings in different training areas. This means that the total data presented will not be equal to the sum of disaggregated data, as some individuals will receive both types of training, but are only counted once. Training data will be disaggregated by 'skilled', taken to mean professional-level training and 'unskilled', taken to mean labor-type training.</p> |
| Unit of Measure: Number of individuals |
| Disaggregation: Municipality, Training Type (formal training sessions vs. on-the-job trainings), Individual Type (municipal official/contractor/other), Level (skilled/unskilled), training subject, and gender |
| Justification of Management Utility: This indicator provides a direct measure of capacity building activities in target municipalities. Disaggregations allow management and other stakeholders to see (1) the program focus on building municipal operational capacity as well as building of municipal service delivery capacity (2) program focus on municipal skills and municipal service provider skills and (3) the type of skills that should be found in municipal staff going forward and can be brought to bear on future activities with target municipalities across a variety of donors and other stakeholders. Disaggregations will be tracked by the M&E team and reported as requested. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Individuals who receive formal training or mentor type training – primary data source. RU-S training attendance register – secondary data source |
| Data Collection Method: Individuals who participate in training will sign a “ <i>Training Attendance Register</i> ” noting attendance on each day of training. This Register includes personal information (name, gender, <i>Tazkira</i>), type of training (on-the-job or formal), the municipality, and attendance information. Individuals will be identified by <i>Tazkira</i> numbers. The trainer will be responsible for quality control on the “ <i>Training Attendance Register</i> .” |
| Frequency and Timing of Data Collection: At the end of each training, the form is completed and signed by the trainer, the DTL, and then finally the Senior M&E manager upon verification. The completed register is submitted monthly |
| Individual Responsible: The facilitator is responsible for submission of complete and accurate “ <i>Training Attendance Registers</i> ”. |
| Data Collation Method: Once the trainer submits the complete Training Attendance Register, and the C1 DTL verifies the data, the M&E Manager inputs all of the trainee information into the M&E Tracker to collate and verify the data, and ensure quality control. |
| Frequency and Timing of Data Collation: Monthly |
| Individual Responsible: C1 CTL and M&E department |
| Location of Data Storage: Original “ <i>RU-S Training Attendance Register</i> ” will be filed in hard and soft copy by the M&E department in the office in Kabul |
| Estimated cost of Data Acquisition: There are no additional costs to be calculated. |
| DATA QUALITY ISSUES |

| Known Data Limitations and Significance: Trainees may falsify data. Individuals may not have their <i>Tazkira</i> identification numbers or may record them incorrectly. Individuals are eligible to participate in multiple training; therefore, there is a possibility that trainees could be double counted. | | | | |
|--|----------|-------------|------------|---|
| Actions Taken or Planned to Address Limitations: The C1 Training Specialist will be required to visit each formal training session at least once and will be required to sign off on attendance registers. Monitoring activities will be the subject of monthly C1 team meetings. To manage ID numbers trainers will, whenever possible, verify them against original documents. Additionally, in order to ensure that trainees are not double counted, the M&E Manager will verify numbers and names prior to capturing them in the tracker and may consult with trainers verify any questions. | | | | |
| Date of initial Data Quality Assessment: July 2012 | | | | |
| Date of next Data Quality Assessment: June 2013 | | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: An analysis of the number of individuals trained will provide a measure of the municipal capacity to sustainably manage municipal service delivery. Training offered to non-municipal staff, students, and women will help develop their administrative and technical skill-set , increasing the likelihood that they may be hired into <i>Tashkeel</i> positions or by the municipality. | | | | |
| Review of Data: Data is reviewed by the M&E Senior Manager, C1 TL and DTL, DCOP and COP | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Data is used to determine what training needs remain to be met in target municipalities and what skills are available in the municipalities. It also allows evaluation of different skill requirements as well as the skills acquired in different municipalities. It will also allow an analysis of the trainings measured against the change in the MCI when this has been completed. | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RUS implementation no individuals were trained by RU-S. A cumulative target of 615 over the baseline score has been set for LOP. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 253 | 806 | There are no specific disaggregations for gender in the targets, however gender disaggregation will be reported as required |
| Kandahar City | 0 | 67 | 223 | |
| Lashkar Gah | 0 | 62 | 203 | |
| Zaranj | 0 | 59 | 147 | |
| Tirin Kot | 0 | 16 | 49 | |
| Qalat | 0 | 32 | 110 | |
| Nili | 0 | 17 | 74 | |
| This sheet was last updated on: May 31, 2013 | | | | |
| Notes: (1) This was a new indicator for year two. The indicator for year one only counted municipal officials trained. This number has been maintained within disaggregated data. However the currently presented indicator is a more accurate representation of RU-S activities in the capacity building area. (2) The RU-S training database is maintained by M&E staff in Kabul. (3) Targets are based on municipal employment data, including both currently filled and unfilled <i>Tashkeel</i> positions and contractor positions. (4) Note that no gender disaggregation has been provided for the target. In option period three, RU-S will continue to focus on the employment and training of women in target municipalities and thus, gender disaggregation will be reported as required. | | | | |

9. Output C1: Number of public awareness events held by targeted municipalities with RU-S assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: IX |
|--|
| Indicator: Number of public awareness events held by targeted municipalities with RU-S assistance |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AA: Capacity building of GIRoA officials at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 1: Increase the management capacity of the GIRoA municipalities |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: Public awareness events include any events that are designed to raise public awareness and trust in municipal activities. Such events are designed to increase public knowledge about municipal services and encourage behavior change in support of these services. “With RU-S assistance” refers to an event that is attributable to RAMP UP-South activities. Therefore, any event made possible by the provision of RU-S outreach-related trainings, outreach materials, or any other direct or indirect assistance given to the municipality to design or carry out public awareness events are included under this indicator. Events held in the reporting period will be reported in that reporting period with cumulative data. An event will never be completed more than once; therefore, data reported in monthly reports can be aggregated to quarterly and annual reports. |
| Unit of Measure: Number of events |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: This indicator counts the number of municipal events that are held as a result of RU-S assistance and is thus a measure of the effect of RU-S on expanding municipal outreach capacity. It is direct and relevant to program implementation in documenting municipality-driven events that are designed to improve citizen trust in, satisfaction with, buy in, and support of municipal service delivery initiatives. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Public awareness events held by the municipality – primary data source. Project completion reports– secondary data source |
| Data Collection Method: When an event is completed, the gender and outreach team will compile a project completion report. Supplemental documentation includes sign-in sheets, agenda, and/or photos, which should be collected when possible depending on the nature of the event. The project completion reports is completed by Gender and Outreach staff and submitted to the M&E department. In cases where there is no completion report, or when the completion report is delayed, the M&E department will accept invoices and/or other records of financial payment for the event from the finance department |
| Frequency and Timing of Data Collection: The project completion report is completed by the Gender and Outreach department and submitted to the M&E department for verification. |
| Individual Responsible: The Gender and Outreach Director is responsible for submission of complete and accurate project completion forms for each event. |
| Data Collation Method: The Gender and Outreach team submits completion reports to the M&E department who collates the data to the “ <i>RU-S M&E Tracker</i> ” |
| Frequency and Timing of Data Collation: The Gender and Outreach team submits data to the M&E department monthly |
| Individual Responsible: Gender and Outreach Directors; M&E Senior Manager |
| Location of Data Storage: Original completion reports will be in the M&E office in Kabul. Soft copies will be stored on the central shared server in the Monitoring & Evaluation files |
| Estimated cost of Data Acquisition: There are no additional costs to be calculated |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: Late submission of documentation |
| Actions Taken or Planned to Address Limitations: M&E department will send reminders to Gender and Outreach staff |
| Date of initial Data Quality Assessment: July 2012 |
| Date of next Data Quality Assessment: June 2013 |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING |

| Data Analysis: An analysis of the number of municipal events held, in conjunction with the number of outreach-related trainings provided to municipal staff, will supply a measure of the extent to which RU-S has successfully transferred outreach skills to municipal staff. An analysis of the number of public awareness events held by target municipalities also provides a measure of a municipality's capacity to design and implement public awareness campaigns | | | |
|---|----------|------------|---|
| Review of Data: Data is reviewed by the Gender and Outreach Director, M&E Manager, DCOP and COP | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | |
| Frequency of Reporting: Monthly | | | |
| Using Data: Data is used to determine what public communication needs remain to be met in target municipalities and to what extent RU-S has built the capacity of the six target municipalities to expand citizen outreach and raise public awareness and trust in municipal activities | | | |
| BASELINES AND TARGETS | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no public awareness communication events were tracked by targeted municipalities with RU-S assistance. | | | |
| Municipality | Baseline | LOP Target | Comments |
| Total | 0 | 60 | Public awareness events include open-meetings, events, workshops, and forums so citizens can engage directly with their local government. This indicator also measures all public awareness events organized specifically for women as defined by indicator 1.7. <i>Number of public awareness events organized specifically for women with RAMP UP-South assistance.</i> |
| Kandahar City | 0 | 13 | |
| Lashkar Gah | 0 | 11 | |
| Zaranj | 0 | 8 | |
| Tirin Kot | 0 | 8 | |
| Qalat | 0 | 11 | |
| Nili | 0 | 9 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | |
| Notes: (1) This was a new indicator for year three. We began measuring this indicator as of January 1, 2013. | | | |

10. Output C1: Number of public awareness events organized specifically for women with RAMP UP-South assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: X |
|---|
| Indicator: Number of public awareness events organized specifically for women with RAMP UP-South assistance. |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AA: Capacity building of GIRoA officials at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 1: Increase the management capacity of the GIRoA municipalities |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: This sub-indicator of indicator <i>1.6 Number of public awareness events held by targeted municipalities with RU-S assistance</i> measures the number of municipal public awareness events organized for women which are focused on enhancing women’s engagement in public life and designed to increase public knowledge about municipal services. Such events are “With RU-S assistance” refers to an event that is attributable to RAMP UP-South activities. Therefore, any event made possible by the provision of RU-S outreach-related trainings, outreach materials, or any other direct or indirect assistance given to the municipality to design or carry out public awareness events targeted specifically for women are included under this indicator. The aim of the events are to address cultural barriers that inhibit women’s full participation, highlight women’s rights, raise awareness in women about ways they can contribute to government decision-making, and help municipalities recognize holidays that acknowledge contributions made by women, such as mother’s day and international women’s day. The target for this sub-indicator, (22), is based on expanded citizen outreach efforts aimed at institutionalizing mechanisms that enable the government to directly engage women and, in turn, increase their trust in municipal services. Events held in the reporting period will be reported in that reporting period with cumulative data. An event will never be completed more than once; therefore, data reported in monthly reports can be aggregated to quarterly and annual reports. |
| Unit of Measure: Number of women-specific events |
| Disaggregation: Province, Municipality, Gender |
| Justification of Management Utility: This indicator counts the number of municipal events organized specifically for women |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Public awareness events for women held by the municipality – primary data source. Project completion reports– secondary data source |
| Data Collection Method: When an event is completed, the gender and outreach team will compile a completion report. Supplemental documentation includes sign-in sheets, agenda, and/or photos, which should be collected when possible depending on the nature of the event. The completion reports is completed by Gender and Outreach staff and submitted to the M&E department. In cases where there is no completion report, or when the completion report is delayed, the M&E department will accept invoices and/or other records of financial payment for the event from the finance department |
| Frequency and Timing of Data Collection: The project completion report is completed by the Gender and Outreach department and submitted to the M&E department for verification. |
| Individual Responsible: The Gender and Outreach Director is responsible for submission of complete and accurate project completion forms for each event. |
| Data Collation Method: The Gender and Outreach team submits completion reports to the M&E department who collates the data to the “ <i>RU-S M&E Tracker</i> ” |
| Frequency and Timing of Data Collation: The Gender and Outreach team submits data to the M&E department monthly |
| Individual Responsible: Gender and Outreach Directors; M&E Senior Manager |
| Location of Data Storage: Original completion reports will be in the M&E office in Kabul. Soft copies will be stored on the central shared server in the Monitoring & Evaluation files |
| Estimated cost of Data Acquisition: There are no additional costs to be calculated |
| DATA QUALITY ISSUES |

| Known Data Limitations and Significance: Late submission of documentation | | | |
|--|----------|------------|---|
| Actions Taken or Planned to Address Limitations: M&E department will send reminders to Gender and Outreach staff | | | |
| Date of initial Data Quality Assessment: July 2012 | | | |
| Date of next Data Quality Assessment: June 2013 | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | |
| Data Analysis: An analysis of the number of municipal events held, in conjunction with the number of outreach-related trainings provided to municipal staff, will supply a measure of the extent to which RU-S has successfully transferred outreach skills to municipal staff. An analysis of the number of public awareness events organized specifically for women held by target municipalities also provides a measure of a municipality's capacity to design and implement public awareness campaigns targeted at hard to reach segments of the population. | | | |
| Review of Data: Data is reviewed by the Gender and Outreach Director, M&E Manager, DCOP and COP | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | |
| Frequency of Reporting: Monthly | | | |
| Using Data: Data is used to determine what public communication and outreach needs remain to be met in target municipalities in order to prioritize women's participation in public life and to what extent RU-S has built the capacity of the six target municipalities to expand outreach, raise public awareness, and build trust in municipal activities amongst the female population. | | | |
| BASELINES AND TARGETS | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no public awareness events organized specifically for women were tracked by targeted municipalities. | | | |
| Municipality | Baseline | LOP Target | Comments |
| Total | 0 | 22 | Public awareness events organized specifically for women include open-meetings, events, workshops, and forums, which provide an opportunity for women to directly engage with their local government. |
| Kandahar City | 0 | 4 | |
| Lashkar Gah | 0 | 4 | |
| Zaranj | 0 | 4 | |
| Tirin Kot | 0 | 2 | |
| Qalat | 0 | 4 | |
| Nili | 0 | 4 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | |
| Notes: (1) This is a new sub-indicator for option period three and we are counting public awareness events organized specifically for women with RU-S assistance as of January 1, 2013. | | | |

11. Output C2 and C3: Number of workdays provided as a direct result of RU-S activities

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XI |
|--|
| Indicator: Number of workdays provided as a direct result of RU-S activities |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs AND 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities; CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| <p>Definition: A workday is defined as a full eight hour day of work for which an individual receives pay. When a person works less than eight hours, their time is calculated as a percentage of a day. For example, a person who works for two hours of manual labor is classified as having carried out .25 days of work. "As a direct result of RU-S activities" means that the workday was created directly through a RU-S activity and that the individual was employed directly on the activity and paid by RU-S or through a RU-S subcontract. Workdays are disaggregated by workdays for skilled and unskilled labor. Where possible, all labor will be sourced from the citizens of target municipalities. Workdays will be reported in the reporting period during which the activity was completed.</p> |
| Unit of Measure: Number of workdays |
| Disaggregation: Province, Municipality, Component, Labor Type (skilled/unskilled) |
| Justification of Management Utility: This indicator measures the number of workdays provided directly through RU-S activities. Workdays relates to income generation for citizens in target municipalities and thus impacts on the perception of citizens regarding target municipalities. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: The activities conducted by RU-S staff and subcontractors that result in days of employment for individuals in the target municipalities are a primary source of data. Reports from contractors engaged to implement projects or the <i>Workdays Report</i> are considered secondary sources |
| <p>Data Collection Method: Completion reports highlighted under the "Number of municipal service delivery projects completed with USG assistance during the reporting period" indicator will contain data relating to the employment of staff by activity. This data will be verified by timesheets in the case of direct implementation and subcontractor implemented projects—a subcontractor deliverable requirement.</p> <p>In the past, there have been cases where the subcontractor did not provide workdays on the completion report and the C2 or C3 TL completed the <i>Workdays Report</i> which provides an estimate of the number of skilled and unskilled workers required to complete the project and the average number of days that each type of worker has worked on the project. These estimations were based on the budgets provided for the project, monthly, weekly, and final reports provided by the subcontractor and the engineers' knowledge of the number of workers and time required to complete the project.</p> |
| Frequency and Timing of Data Collection: Data is collected as service delivery activities are completed in target municipalities |
| Individual Responsible: For contract and subcontract activities, municipal program coordinators have overall responsibility for collecting the attendance sheets and component leaders and deputy team leaders are tasked with validating and compiling of the <i>Workdays Reports</i> . Additionally, C2 and C3 TLs are responsible for completing the <i>Workdays Report</i> in cases where the report does not contain the requisite backup documentation and providing appropriate documentation as necessary to support number of workdays determined. |
| Data Collation Method: C2 and C3 TLs and DTLs submit completion reports and/or ' <i>Workdays Report</i> ' to the M&E department who collates data to the " <i>RU-S M&E Tracker</i> " and files documentation |
| Frequency and Timing of Data Collation: TLs and DTLs submit data to the M&E department monthly |
| Individual Responsible: C2 and C3 TLs and DTLs and M&E department |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files |

| Hard copies stored in the M&E department office in Kabul | | | | |
|---|----------|----------------|----------------|--|
| Estimated cost of Data Acquisition: The cost of data acquisition is built into the program costs. There are no additional costs to be calculated | | | | |
| DATA QUALITY ISSUES | | | | |
| Known Data Limitations and Significance: Program documentation is subject to a thorough verification process, this is particularly true of purchase orders, subcontracts, subcontractor reports or any activity that requires payment through the RU-S finance department. Data being reported in the month during which projects are completed means that there will be a slight delay in reporting of actual days worked where projects have a duration of more than one month. | | | | |
| Actions Taken or Planned to Address Limitations: Review of data by Municipal Program Coordinators, component TLs and DTLs as well as by the finance department prior to payment of invoices. The enhanced data quality resulting from the administrative quality control processes justifies the slight delay in reporting of data. | | | | |
| Date of initial Data Quality Assessment: July 2012 | | | | |
| Date of next Data Quality Assessment: June 2013 | | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: Comparison across different activities in different municipalities | | | | |
| Review of Data: Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E department staff | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Analysis of number of workdays is used to compare LOE in service delivery and revenue generation activities. | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no workdays due to RU-S were possible. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 116,476 | 216,250 | Workdays are collected for both component 2 and component 3 activities. However, the target represents the cumulative total of workdays as a direct result of workdays across both components. The total number of workdays can be disaggregated by component as needed. |
| Kandahar City | 0 | 78,720 | 136,000 | |
| Lashkar Gah | 0 | 8,824 | 19,500 | |
| Zaranj | 0 | 7,042 | 12,750 | |
| Tirin Kot | 0 | 9,067 | 20,000 | |
| Qalat | 0 | 9,572 | 15,500 | |
| Nili | 0 | 3,251 | 12,500 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| Notes: (1) During year one this indicator related only to work days created under C2, however workdays are also created under C3 and should be reported. Also, while disaggregation by gender is desirable, it has been determined that there are very few women who are engaged in the types of work allowed for under these activities and thus there is no specific gender based target. If any women are employed, the gender disaggregation will be reported. (2) Targets are based on the estimated LOE required to accomplish projects that are in the RU-S work plan for option period three. | | | | |

12. Output C1, C2, and C3: Number of municipal service delivery projects completed with RU-S assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XII |
|---|
| Indicator: Number of municipal service delivery projects completed with RU-S assistance |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 1: Increase the management capacity of the GIRoA municipalities; CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities; and CLIN 3: Increase municipalities’ capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| <p>Definition: Municipal service delivery projects include any RU-S activities that provide a service to municipal citizens. Only projects completed in the reporting period will be counted in the reporting period. A project will never be completed more than once; data reported in monthly reports can therefore be aggregated to quarterly and annual reports. Service delivery is an ongoing activity meaning that some activities are never completed (e.g. Solid Waste Management). The activity will thus be considered completed when the systems, equipment, processes and maintenance facilities to successfully implement the activity have been put in place. It is important to note that the SWM program and Integrated Financial Management Systems (IFMS) are anchor projects inclusive of a number of smaller projects such as the transitional waste accumulation site and the business licensing and waste collection pilot project in Shahjoy, which are significant high cost and high LOE items that warrant individual quantification.</p> |
| Unit of Measure: Number of service delivery projects |
| Disaggregation: Province, Municipality, Component |
| Justification of Management Utility: This indicator provides a count of municipal services that are in place as a result of RU-S implementation and thus measures the effect of RU-S on municipal service delivery. It is direct and relevant to program implementation. Service delivery in the context provided includes activities under CLINs 2 and 3. While CLIN 2 focuses on direct service provision, CLIN 1 and CLIN 3 focus on the provision of services to citizens that are less tangible, but no less important. For example, the provision of a parcel registration database serves the communities by ensuring that the municipality is able to collect <i>Safayi</i> tax, which in turn enables the municipality to fund direct service provision such as solid waste removal. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: The activities conducted by RU-S staff and sub-contractors that result in a service provided to target municipalities – primary data source. Project completion reports – secondary data source |
| <p>Data Collection Method: As component staff and subcontractor staff undertake program activities they complete a variety of program documentation. When an activity is complete, the component or subcontractors staff compile a completion report. Other program documents include component activity trackers, activity reports, timesheets, training attendance registers, mentor documentation, training materials, purchase orders, invoices, etc., which are used as verification for the completion report. The completion reports are either completed by the implementation staff or in the case of subcontractor reports, are verified by the implementation staff. These reports are submitted to the DTLs and reviewed by the TLs.</p> <p>In cases where the completion report is delayed, the M&E department will accept notes from the GSC department on which component team leader or deputy has approved the final payment and accepted the final deliverables for the project.</p> |
| Frequency and Timing of Data Collection: Data is collected as service delivery activities are completed in target municipalities, or as final deliverables on projects are accepted by C1, C2, and C3 TLs and DTLs. |
| Individual Responsible: For contract and subcontract activities, program component staff carry overall responsibility for compiling completion reports. The C1, C2, and C3 TLs and DTLs are responsible for verifying the data in the completion reports and signing off on acceptance of final deliverables. |
| Data Collation Method: C1, C2, and C3 TLs and DTLs submit completion reports/acceptance of final deliverables to the M&E department who collates data to the “ <i>RU-S M&E Tracker</i> ” and files documentation |

| Frequency and Timing of Data Collation: TLs and DTLs submit data to the M&E department monthly | | | | |
|--|----------|-------------|------------|--|
| Individual Responsible: C1, C2, and C3 TLs and DTLs and M&E Senior Manager | | | | |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files Hard copies stored in the M&E Director office in Kabul | | | | |
| Estimated cost of Data Acquisition: The cost of data acquisition is built into the program costs. There are no additional costs to be calculated. | | | | |
| DATA QUALITY ISSUES | | | | |
| Known Data Limitations and Significance: Program documentation is subject to a thorough verification process. This is particularly true of purchase orders, subcontracts, subcontractor reports or any activity that requires payment through the RU-S GSC and finance departments. | | | | |
| Actions Taken or Planned to Address Limitations: Data is reviewed by Municipal Program Coordinators, Component Deputy and Team Leaders, and the M&E Senior Manager and M&E staff. | | | | |
| Date of initial Data Quality Assessment: July 2012 | | | | |
| Date of next Data Quality Assessment: June 2013 | | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: Analysis of what activities have been completed in which target municipalities. No further analysis required | | | | |
| Review of Data: M&E Senior Manager submits M&E narratives and data tables | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Data is used to ensure that the program as a whole remains on an approved implementation schedule as well as to ascertain what services are being provided in which of the target municipalities | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no service delivery projects due to RU-S were possible. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 51 | 92 | The number of municipal service delivery projects implemented with RU-S assistance is collected primarily upon completion of projects under all three components. However, the target represents the cumulative total of service delivery projects completed under these components. |
| Kandahar City | 0 | 9 | 19 | |
| Lashkar Gah | 0 | 8 | 16 | |
| Zaranj | 0 | 16 | 21 | |
| Tirin Kot | 0 | 7 | 13 | |
| Qalat | 0 | 5 | 10 | |
| Nili | 0 | 6 | 13 | |
| This sheet was last updated on: May 31, 2013 | | | | |
| Notes: (1) During year one there was some confusion regarding what was being counted under this indicator. In some instances, projects underway were counted, while others only counted completed projects. In year two, we sought to retain the essence of the indicator, but to provide a clear distinction between activities underway (which are reported under assistance to target municipalities) and completed projects, and to define what completed means for RU-S. (2) During year one only C2 contributed to this indicator. Under the option period two and option period three PMPs, C1 and C3 activities were counted in this indicator as the activities under these components are in fact services provided to municipal citizens as justified under the definition in the PIRS. However, C1 activities will remain primarily focused on training; therefore, there are a limited number of C1 projects that would fall under this indicator which include the establishment of citizen services desks and the municipal training centers. | | | | |

13. Output C2: Number of environmental compliance visits conducted to RU-S project sites

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XIII |
|---|
| Indicator: Number of environmental compliance visits conducted at RU-S project sites |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities |
| Level of Indicator: Output |
| DESCRIPTION |
| <p>Definition: Environmental compliance (EC) visits are conducted for C2 project sites before, during, and after project activities commence. During the visit the environmental compliance specialist conducts one of three types of EC assessments. An EC assessment can be three different types (See below). Each is counted as an individual assessment in the database, for a total of three assessments per project site.</p> <p>1) Compliance Monitoring – Prior to the start of a project. Collection of office data on the incorporation of environmental compliance language in RFPs and contracting documents, conducting training courses for environmental compliance capacity building, conducting environmental screening for all program activities, and preparation of environmental compliance documentation, i.e. environmental reviews reports (ERRs) and environmental mitigation and monitoring plans (EMMPs).</p> <p>2) Mitigation Monitoring – During project implementation. Collection of data for monitoring the status of implementation and performance of recommended adverse environmental impact mitigation measures at project sites during project implementation and management phases, and frequency of field visits for data collection.</p> <p>3) Environmental Change Monitoring – After project implementation is complete. Collection of data for monitoring the status of environmental quality, as influenced by the implemented measures for mitigation of adverse environmental impacts during the project implementation and management phases, using changes in the observable environmental indicators (e.g. vegetation ground cover, presence or absence of soil erosion features, absence of scattered solid waste, etc).</p> <p>Environmental compliance assessments include the completion of a checklist to ensure that environmental concerns raised in the initial Environmental Compliance Report are addressed. Checklists are designed as assessments are conducted. Assessments will be completed by completing a checklist supplied by the Environmental Compliance specialist and will result in either a green, orange, or red status. No project will be allowed to continue to the next stage until it passes the environmental compliance assessment.</p> |
| Unit of Measure: Number of EC assessments |
| Disaggregation: Province, municipality, environmental compliance assessment type, assessment status |
| Justification of Management Utility: This indicator quantifies the number of EC assessments undertaken by program staff to monitor environmental compliance in accordance with USAID requirements. Results of the indicator provide program management with definite information regarding the degree of attention being paid to environmental compliance issues as requested by USAID. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: The activities conducted by C2 RU-S staff and subcontractors are the primary source of the information. EC assessment checklists are the secondary source of data. |
| Data Collection Method: EC staff will conduct EC assessments at relevant stages for each C2 project being implemented by the RU-S program. Completed assessments will be delivered to the EC Specialist for verification |
| Frequency and Timing of Data Collection: Once at the start, once during, and once at the end of each project implemented under C2 |
| Individual Responsible: Environmental Compliance Specialist, Short-term Technical Advisors (STTAs) and M&E department |
| Data Collation Method: EC Specialist submits verified assessments to the M&E Senior Manager who collates results to the 'RU-S M&E Tracker' and files assessment documents. |

| Frequency and Timing of Data Collation: EC Specialist submits verified assessments to the Senior M&E Manager monthly | | | | |
|---|----------|-------------|------------|----------|
| Individual Responsible: EC Specialist and M&E Senior Manager, STTA | | | | |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files. Hard copies stored in the M&E office in Kabul | | | | |
| Estimated cost of Data Acquisition: The cost of data acquisition is built into program costs. There are no additional costs to be calculated. | | | | |
| DATA QUALITY ISSUES | | | | |
| Known Data Limitations and Significance: Limited knowledge of environmental compliance issues among M&E staff and environmental compliance local national staff may result in faulty assessments | | | | |
| Actions Taken or Planned to Address Limitations: STTA will provide training on environmental compliance to all staff to the extent possible | | | | |
| Date of initial Data Quality Assessment: July 2012 | | | | |
| Date of next Data Quality Assessment: June 2013 | | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: Comparison across different activities in different municipalities | | | | |
| Review of Data: Review of data by EC Specialist, Municipal Program Coordinators, Component Team Leaders, STTA, and M&E department | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data : Analysis of findings will indicate the attention to issues of environmental compliance in relevant project activities | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no EC assessments of RU-S projects were possible. A target of 120 assessments over the baseline is set for option period three. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 63 | 120 | |
| Kandahar City | 0 | 12 | 25 | |
| Lashkar Gah | 0 | 14 | 21 | |
| Zaranj | 0 | 13 | 18 | |
| Tirin Kot | 0 | 10 | 22 | |
| Qalat | 0 | 7 | 14 | |
| Nili | 0 | 7 | 20 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| Notes: (1) This was a new indicator in year two in direct response to requests from USAID to incorporate Environmental compliance issues into the RU-S Program PMP. (2) Targets are based on the number of compliance visits and corresponding assessments anticipated for different C2 projects in the work plan | | | | |

14. Output C2 and C3: Number of Public Private Partnerships (PPP) established with RU-S support

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|--|
| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XIV |
| Indicator: Number of Public Private Partnerships (PPP) established with RU-S support |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities; and CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: This indicator counts the number of PPPs established in target municipalities with RU-S support. A PPP is a partnership between a private enterprise and a public organization that functions to the mutual benefit of both organizations. A PPP will be considered established once the RU-S program has assisted with the signing of MOU's or other suitable contracts between the municipality and the private enterprise and the private enterprise has available the requisite resources to fill the mandate specified in the contract. PPPs are reported in the reporting period during which they are established alongside cumulative data. |
| Unit of Measure: Number of PPPs |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: RU-S has a mandate to assist target municipalities to enable, support and sustain economic growth. PPPs are an essential and integrated feature of municipal economic growth. Not only do PPPs provide services to the local government but also to the citizens of the municipality. The PPP also assists with generating income for the municipality. PPPs reduce the service provision responsibility of the municipality. This indicator is a direct effect of RU-S implementation and assistance to target municipalities. It is a measure that indicates the sustainability of municipal service delivery. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: The successful implementation of a PPP is the primary source. The MOU or other contract laying out the obligations and responsibilities of the private enterprise and municipality with respect to the PPP are the secondary sources of data. |
| Data Collection Method: When MOUs are signed copies will be obtained by implementation staff |
| Frequency and Timing of Data Collection: When the contract or MOU is signed |
| Individual Responsible: PPP implementation staff. In most cases this will be the MPC, who will work closely with the component 3 TL in the municipality where the PPP is being established |
| Individual Responsible: MPCs and C3 TL |
| Data Collation Method: MPC submits MOU or contract to the C3 TL who verifies and submits documents to the M&E department who collates data to the "RU-S M&E Tracker" and files documentation |
| Frequency and Timing of Data Collation: Contract or MOU is submitted to the C3 TL by the 1 st day of the new month. The C3 TL sends the data to the M&E department monthly |
| Individual Responsible: C3 TL and M&E Senior Manager |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files. Hard copies stored in the M&E office in Kabul. |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: Late submission of documentation |
| Actions Taken or Planned to Address Limitations: Reminder e-mails will be submitted to the C3 TL |
| Date of initial Data Quality Assessment: July 2012 |

| Date of next Data Quality Assessment: June 2013 | | | | |
|---|-----------------|--------------------|-------------------|-----------------|
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: N/A | | | | |
| Review of Data: Review of data by Municipal Program Coordinators, Component Team Leaders, and M&E Senior Manager | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Provides information regarding the establishment of PPPs in target municipalities | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RUS implementation no PPPs existed in target municipalities due to RU-S intervention. One PPP was implemented in year two, and an additional three PPPs are expected to be implemented by the end of the project March 31, 2014, bringing the LOP target to four PPPs over the baseline. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 1 | 4 | |
| Kandahar City | 0 | 0 | 0 | |
| Lashkar Gah | 0 | 0 | 1 | |
| Zaranj | 0 | 0 | 1 | |
| Tirin Kot | 0 | 0 | 0 | |
| Qalat | 0 | 1 | 1 | |
| Nili | 0 | 0 | 1 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| Notes: (1) The outcome "At least two thirds of partner municipalities have initiated at least one public-private partnership" from under Component 3 in the RU-S contract – Section C is incorporated directly into this outcome indicator and the program anticipates that 2/3rds of targeted municipalities will have one PPP implemented by the end of option period three. | | | | |

15. Output C3: Number of Integrated Financial Management Systems IFMS modules implemented in target municipalities

| |
|--|
| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XV |
| Indicator: Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 3: Increase municipalities’ capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| <p>Definition: This indicator counts the number of IFMS modules implemented by target municipalities during the reporting period. Implemented means that the municipality has all aspects of the individual modules installed and operating in the municipality. The six modules of the IFMS that are being implemented with RU-S assistance and that will be demonstrated to be operating at the municipal level include the following:</p> <ol style="list-style-type: none"> 1) Accounting 2) Budgeting 3) Parcel registration 4) Business Licensing 5) Payroll 6) Revenue <p>A module will be considered to be implemented once reports from all modules for the reporting period can be generated on the IFMS. The IFMS includes the entire information technology infrastructure required to operate the IFMS.</p> |
| Unit of Measure: Number of modules implemented |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: These systems are a prerequisite for the implementation of performance based financial planning systems and are required for the adequate management of revenues generated. Additionally, IFMS represent significant additional capacity in target municipalities. Full implementation of all modules in all target municipalities was completed during year three of project implementation. Progress towards achievement of this indicator will be reported in each monthly and quarterly report. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: RU-S implementation staff working with target municipalities to implement IFMS – primary source. C3 verification coversheet with copy of report generated directly from IFMS demonstrating that the modules are operational – secondary source |
| Data Collection Method: At month end RU-S employees will assist municipal staff to generate requisite reports demonstrating that individual modules of IFMS are operational. At least one IFMS report will be submitted to the C3 DTL and reviewed by TL each month for verification. |
| Frequency and Timing of Data Collection: Data for the preceding reporting period will be drawn from the system and submitted to the C3 DTL monthly |
| Individual Responsible: C3 DTL and TL |
| Data Collation Method: Reports are submitted to the M&E department who collates data to the “ <i>RU-S M&E Tracker</i> ” and files documentation. |
| Frequency and Timing of Data Collation: After reviewing the DTL’s report and cross-checking the data, the C3 TL submits reports to the M&E department monthly |
| Individual Responsible: C3 TL and M&E Senior Manager |

| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files Hard copies stored in the M&E office in Kabul. | | | | |
|--|----------|-------------|------------|----------|
| DATA QUALITY ISSUES | | | | |
| Known Data Limitations and Significance: Timely acquisition of reports will be challenging | | | | |
| Actions Taken or Planned to Address Limitations: Reminder e-mails will be delivered to the C3 TL | | | | |
| Date of initial Data Quality Assessment: July 2012 | | | | |
| Date of next Data Quality Assessment: June 2013 | | | | |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: Analysis will involve a comparison of different activities across the target municipalities. An analysis of the training of municipal officials compared with the modules of the IFMS implemented will provide a measure of the municipal capacity to operate and institutionalize the individual modules of the IFMS | | | | |
| Review of Data: Review of data by Municipal Program Coordinators, Component Team Leaders, and M&E Senior Manager | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Data provides a good indication of the sustainable assistance provided to target municipalities by RU-S | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation target municipalities were using manual systems for recording the data now collected in the IFMS. A cumulative total of 36 IFMS modules were implemented by the end of project year three. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 24 | 36 | |
| Kandahar City | 0 | 4 | 6 | |
| Lashkar Gah | 0 | 5 | 6 | |
| Zaranj | 0 | 3 | 6 | |
| Tirin Kot | 0 | 4 | 6 | |
| Qalat | 0 | 4 | 6 | |
| Nili | 0 | 4 | 6 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| <p>Notes: (1) This indicator originates with the Outcomes “At least two-thirds of selected municipalities have functioning performance budgeting systems” and “At least two thirds of selected municipalities modernize their accounting procedures through computerization, increased access to information technology and/or inventory procedures institute” under Component 1 in the RU-S contract – Section C. The presence of a system or access to information systems is not an outcome (the direct effect of having achieved the necessary outputs) but an output (immediate, direct, tangible result of implementing program activities). Additionally, work on this output takes place under Component 3. In year two of program implementation this indicator was moved to its correct placement in the RU-S Results framework as reflected in this document.</p> <p>(2) The indicator has been revised to report modules implemented in target municipalities on the understanding that when the target is reached, all municipalities will have IFMS implemented. Structured this way, the indicator provides both program management and donors with a better indication of the progress of activities towards the presence of functioning IFMS in target municipalities.</p> <p>(3) At the end of the 3rd year of program implementation (June 2013), this indicator will feed into the USAID PMP Indicator “Number of government programs whose budgets are administered and accounted for in the prior year.”</p> | | | | |

16. Output C3: Number of parcels registered with RU-S assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XVI |
|---|
| Indicator: Number of parcels registered with RU-S assistance |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 3: Increase municipalities’ capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: This indicator counts the number of parcels registered in the parcel registration module of IFMS in target municipalities with RU-S assistance during the reporting period. A parcel of land is a geographically defined piece of land. Registered means that the pertinent details regarding each piece of land have been recorded in the land registration system. This indicator is simple to measure as it requires the generation of a single report from each of the target municipality’s IFMS parcel registration modules on the last day of each calendar month. Parcel registered during the reporting period will be reported in that reporting period disaggregated by municipality. |
| Unit of Measure: Number of parcels |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: Parcel registration is a direct result of the activity of RU-S implementation staff. Each parcel of land registered generates <i>Safayi</i> tax for the municipality. The number of parcels registered thus has a direct bearing on the revenue generation potential of the municipality as a result of RU-S interventions. Additionally, monitoring the number of parcels registered enables program management to ensure that the program remains on track to meet the targets for value of revenue generated and percentage increase in revenue. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Individuals capturing parcel registration details into the parcel registration system – primary source. Reports from the IFMS – secondary source |
| Data Collection Method: At the end of each month a report from the parcel registration system will be generated indicating the number of parcels registered in the system during the month. Workdays reports/daily timesheets for parcel surveyors will also be collected for verification purposes. Note that RU-S will also separately track the number of parcels surveyed, but not yet entered into the IFMS system. |
| Frequency and Timing of Data Collection: Reports will be generated on the first day of the new month |
| Individual Responsible: C3 DTL and TL |
| Data Collation Method: After reviewing the backup documentation, the C3 TL will submit the parcel print out from IFMS and the verified workdays to the M&E department who collates data to the “ <i>RU-S M&E Tracker</i> ” and files documentation |
| Frequency and Timing of Data Collation: C3 TL submits data to the M&E department monthly |
| Individual Responsible: C3 DTL and TL and M&E Senior Manager |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files. Hard copies stored in the M&E office in Kabul. |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: none |
| Actions Taken or Planned to Address Limitations: Data originating from the parcel registration system is highly reliable as reports can be printed such that only registered parcels will appear on the report |
| Date of initial Data Quality Assessment: July 2012 |
| Date of next Data Quality Assessment: June 2013 |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING |

| Data Analysis: Comparison across different municipalities | | | | |
|---|----------|---------------|----------------|---|
| Review of Data: Review of data by Municipal Program Coordinators, C3 Deputy and Component Team Leaders, and M&E department | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Data provides a good indication of the revenue generating potential of municipalities | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no parcel registration databases existed in the target municipalities and therefore parcels were not counted. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 12,280 | 156,780 | The LOP target also includes parcels that were surveyed by CERP and UN Habitat. These surveyed parcels were then verified and registered in the IFMS. |
| Kandahar City | 0 | 8,592 | 88,610 | |
| Lashkar Gah | 0 | 0 | 30,500 | |
| Zaranj | 0 | 492 | 25,500 | |
| Tirin Kot | 0 | 155 | 3,400 | |
| Qalat | 0 | 3,041 | 5,150 | |
| Nili | 0 | 0 | 3,620 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| <p>Notes: (1) This was a new indicator in year two of RU-S implementation</p> <p>(2) Note that RU-S will separately track the number of parcels surveyed, but not yet entered into the IFMS system. Because parcels are surveyed first and then entered in the IFMS system, RU-S will track the status of parcels at both stages.</p> <p>(3) Initial target totals for all municipalities were based on estimates provided by the mayors. The mayor's estimates were often inaccurate due to undefined municipal boundaries and a lack of parcel survey data to support their estimates.</p> | | | | |

17. Output C3: Number of parcels surveyed with RU-S assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XVII |
|--|
| Indicator: Number of parcels surveyed with RU-S assistance |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 3: Increase municipalities’ capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: This indicator counts the number of parcels surveyed prior to being registered through the parcel registration system in target municipalities. A parcel of land is a geographically defined piece of land. Surveyed means that a parcel registration team has visited the relevant property and collected all pertinent details required for the land to be registered with the municipality. This indicator is measured through the generation of IFMS reports on the number of parcels surveyed in each target municipality during the reporting period. |
| Unit of Measure: Number of parcels |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: Parcel registration is a direct result of the activity of RU-S implementation staff. Each parcel of land needs to be appropriately surveyed prior to being entered in the IFMS system and registered with the municipality. Surveyors will collect such information as the location and size of the property, as well as information on the land owner. Once registered, each parcel of land generates <i>Safayi</i> tax for the municipality. The number of parcels surveyed thus has a direct bearing on the number of parcels registered and thus, the revenue generation potential of the municipality as a result of RU-S interventions. Additionally, because of the administrative lag time between surveying and registering land parcels into the system, monitoring the number of parcels surveyed enables program management to ensure that the program remains on track to meet the targets for value of revenue generated and percentage increase in revenue. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Individuals going out to collect parcel registration details – primary source. Workday reports and reports from the IFMS– secondary source |
| Data Collection Method: At the end of each month a report from the parcel registration system will be generated, indicating the number of parcels surveyed in the system during the month |
| Frequency and Timing of Data Collection: Reports will be generated on the first day of the new month |
| Individual Responsible: C3 DTL and TL |
| Data Collation Method: After reviewing the backup documentation, the C3 TL will submit the parcel print out from IFMS and the verified workdays to the M&E department who collates data to the “ <i>RU-S M&E Tracker</i> ” and files documentation. |
| Frequency and Timing of Data Collation: C3 TL submits data to the M&E department monthly |
| Individual Responsible: C3 DTL and TL and M&E Senior Manager |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files Hard copies stored in the M&E office in Kabul. |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: none |
| Actions Taken or Planned to Address Limitations: Data originating from the parcel registration system is highly reliable as reports can be printed such that only surveyed parcels will appear on the report |
| Date of initial Data Quality Assessment: July 2012 |
| Date of next Data Quality Assessment: June 2013 |

PLAN FOR DATA ANALYSIS, REVIEW & REPORTING

Data Analysis: Comparison across different municipalities

Review of Data: Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial M&E Managers and M&E department

Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements

Frequency of Reporting: Monthly

Using Data: Data provides a good indication of the revenue generating potential of municipalities

BASELINES AND TARGETS

Baseline: The baseline is set to 0. Prior to RU-S implementation no parcels were surveyed with RU-S assistance.

| Municipality | Baseline | Y II Actual | LOP Target | Comments |
|---------------|----------|---------------|----------------|---|
| Total | 0 | 46,558 | 156,780 | The LOP target also includes parcels that were surveyed by CERP and UN Habitat. These surveyed parcels were then verified and registered in the IFMS. |
| Kandahar City | 0 | 24,308 | 88,610 | |
| Lashkar Gah | 0 | 7,509 | 30,500 | |
| Zaranj | 0 | 5,656 | 25,500 | |
| Tirin Kot | 0 | 2,030 | 3,400 | |
| Qalat | 0 | 5,150 | 5,150 | |
| Nili | 0 | 1,905 | 3,620 | |

This sheet was last updated on: May 31, 2013

Notes: (1) This was a new indicator in year three of RU-S implementation. However, since it was tracked, the year two actuals are included in the table above.

18. Output C3: Number of businesses licensed with RU-S assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XVIII |
|--|
| Indicator: Number of businesses licensed with RU-S assistance |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 3: Increase municipalities’ capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: This indicator counts the number of businesses licensed during the reporting period. A business is licensed when all pertinent details on each business have been recorded with the municipality and registered in the business license module of IFMS. After a business is registered, the municipality issues a license. This indicator is measured through the generation of IFMS reports on the number of businesses licensed in each target municipality during the reporting period. Business licensed during the reporting period will be reported in that reporting period disaggregated by municipality. |
| Unit of Measure: Number of businesses |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: Business licensing is a direct result of RU-S implementation efforts. Each business licensed generates revenue for the municipality through business licensing fees. The number of businesses licensed thus has a direct bearing on the revenue generation potential of the municipality as a result of RU-S interventions. Additionally, monitoring the number of businesses licensed enables program management to ensure that the program remains on track to meet the targets for value of revenue generated and percentage increase in revenue. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Individuals capturing the details required for business licensing into the business license database – primary source. Reports from the IFMS– secondary source |
| Data Collection Method: At the end of each month a report from the business license database will be generated, indicating the number of businesses registered in the system during the month. Note that RU-S will also separately track the number of parcels surveyed, but not yet entered into the IFMS system. |
| Frequency and Timing of Data Collection: Reports will be generated on the first day of the new month |
| Individual Responsible: C3 DTL and TL |
| Data Collation Method: After reviewing the backup documentation, the C3 TL will submit the business registration print out from IFMS to the M&E department who collates data to the “ <i>RU-S M&E Tracker</i> ” and files documentation. |
| Frequency and Timing of Data Collation: C3 TL submits data to the M&E department monthly |
| Individual Responsible: C3 DTL and TL and M&E Senior Manager |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files Hard copies stored in the M&E office in Kabul. |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: none |
| Actions Taken or Planned to Address Limitations: Data originating from the business license database is highly reliable as reports can be printed such that only businesses licensed will appear on the report |
| Date of initial Data Quality Assessment: July 2012 |
| Date of next Data Quality Assessment: June 2013 |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING |

| Data Analysis: Comparison across different municipalities | | | |
|--|----------|---------------|---|
| Review of Data: Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial M&E Managers and M&E department | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | |
| Frequency of Reporting: Monthly | | | |
| Using Data: Data provides a good indication of the revenue generating potential of municipalities | | | |
| BASELINES AND TARGETS | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no businesses were licensed with RU-S existence. | | | |
| Municipality | Baseline | LOP Target | Comments |
| Total | 0 | 33,533 | This was a new indicator in year three. |
| Kandahar City | 0 | 17,800 | |
| Lashkar Gah | 0 | 6,960 | |
| Zaranj | 0 | 3,457 | |
| Tirin Kot | 0 | 1,267 | |
| Qalat | 0 | 3,262 | |
| Nili | 0 | 787 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | |
| <p>Notes: (1) This was a new indicator in year three of RU-S implementation</p> <p>(2) Note that RU-S will separately track the number of businesses surveyed, but not yet entered into the IFMS system for licensing purposes. Because businesses are surveyed first and then entered in the IFMS system, RU-S will track the status of business licensing at both stages.</p> <p>(3) The targets proposed during the year three work planning process were provided by the mayors. Since this was the first time business surveying and licensing had been conducted in RU-S municipalities, the estimates provided were unrealistic. The LOP targets have been revised to reflect actual business survey data collected from project activities.</p> | | | |

19. Output C3: Number of businesses surveyed with RU-S assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XIX |
|--|
| Indicator: Number of businesses surveyed with RU-S assistance |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 3: Increase municipalities’ capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: This indicator counts the number of business surveyed prior to being registered in the business license database for business licensing purposes in target municipalities. Surveyed means that a qualified surveyor has visited the relevant property and collected all pertinent details required for the business to be licensed with the municipality. This indicator is measured through the generation of IFMS reports on the number of businesses surveyed in each target municipality during the reporting period. Businesses surveyed in the reporting period will be reported with cumulative data. |
| Unit of Measure: Number of businesses |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: Business licensing is a direct result of RU-S implementation efforts. Each business needs to be appropriately surveyed prior to being entered in the business license database, which is linked to the IFMS. Surveyors will collect such information as the type of business, the business name and address, as well as information on business proprietors. Once this information is registered into the business license database system, business licenses will be issued which generate revenue for the municipality through business licensing fees. The number of businesses surveyed thus has a direct bearing on the number of businesses licensed and thus, the revenue generation potential of the municipality as a result of RU-S interventions. Additionally, because of the administrative lag time between surveying and licensing businesses, monitoring the number of businesses surveyed enables program management to ensure that the program remains on track to meet the targets for value of revenue generated and percentage increase in revenue. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Individuals going out to collect the details required for business licensing – primary source. Reports from the IFMS– secondary source – primary source. Reports from the IFMS– secondary source |
| Data Collection Method: At the end of each month a report from the business license database will be generated, indicating the number of businesses surveyed in the system during the month |
| Frequency and Timing of Data Collection: Reports will be generated on the first day of the new month |
| Individual Responsible: C3 DTL and TL |
| Data Collation Method: After reviewing the backup documentation, the C3 TL will submit the business surveying print out from IFMS to the M&E department who collates data to the “ <i>RU-S M&E Tracker</i> ” and files documentation. |
| Frequency and Timing of Data Collation: C3 TL submits data to the M&E department monthly |
| Individual Responsible: C3 DTL and TL and M&E Senior Manager |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files. Hard copies stored in the M&E office in Kabul. |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: none |
| Actions Taken or Planned to Address Limitations: Data originating from the business license database is highly reliable as reports can be printed such that only businesses surveyed will appear on the report |
| Date of initial Data Quality Assessment: July 2012 |

| Date of next Data Quality Assessment: June 2013 | | | | |
|--|----------|--------------|---------------|---|
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: Comparison across different municipalities | | | | |
| Review of Data: Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial M&E Managers and M&E department | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Data provides a good indication of the revenue generating potential of municipalities | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RU-S implementation no businesses were licensed with RU-S existence. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 7,383 | 33,533 | This was a new indicator in year three. |
| Kandahar City | 0 | 2,252 | 17,800 | |
| Lashkar Gah | 0 | 4,431 | 6,960 | |
| Zaranj | 0 | 0 | 3,457 | |
| Tirin Kot | 0 | 120 | 1,267 | |
| Qalat | 0 | 0 | 3,262 | |
| Nili | 0 | 580 | 787 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| <p>Notes: (1) This was a new indicator in year three of RU-S implementation. However, since it was tracked, the year two actuals are included in the table above.</p> <p>(2) The targets proposed during the year three work planning process were provided by the mayors. Since this was the first time business surveying and licensing had been conducted in RU-S municipalities, the estimates provided were unrealistic. The LOP targets have been revised to reflect actual business survey data collected from project activities.</p> | | | | |

20. Output C3: Value of *safayi* and business license revenue generated by target municipalities as a result of RU-S activities

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XX |
|--|
| Indicator: Value of <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.3: Local Government and decentralization |
| SLIN: 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| <p>Definition: The value of revenue will be measured in USD. Revenue generated means the income of target municipalities. This indicator measures all municipal <i>safayi</i> tax and business licensing revenues generated due to RU-S assistance. Through RU-S assistance means revenue that is generated for target municipalities that can be directly or indirectly attributed to RU-S activities. RU-S revenue generated activities include parcel surveying and registration, business surveying and licensing, PPPs, IFMS implementation, service delivery initiatives, and outreach and municipal awareness campaigns such as billboards, community meetings, and newsletters, all of which comprise RU-S's holistic approach by which activities across all components directly contribute to the generation of revenue through the <i>safayi</i> tax and business license fees. Revenue generation data is drawn from the revenue management system installed in target municipalities as part of the IFMS. For the sake of consistency a consistent exchange rate of 50 AFN = 1 USD will be used.</p> |
| Unit of Measure: USD |
| Disaggregation: Province, Municipality |
| Justification of Management Utility: The value of revenue generated by RU-S for target municipalities is a measurable result of RU-S activities in target municipalities. It has a direct bearing on the sustainability of service delivery activities implemented under RU-S in target municipalities in that the revenue generated provides the means for sustainability of service delivery. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Sources of revenue are parcel registration and business license activities – primary source. Reports from the IFMS and municipal bank statements – secondary source |
| <p>Data Collection Method: For revenue from <i>safayi</i> and business licenses, at the end of each month the revenue module of the IFMS will generate a report on revenue as a result of parcel registration and business licensing activities. Additionally, municipal bank statements will be referenced to cross-check and verify revenue data. The reports and bank statements will contain the value in AFN, which will be converted at the following exchange rate 1 USD = 50 AFN.</p> <p>The municipality also generates periodic summary financial statement which captures revenue generated from parcel registration and business licensing activities and can be referenced for each specific fiscal year data.</p> |
| Frequency and Timing of Data Collection: Monthly – on the first day of the new month |
| Individual Responsible: MPCs and C3 TL and DTL – C3 TL will verify all documentation |
| Data Collation Method: C3 TL submits reports and invoices to the M&E department who collates data to the “ <i>RU-S M&E Tracker</i> ” and files documentation. |
| Frequency and Timing of Data Collation: CTL submit data to the M&E department by no later than the 5 th day of the month. M&E department captures to the “ <i>RU-S M&E Tracker</i> ” by no later than the 10 th day of the month and compiles Monthly Report data by the 12 th day of the month |
| Individual Responsible: TLs and DTLs and M&E Senior Manager |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files. Hard copies stored in the M&E office in Kabul. |

DATA QUALITY ISSUES

Known Data Limitations and Significance: For reports from the database – none
For bank statements from the municipality – these may be difficult to obtain resulting in under reporting

Actions Taken or Planned to Address Limitations: MPCs will have established relationships with municipal counterparts and will endeavor to obtain copies of bank statements from the municipality

Date of initial Data Quality Assessment: July 2012

Date of next Data Quality Assessment: June 2013

PLAN FOR DATA ANALYSIS, REVIEW & REPORTING

Data Analysis: Comparison of parcel registration and business licensing revenue data across target municipalities

Review of Data: Review of data by Municipal Program Coordinators, Component Deputy and Team Leaders, Provincial M&E Managers and M&E Senior Manager

Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements

Frequency of Reporting: Monthly

Using Data: Data provides an indication of the revenue generation potential of different activities at the municipal level

BASELINES AND TARGETS

Baseline: The baseline reflects actual revenue generated from the collection of *Safayi* tax and revenue from business licensing in each municipality from the year Afghan fiscal year 1389 budget. A cumulative target of \$1,768,076 has been set for option period three.

| Municipality | Baseline | Y II Actual | LOP Target | Comments |
|---------------|------------------|----------------|--------------------|--|
| Total | \$613,628 | \$8,558 | \$1,768,076 | The original YII target estimated an increase in revenue based on collection of <i>Safayi</i> tax on registered parcels in each municipality. Since we could not officially report revenue generated until taxes were collected and entered into IFMS, the Y II actual numbers seem correspondingly low. |
| Kandahar City | \$480,920.71 | 0 | \$1,309,013 | |
| Lashkar Gah | \$95,349.18 | 0 | \$248,601 | |
| Zaranj | \$19,754.45 | 0 | \$107,085 | |
| Tirin Kot | \$10,234.31 | \$7,772 | \$73,710 | |
| Qalat | \$7,369.86 | \$786 | \$15,245 | |
| Nili | \$3,609.71 | 0 | \$14,422 | |

This sheet was last updated on: May 31, 2013

Notes: (1) Targets for option period three are based on projected value of revenue generated as a result of business licensing and parcel registration activities.
(2) The target is a conservative estimate based on the time it will take for municipalities to receive the full benefit of the increased collection of *safayi* tax. There will be a delay between the registration of parcels and the receipt of *safayi* tax by municipalities.
(3) During the scope modification exercise during Year 2, RU-S redefined the parameters of the revenue generation indicator to include only *safayi* and business licensing, which are the streams of revenue that RU-S activities directly impact.
(4) The targets are based on municipal budget data from the year 1391 actual revenue and the year 1392 budget projections.
(5) While the municipality has multiple revenue sources that can be tracked in IFMS, this indicator only measures the value of revenue attributable to RU-S activities parcel registration and business licensing activities during the life of the project. With the implementation of IFMS, RAMP UP-South can also track total revenue generated during the life of the project derived from other revenue sources including fees, taxes, land sales, leases and other assets as required.

21. Output C3: Number of anti-corruption measures implemented with RU-S assistance

| PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: XXI |
|---|
| Indicator: Number of anti-corruption measures implemented with RU-S assistance |
| RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES |
| USAID Strategic Objective: 6: A democratic government with broad citizen participation |
| Intermediate Result: 6.3: Strengthened institutions for good governance |
| Program Element: 2.4 Anti-corruption Reforms |
| SLIN: 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level |
| RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK |
| CLIN/Program Objective: CLIN 3: Increase municipalities’ capacity to enable, support, and sustain economic growth |
| Level of Indicator: Output |
| DESCRIPTION |
| Definition: Anti corruption measures are processes and systems that are put in place to discourage corruption, limit the opportunities for corruption, and enhance transparency and accountability. For the RU-S program these include: 1) Payroll systems which discourage ghost employees; 2) Automated budgeting and accounting systems which encourage transparency; 3) Direct payment to employee bank accounts enabling the payment of salaries directly by electronic transfer and thus limiting backhand payments for positions; 4) Parcel registration system; and 5) Establishment of citizen service desks which provide citizens with information and acts as a feedback mechanism to municipal government. |
| Unit of Measure: Number of anti-corruption measures |
| Disaggregation: Province, municipality |
| Justification of Management Utility: While the focus of RU-S has not been specifically on anti-corruption, several processes will be implemented at the municipal level to discourage corruption, limit the opportunities for corruption and enhance transparency and accountability. |
| PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION) |
| Data Source: Implementation of activities promoting anti-corruption– primary source of data. Reports from relevant systems, including IFMS and project completion reports for the citizen service desk demonstrating their use – secondary source of data |
| Data Collection Method: At the end of the month, RU-S employees will assist municipal staff to generate requisite reports demonstrating that individual modules of IFMS are operational as well as all projects completed which increase the efficiency of municipal governments to respond to citizen services. |
| Frequency and Timing of Data Collection: Data for the preceding month reporting period will be drawn from the system and submitted to the C3 DTL and TL on a monthly basis |
| Individual Responsible: C3 DTL and TL |
| Data Collation Method: After review by the DTL and TL, project completion or IFMS reports are submitted to the M&E department who collates data to the “ <i>RU-S M&E Tracker</i> ” and files documentation. |
| Frequency and Timing of Data Collation: C3 TL submits reports to the M&E department on a monthly basis |
| Individual Responsible: C3 DTL and TL and M&E Senior Manager |
| Location of Data Storage: Soft copies are stored on the central shared server in the Monitoring & Evaluation files Hard copies stored in the M&E office in Kabul |
| DATA QUALITY ISSUES |
| Known Data Limitations and Significance: Timely acquisition of reports will be challenging |
| Actions Taken or Planned to Address Limitations: Reminder e-mails will be delivered to the C3 TL |
| Date of initial Data Quality Assessment: July 2012 |

| Date of next Data Quality Assessment: June 2013 | | | | |
|---|-----------------|--------------------|-------------------|---|
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING | | | | |
| Data Analysis: Comparison across different activities in different municipalities | | | | |
| Review of Data: Review of data by Municipal Program Coordinators, Component Deputy and Team Leaders, M&E Senior Manager and M&E staff | | | | |
| Presentation of Data: Tables and narrative explanations highlighting separate noteworthy achievements | | | | |
| Frequency of Reporting: Monthly | | | | |
| Using Data: Data provides an indication of the contribution of RU-S to anti-corruption measures in Afghanistan | | | | |
| BASELINES AND TARGETS | | | | |
| Baseline: The baseline is set to 0. Prior to RUS implementation no anti-corruption measures had been put in place with RU-S support. | | | | |
| Municipality | Baseline | Y II Actual | LOP Target | Comments |
| Total | 0 | 24 | 41 | This target is linked to the implementation of IFMS modules and the establishment of citizen service desks. |
| Kandahar City | 0 | 4 | 7 | |
| Lashkar Gah | 0 | 5 | 7 | |
| Zaranj | 0 | 3 | 7 | |
| Tirin Kot | 0 | 4 | 7 | |
| Qalat | 0 | 4 | 7 | |
| Nili | 0 | 4 | 6 | |
| <i>This sheet was last updated on: May 31, 2013</i> | | | | |
| Notes: (1) This was a new indicator for RU-S in year two (2) This indicator feeds directly into the USAID F indicator "Number of mechanisms for external oversight of public resource use supported by USG assistance." | | | | |

ANNEX B

Changes from 2010 PMP

The notes provided in the table below are supplemental to more comprehensive notes provided in the PIRS in Annex I relating to the rationale for changes in indicators and targets in option period three from previous years of project implementation.

Table 1: Comparison of Option Period Indicators with YI, YII, YIII Contractual indicators

| INDICATOR No. | INDICATOR OPTION PERIOD THREE | YEAR ONE, TWO, AND THREE CONTRACTUAL INDICATORS |
|-------------------------|---|--|
| Impact Indicator | Increase of citizens' trust in, satisfaction with, buy in and support to municipal service delivery | <ul style="list-style-type: none"> • Trust of citizens in municipal government • Citizen satisfaction with essential services • Citizen perception of corruption in municipal services • Percentage of citizens that consider that the city municipality has made progress or improvement over the last year • Increase citizen buy-in and support to the local government <p>Notes Year Two: The above indicators will be collated to a single weighted index score for all target municipalities. This remains in process as the statistically valid Index scores for target municipalities have not yet been developed based on the baseline assessments (baseline polls and focus groups were not conducted for Zaranj). Change from the baseline will only be reported at the end of the project and will include a detailed qualitative analysis in addition to the single index score</p> <p>Notes Year Three: This indicator will focus on citizen response to government initiatives in the RAMP UP-South technical areas and will be measured through citizen focus groups conducted in Year III of the project. At this time we anticipate that the overarching index being reported will be a composite of index scores designed to respond to the following categories within this indicator:</p> <ul style="list-style-type: none"> • <i>Trust of citizens in municipal government</i> • <i>Citizen satisfaction with essential services</i> • <i>Citizen support for municipal service delivery</i> |
| Outcome Indicator No. 1 | Percentage increase in Municipal Capacity Index (MCI) of target municipalities | <p>Notes Year Two: This was not an indicator in year one. However, as the MCI measures the capacity of the municipalities, it serves as a valid indicator of changed municipal capacity due to RU-S intervention. There is no additional LOE required for the data collection and collation, as the MCI has been part of the project plan from the start of year one</p> <p>Notes Year Three: The MCI was redesigned at the end of Year II to more accurately measure the state of local government in the four key areas that comprise the RU-S scope of work. See the relevant PIRS for additional detail</p> |

| INDICATOR No. | INDICATOR OPTION PERIOD THREE | YEAR ONE, TWO, AND THREE CONTRACTUAL INDICATORS |
|-------------------------|---|--|
| Outcome Indicator No. 2 | Percentage increase in citizens who have regular access to essential services | <ul style="list-style-type: none"> • Number of citizens with regular access to essential services • Increase in citizen access to essential municipal services <p>Notes Year Two: The number of citizens with regular access to essential services requires that time pass to determine that access has been regular. Number of citizens is thus the numerator for the percentage increase. Both indicators above are incorporated into the outcome indicator for year two.</p> <p>Notes Year Three: As this outcome indicator is intended to measure increase in regular access to services, essential services provided through RU-S assistance only included SWM for RU-S during year two of program implementation. While other Component 2 initiatives will also result in increased access to regular services, it is difficult to measure and quantify citizen's direct access. Therefore in year three RAMP UP-South will continue to measure citizen access to the SWM program in Kandahar, Qalat, Zaranj, Tirin Kot, and Lashkar Gah and begin to measure citizen access and usage of roads in Nili. Part of the Nili New City Initiative is road construction and improvement projects, which were identified as priority initiatives by the mayor and citizens. To more accurately determine the increase in citizen access to the SWM program and road usage, RAMP UP-South adjusted the methodology for collecting data on this indicator. Resultant increases are now based on an established "area of influence" for each activity.</p> |
| Outcome Indicator No. 3 | Percentage increase in <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities | <ul style="list-style-type: none"> • Percentage increase of municipal budget derived from revenue <p>Notes Year Two: The indicator has been changed to reflect the attribution of municipal revenue increase as a direct result of RU-S activities</p> <p>Notes Year Three: The initial outcome indicator was broadly designed to measure increase in overall municipal revenue. It was later determined that the definition should be narrowed to measure just the revenue attributable to RU-S initiatives, as supported by reports generated through the IFMS. Prior to the RAMP UP-South program, municipalities used a handwritten budgeting system to track revenue generated from parcel and business registration. This system was rife with errors, and incorporated limited, if any, internal control mechanisms. In December 2012, RAMP UP-South completed the implementation of the modernized IFMS system in all target municipalities. With the implementation of this holistic system, the municipalities are now able to accurately track all revenue generated from the taxation of parcels and businesses and there is no longer a disaggregation between RU-S surveyed parcels and businesses and municipality surveyed parcels and businesses. Since the municipalities are now able to track all revenue generated from parcels and business registration activities, the previous baseline (0) and target (100%) for the indicator are no longer relevant. RAMP UP-South confirmed baseline figures for this indicator as actual revenue generated from the overall collection of <i>Safayi</i> tax and business licensing in each municipality from the Afghan 1389 fiscal year (the first year of project implementation). The updated target of 20 percent over the baseline is the target outlined in the RAMP UP-South contract.</p> |

| INDICATOR No. | INDICATOR OPTION PERIOD THREE | YEAR ONE, TWO, AND THREE CONTRACTUAL INDICATORS |
|---------------|--|---|
| Output 1.1 | Number of target municipalities receiving RU-S assistance to improve their performance | <ul style="list-style-type: none"> Number of municipalities that implemented Municipal Management Improvement plans (MMIP) Number of municipalities that implemented Capital Improvement Plans (CIP) Number of sub-national government entities receiving USG assistance to improve their performance <p>Notes Year Two: Municipalities are the sub-national government entities targeted by the RU-S program. The MMIP and CIP have evolved into a single document called the MIP, which details RU-S assistance to target municipalities. These indicators were all essentially reporting on the same thing – the number of municipalities receiving RU-S assistance, meaning capital improvement to improve services. This is encompassed in the new indicator.</p> <p>Notes Year Three: The life of project target for this indicator is 6 or implementation in each of the RU-S target municipalities. This target was met in year two by June 2012.</p> |
| Output 1.2 | Number of sustainable full time jobs created through RU-S assistance | <ul style="list-style-type: none"> Increased women's participation in municipal decision-making <p>Notes Year Two: This is a new indicator for the RU-S program. It is an important sustainability output for the program. By disaggregating the total, and by implementing a target for the number of female full time positions, the program enhances female participation in municipal activities and decision making.</p> <p>Notes Year Three: RU-S was not previously including sustainable full time jobs created under Component 2 for SWM activities under this indicator. In year three, not only will these jobs be included but the project will also report on any newly created jobs as a result of gender and outreach activities. When a position is counted as filled once by RU-S, any replacement staff will not be counted as a new job.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |
| Output 1.3 | Number of workdays provided as a direct result of RU-S activities | <ul style="list-style-type: none"> Number of man-days provided as a result of the RAMP UP-South activities <p>Notes Year Two: This indicator changed only to make the terminology more relevant and in line with current M&E trends and to reflect that workdays are as a direct result of RU-S activities.</p> <p>Notes Year Three: This indicator was changed to disaggregate workdays by skilled and unskilled labor instead of blue and white collar labor. The year two target for this indicator was surpassed by June 2012. The target for this indicator was based on the estimated LOE required to accomplish component 2 and component 3 projects that were identified in the Year 3 work plan. With activities like SWM and IFMS transitioning under municipal control, RAMP UP-South can no longer accurately track workdays for these activities as that responsibility has shifted to the municipality. Therefore, RU-S revised the workday targets to more accurately align with realistic direct implementation and subcontractor LOE.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and the transition of labor for activities like SWM and parcel registration and collection to the municipality.</p> |

| INDICATOR No. | INDICATOR OPTION PERIOD THREE | YEAR ONE, TWO, AND THREE CONTRACTUAL INDICATORS |
|---------------|---|---|
| Output 1.4 | Number of training curricula developed with RU-S assistance | <p>Notes Year Two: This is a new indicator for Year II. It quantifies training strategies developed by RU-S that can be used by other programs as required.</p> <p>Notes Year Three: This indicator was changed to disaggregate by component in addition to training subject. Training curriculum must meet all criteria specified in the "Approval of Curriculum tool." A training curriculum includes the following components 1) definition of the course objectives and learning outcomes 2) training materials by individual module 3) training schedule 4) presentations and handouts and 5) means of evaluation to determine progress. The year two target for this indicator was surpassed by June 2012.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |
| Output 1.5 | Number of individuals trained with RU-S assistance | <ul style="list-style-type: none"> • Number of municipal officials trained • Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization • Number of officials receiving USG-supported anti-corruption training <p>Notes Year Two: The indicator changes from counting only municipal officials to an indicator that counts all individuals trained by the program and disaggregates by municipal officials, municipal contractor and others to more accurately present the training activities of the RU-S program, while retaining the disaggregation required for reporting into specific USAID mission indicators</p> <p>Notes Year Three: This target was previously counted based on number of training days, rather than number of individuals trained. RAMP UP-South trains the same municipal employees in a number of areas. Moving forward, trainees will not be reported more than once. To ensure that the project continues to report significant training numbers, we will report both the number of individuals trained and the total number of trainings that take place in a given reporting period. As outlined in the year three work plan, one of the key focuses was on program sustainability and ensuring the transfer of skills so that municipal governments have the necessary technical capacity to maintain RAMP UP-South initiatives after project completion. During year three, the project exceeded the indicator target of 300 individuals trained with RU-S assistance by September 2012. With the continued emphasis on capacity building, RAMP UP-South updated the LOP indicator target to 615.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |

| INDICATOR No. | INDICATOR OPTION PERIOD THREE | YEAR ONE, TWO, AND THREE CONTRACTUAL INDICATORS |
|---------------|--|--|
| Output 1.6 | Number of public awareness communication events held by targeted municipalities with RU-S assistance | <p>Notes Year Three: This was a new indicator for year three. This indicator measures the number of municipal public awareness events that are held as a result of RU-S assistance and is thus a measure of the effect of RU-S on expanding municipal outreach capacity. It is direct and relevant to program implementation in documenting municipality-driven events that are designed to improve citizen trust in, satisfaction with, buy in, and support of municipal service delivery initiatives. The target for this indicator, (50), is based on expanded citizen outreach efforts aimed at institutionalizing mechanisms that enable the government to engage with citizens, raising public awareness and trust in municipal activities, and in particular, enhance the participation of women and youth in government decision-making.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |
| Output 1.6a | Number of public awareness events organized specifically for women with RAMP UP-South assistance | <p>Notes Option Period Three: This is a new indicator for option period three. This indicator measures the number of municipal public awareness events organized by the municipality with RAMP UP-South assistance which are focused on enhancing women's engagement in public life. The aim of the events are to address cultural barriers that inhibit women's full participation, highlight women's rights, raise awareness in women about ways they can contribute to government decision-making, and help municipalities recognize holidays that acknowledge contributions made by women, such as mother's day and international women's day. The target for the option period is based on expanded citizen outreach efforts aimed at institutionalizing mechanisms that enable the government to directly engage women and, in turn, increase their trust in municipal services.</p> |
| Output 2.1 | Number of Public Private Partnerships (PPP) established with RU-S support | <ul style="list-style-type: none"> • Number of Public-Private Partnerships established • Number of registered Afghan businesses attributable to RAMP UP-South interventions <p>Notes Year Two: PPP established will be Afghan businesses; this is the only focus of the program on the establishment of Afghan businesses.</p> <p>Notes Year Three: The outcome "At least two thirds of partner municipalities have initiated at least one public-private partnership" from the RU-S contract is incorporated directly into this outcome indicator and the program anticipates that 2/3rds of targeted municipalities will have one PPP implemented by the end of year three.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |

| INDICATOR No. | INDICATOR OPTION PERIOD THREE | YEAR ONE, TWO, AND THREE CONTRACTUAL INDICATORS |
|---------------|---|---|
| Output 2.2 | Number of municipal service delivery projects implemented with RU-S assistance | <ul style="list-style-type: none"> Number of municipal service delivery projects implemented with RAMP UP-South funding <p>Notes Year Two: Indicator remains the same other than to indicate that some municipal service delivery projects have been completed in the reporting period. This indicator clarifies what is reported</p> <p>Notes Year Three: During year one only C2 fed into this indicator. Under the year three PMP, C1, C2 and C3 feed into this indicator as the activities under C1 and C3 are in fact services provided to municipal citizens as justified under the definition in the PIRS. However, C1 activities will remain primarily focused on training; therefore, there are a limited number of C1 projects that will fall under this indicator.</p> <p>Notes Extension Period: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and the transition of labor for activities like SWM and IFMS to the municipality.</p> |
| Output 2.3 | Number of environmental compliance visits conducted to RU-S project sites | <p>Notes Year Two: This is a new indicator in year two in response to USAIDs specific request to integrate environmental compliance monitoring with the RU-S Program PMP</p> <p>Notes Year Three: The definition of environmental assessments breaks the type of assessments into three distinct assessments which can be carried out at each project location. Each is counted as an individual assessment in the database, for a total of three assessments per project site. We were previously reporting all three site assessments as only one assessment (per project). We are now accurately counting each assessment separately.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |
| Output 3.1 | Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities | <ul style="list-style-type: none"> Number of municipalities that have functioning performance budgeting and accounting systems <p>Notes Year Two: The indicator changed to better present the process of implementation activities of the RU-S program, while maintaining the information reflected in the original indicator (i.e. when a municipality has 4 modules implemented the IFMS is implemented in that municipality)</p> <p>Notes Year Three: This indicator changed with respect to the phrasing of several of the IFMS modules. The six modules of the IFMS that are being implemented with RU-S assistance and that will be demonstrated to be operating at the municipal level include the following:</p> <ol style="list-style-type: none"> 1) Accounting 2) Budgeting 3) Parcel registration 4) Business Licensing 5) Payroll 6) Revenue |

| INDICATOR No. | INDICATOR OPTION PERIOD THREE | YEAR ONE, TWO, AND THREE CONTRACTUAL INDICATORS |
|---------------|--|---|
| Output 3.2 | Number of parcels registered with RU-S assistance | <p>Notes Year Two: This is a new indicator for year two. The indicator demonstrates progress towards registration of parcels and thus municipal income that should be derived from taxes on land registration</p> <p>Notes Year Three: The original year two target for this indicator was established based on parcels surveyed, not registered. However, a parcel is not officially registered until it is entered into the IFMS system. As a result, our year three numbers were lower than anticipated. We have adjusted our Year III projections and the project has created a new indicator (output indicator 3.6) to measure surveyed parcels in addition to those registered in the IFMS system. Specifically, RAMP UP-South revised the target totals in Nili, Tirin Kot, Lashkar Gah, and Zaranj to reflect actual parcel survey data collected from project activities. The targets set-forth in the year three work plan were based on estimates provided by the mayors. In each of these cases the mayor's estimates were inaccurate due to undefined municipal boundaries and a lack of parcel survey data to support their estimates. In Tirin Kot, in particular, the mayor's estimate included thousands of land parcels outside of the municipal boundary.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |
| Output 3.3 | Number of businesses licensed with RU-S assistance | <p>Notes Year Three: This is a new indicator for year three and measures the number of business licenses issued to businesses registered in the business license database. Each business licensed generates revenue for the municipality through business licensing fees. The number of businesses licensed thus has a direct bearing on the revenue generation potential of the municipality as a result of RU-S interventions. As with output indicator 3.2 (parcels registered), the project will be reporting on both the number of businesses surveyed and the number of businesses licensed to account for the lag time between the two processes. During Year 3, RAMP UP-South revised the target totals for every municipality to reflect actual business survey data collected from project activities. The targets proposed during the year three work planning process were provided by the mayors. Since this is the first time business surveying and licensing has been conducted in most target municipalities, the estimates provided were unrealistic. Another issue RAMP UP-South has encountered which has hindered business surveying and the subsequent issuing of business licenses is the <i>Layha</i> - law or code of conduct, which during Taliban control mandated an informal fee or tax on businesses that still exists to this day and is usually less than the fee for business licenses currently charged by the municipality. Business owners in all municipalities have expressed concerns over paying the municipality's higher business license fee resulting in many owners refusing to have their businesses surveyed and licensed.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |

| INDICATOR No. | INDICATOR OPTION PERIOD THREE | YEAR ONE, TWO, AND THREE CONTRACTUAL INDICATORS |
|---------------|---|--|
| Output 3.4 | Value of <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities | <ul style="list-style-type: none"> Number of sub-national institutions receiving USG assistance to increase their annual own-source revenues <p>Notes Year Two: All target municipalities are being assisted to increase annual own source revenues. The indicator is a repeat of MMIP, CIP and MIP. The updated indicator will provide data regarding the value of increased revenue that makes up the numerator of the outcome indicator "Percentage increase in municipal revenue" above</p> <p>Notes Year Three: The original year two target estimated an increase in revenue based on the collection of <i>Safayi</i> tax on registered parcels in each municipality. RU-S cannot however officially report revenue generated until taxes are collected and entered into the IFMS. Therefore year two actual numbers seem correspondingly low. With the full implementation of IFMS in Year 3, the target municipalities are now able to track all municipal <i>safayi</i> tax and business licensing revenues. The transition from a hand written to a fully automated financial management system has resulted in the municipalities no longer differentiating between parcels and businesses surveyed with the assistance of RU-S. This shift is in accordance with the Year 3 Work Plan and RU-S' strategic objective to transition IFMS, parcel registration and business licensing control to the municipalities. Therefore, the baseline and targets for this indicator have been adjusted accordingly. The baseline now reflects actual revenue generated from the collection of <i>Safayi</i> tax and revenue from business licensing in each municipality from the Afghan 1389 fiscal year. The revised targets are based on municipal budget data from the year 1391 actual revenue and the year 1392 budget projections.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |
| Output 3.5 | Number of anti-corruption measures implemented with RU-S assistance | <ul style="list-style-type: none"> Citizen perception of corruption in municipal services Number of municipalities making available in good time to stakeholders their expenditures and annual financial reports Number of mechanisms for external oversight of public resource use supported by USG assistance implemented Number of USG-supported anti-corruption measures implemented <p>Notes Year Two: RU-S does not focus on establishing anti-corruption measures specifically, however many of the system implemented will impact on opportunities for corruption and transparency of municipal budgeting and financial processes. These measures are counted here.</p> <p>Notes Year Three: RAMP UP-South adjusted the target for anti-corruption measures implemented with RAMP UP-South assistance to accurately reflect the continued implementation and expansion of processes that discourage and limit opportunities for corruption (IFMS implementation) and enhance transparency and accountability at the municipal level (citizen service desks).</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |

| INDICATOR No. | INDICATOR OPTION PERIOD THREE | YEAR ONE, TWO, AND THREE CONTRACTUAL INDICATORS |
|---------------|--|---|
| Output 3.6 | Number of parcels surveyed with RU-S assistance | <p>Notes Year Three: This was a new indicator for year three and measures the number of parcels surveyed with RU-S assistance. Because of the administrative lag time between surveying and registering land parcels into the parcel registration system, monitoring the number of parcels surveyed enables program management to more accurately report the revenue generation potential of target municipalities as a result of RU-S interventions.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |
| Output 3.7 | Number of businesses surveyed with RU-S assistance | <p>Notes Year Three: This was a new indicator for year three and measures the number of businesses surveyed with RU-S assistance. This indicator will be reported in year three in addition to output indicator 3.3 (number of businesses licensed) so as to more fully capture the revenue generation potential of target municipalities as a result of RU-S interventions.</p> <p>Notes Option Period Three: Targets were updated in the Option Period 3 work plan and revised in this PMP to align with implementing realities and continued rollout of activities through March of 2014.</p> |
| NA | NA | <ul style="list-style-type: none"> • Number of municipal departments providing "one stop shop" facilities to women-owned or operated businesses <p>Notes Year Two: This indicator has been removed from the RU-S PMP as there is very little likelihood of being able to establish a women's desk in target municipalities. Women's desks would need to be completely separate spaces and have separate entrances. This is not possible given the space constraints faced by municipalities. Information desks are being established in Kandahar and Lashkar Gah. Attempts will be made to secure space for women's desks in these municipalities. Results will be reported in narrative sections of reports.</p> |

ANNEX C

Standard Operating Procedures

Component 1: Point person: DTL, reviewed by TL

| Document to submit | Backup documentation |
|--|--|
| Workdays Report (used rarely in cases where we have a short-term trainer or other short-term hire) | Daily timesheets |
| Individuals trained | Attendance sheets for both classroom and on-the-job training |
| Project Completion Report | Submit with workdays report |
| Full Time Jobs Created Report (used rarely in cases where the municipality hires a LT trainer) | Signed service agreement or documentation verified by municipality |
| Approval of curriculum cover sheet | Copy of curriculum, presentations, and materials |

Component 2: Point person: DTL, reviewed by TL

| Document to submit | Backup documentation |
|---|--|
| Workdays Report | Daily timesheets and verified subcontractor reports |
| Workdays report: SWM only | Daily timesheets and verified subcontractor reports |
| Project Completion Report | Submit with workdays report |
| Full Time Jobs Created Report | Signed service agreement or documentation verified by municipality |
| Copy of PPP MOUs (only if one was signed in this month) | Copy of PPP MOUs |

Point Person: Environmental Compliance Specialist

| Document to submit | Backup documentation |
|---|----------------------|
| Compliance Monitoring Checklist | Completed checklist |
| Mitigation Monitoring Checklist | Completed checklist |
| Environmental Change Monitoring Checklist | Completed checklist |

Component 3: Point person: DTL, reviewed by TL

| Document to submit | Backup documentation |
|---|--|
| Project Completion Report | Submit with workdays report |
| Full Time Jobs Created Report | Signed service agreement or documentation verified by municipality |
| Parcels surveyed and registered, businesses surveyed and licensed, and workdays reports | <ul style="list-style-type: none"> • Parcels: print out from IFMS; • Business licenses: print out from IFMS; • Workdays report: daily |

| | |
|---|--|
| | timesheets |
| C3 report verification cover sheet for each IFMS module | C3 verification coversheet, with copy of report from IFMS showing status of all 6 modules, separately, for every month |
| Value of revenue generated | Print out from IFMS of revenue for the previous month, bank statements, verified municipal reports |
| Copy of PPP MOUs (only if one was signed in this month) | Copy of PPP MOUs |

Gender and Outreach: Point person: G&O, Outreach and Gender Director

| Document to submit | Backup documentation |
|--|---|
| Workdays Report (used rarely in cases where we have a short-term trainer or other short-term hire) | Daily timesheets |
| Project Completion report | Submit with workdays report |
| Full Time Jobs Created Report | Signed service agreement or documentation verified by the municipality |
| Copy of PPP MOUs (only if one was signed in this month) | Copy of PPP MOUs |
| Public awareness events | Project completion report. Sign-in sheets, agenda, and/or photos, collected when possible depending on the nature of the event. |

ANNEX D

Monitoring and Evaluation Tools

In year two, a data quality assessment (DQA) was performed to ensure that there is a quality system in place for collecting and maintaining data as the project moves into its third year of implementation. The assessment focused on examining the project's system for collecting and maintaining data, providing RU-S staff with tools for collecting data, and providing a schedule with which to provide all data and supporting documentation. Table 2 outlines the data collection tools and supporting documentation that are used to substantiate data according to indicator.

Table 2: RAMP UP – South Indicators Processes and Measurements

| Indicator No. | Indicator | Project component(s) that report on indicator | Tool Used | Supporting documentation required |
|------------------|--|---|---|--|
| Impact | Increase of citizens' trust in, satisfaction with, buy in and support to municipal service delivery | M&E | Citizen Satisfaction Index | Survey report |
| Outcome 1 | Percentage increase in Municipal Capacity Index (MCI) of target municipalities | M&E, C1 | MCI tool and interview | MCI report |
| Output 1.1 | Number of target municipalities receiving RU-S assistance to improve their performance | All components | Tool 2: Project Completion Report (PCR) | Weekly and monthly reports |
| Output 1.2 | Number of sustainable full time jobs created through RU-S assistance | All components | Tool 3: Full time jobs created report (signed by municipal official) | Copy of employment agreement or municipal documentation |
| Output 1.3 | Number of workdays provided as a direct result of RU-S activities | All components | Tool 1b: Workdays report for C2 Tool 04: Parcels, Business Licenses, Workdays (PBW) for C3 | Copy of workdays and attendance sheets and verified subcontractor reports |
| Output 1.4 | Number of training curricula developed with RU-S assistance | All components develop, C1 reports | Tool 6: Approval of Curriculum | Copy of curriculum, power point presentations, any other handouts, documents |
| Output 1.5 | Number of individuals trained with RU-S assistance | All components train, C1 reports | Tool: Training Attendance Register | All tools signed by training participants, DTL or TL, Trainer |

| Indicator No. | Indicator | Project component(s) that report on indicator | Tool Used | Supporting documentation required |
|------------------|--|---|--|--|
| Output 1.6 | Number of public awareness communication events held by targeted municipalities | Gender and Outreach | Tool 2: PCR | PCR Project Completion Report Form; Photos; sign in sheets; agendas |
| Output 1.6a | Number of public awareness events organized specifically for women with RAMP UP-South assistance | Gender and Outreach | Tool 2: PCR | PCR Project Completion Report Form; Photos; sign in sheets; agendas |
| Outcome 2 | Percentage increase in citizens who have regular access to essential services | All components | Tools include: (CSO) population data, estimated the average access or usage | Confirmed area of influence for each activity and population data for the municipality |
| Output 2.1 | Number of Public Private Partnerships (PPP) established with RU-S support | All components | Copy of PPP MOU | Project Completion Report/ Memorandum of Understanding |
| Output 2.2 | Number of municipal service delivery projects implemented with RU-S assistance | All components | Tool 2: PCR | |
| Output 2.3 | Number of environmental compliance assessments conducted to RU-S project sites | C2, environmental compliance specialist | Tools 7a and 7b: Environmental Compliance Assessment Checklist and Environmental Change Monitoring Checklist | Photos; environmental assessment report |
| Outcome 3 | Percentage increase in <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities | C3 | Tool 05: C3 verification sheet | Printed revenue from IFMS revenue generation system; bank statements; or verified municipal reports |

| Indicator No. | Indicator | Project component(s) that report on indicator | Tool Used | Supporting documentation required |
|---------------|---|---|--|---|
| Output 3.1 | Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities | C3 | Tool 05: C3 verification sheet | For each module (up to 6 in each city), copy of screen shot of IFMS module. Full reports kept in soft copy in folders |
| Output 3.2 | Number of parcels registered with RU-S assistance | C3 | Tool 04: Parcels, Business Licenses, Workdays (PBW) for C3 | Print outs from IFMS system of parcels in the system |
| Output 3.3 | Number of businesses licensed with RU-S assistance | C3 | Tool 04: Parcels, Business Licenses, Workdays (PBW) for C3 | Print outs from IFMS system of parcels in the system; bank statements; or verified municipal reports |
| Output 3.4 | Value of <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities | C3 | Tool 05: C3 verification sheet | Printouts from IFMS revenue system |
| Output 3.5 | Number of anti-corruption measures implemented with RU-S assistance | All components | Tool 05: C3 verification sheet or PCR | Copy of screen shot of relevant IFMS module completed |
| Output 3.6 | Number of parcels surveyed with RU-S assistance | C3 | Tool 04: Parcels, Business Licenses, Workdays (PBW) for C3 | |
| Output 3.7 | Number of businesses surveyed with RU-S assistance | C3 | Tool 05: C3 verification sheet | |

ANNEX E

RAMP UP-South Organizational Chart

