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

## **Performance Management Plan**

**December 12, 2011**

Version 2



## TABLE OF CONTENTS

<b>TABLE OF TABLES .....</b>	<b>4</b>
<b>TABLE OF FIGURES .....</b>	<b>4</b>
<b>ACRONYMS.....</b>	<b>5</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>INTRODUCTION .....</b>	<b>7</b>
1. Background	7
2. Organizational Structure	8
<b>PERFORMANCE MONITORING PLAN .....</b>	<b>8</b>
1. RAMP UP- South Results Framework	8
2. RAMP UP- South Indicators	12
3. Assumptions	15
4. Baselines	16
5. Targets	17
6. Data Management Processes and Data Quality	19
6.1 <i>Data Quality Plan and Assessment</i> .....	25
6.2 <i>Prevention of Double Counting</i> .....	26
7. RU-S Program Evaluation	27
7.1 <i>External Evaluation</i> .....	27
7.2 <i>Internal Evaluation</i> .....	27
<b>ANNEX I: PERFORMANCE INDICATOR REFERENCE SHEETS .....</b>	<b>28</b>
<b>OVERARCHING DEFINITIONS .....</b>	<b>29</b>
1. Impact: Percentage increase of citizens’ trust in, satisfaction with, buy in and support to municipal service delivery	30
2. Outcome C1: Percentage increase in Municipal Capacity Index (MCI) of target municipalities	33
3. Outcome C2: Percentage increase in citizens’ who have regular access to essential services	35
4. Outcome C3: Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities	37
5. Output C1, C2 and C3: Number of target municipalities receiving USG assistance that improve their performance in the reporting period	39
6. Output C1, C2 and C3: Number of sustainable full time jobs created through RU-S support	42
7. Output C1: Number of training curriculums developed with RU-S assistance	45
8. Output C1: Number of individuals trained with USG assistance in the reporting period	47
9. Output C2 and C3: Number of municipal service delivery projects completed with USG assistance during the reporting period	50
10. Output C2 and C3: Number of workdays provided as a direct result of RU-S activities in the reporting period	53
11. Output C2: Number of environmental compliance assessments conducted to RU-S project sites	56
12. Output C3: Number of Integrated Financial Management Systems IFMS modules implemented in target municipalities in the reporting period	59
13. Output C3: Number of parcels of land registered with USG assistance in the reporting period	62
14. Output C3: Number of Public Private Partnerships (PPP) established with RU-S support in the reporting period	64
15. Output C3: Value of revenue generated by target municipalities in the reporting period as a direct result of RU-S activities	66
16. Output C3: Number of anti-corruption measures implemented with USG assistance in the reporting period	68
<b>ANNEX II: DATA MANAGEMENT PROCESSES FOR USAID EFFECTIVENESS INDICATORS .....</b>	<b>70</b>
<b>ANNEX III: CHANGES FROM 2010 PMP .....</b>	<b>73</b>
<b>ANNEX IV: FORMS FOR DATA COLLECTION .....</b>	<b>76</b>
<b>ANNEX V: DATA QUALITY AUDIT TOOLS.....</b>	<b>77</b>
<b>ANNEX VI: MUNICIPAL CAPACITY INDEX TOOLS.....</b>	<b>78</b>
<b>ANNEX VII: AFGHANISTAN CSO POPULATION DATA 1389 (2010-11) UPDATE JULY 28-2010.....</b>	<b>89</b>

## TABLE OF TABLES

Table 1: Provinces and corresponding municipalities targeted by RAMP UP South .....	7
Table 2: RAMP UP - South Indicators.....	13
Table 3: USAID Effectiveness Indicators for RAMP UP - South.....	15
Table 4: Targets for RAMP UP – South Year II Indicators with targets .....	17
Table 5: RAMP UP – South Year II Indicators Data Quality Plan .....	25
Table 6: Provincial municipalities and population data.....	29
Table 7: USAID Effectiveness Indicators for RAMP UP - South Data Management Processes and definitions .....	70
Table 8: Comparison of YII Indicators with YI and Contractual indicators.....	73

## TABLE OF FIGURES

Figure 1: Relationship of the RAMP UP - South Results Framework to the USAID Afghanistan Mission Objectives	10
Figure 2: RAMP UP – SOUTH Results Framework	11
Figure 3: Data Management incorporating data quality parameters to reduce risk to data quality	19
Figure 4: Data management processes for CLIN 1 activities	21
Figure 5: Data management processes for CLIN2 activities	22
Figure 6: Data management processes for CLIN3 activities	23

## ACRONYMS

CIP	Capital Improvement Plan
CLIN	Contract Line Item Number (corresponds with program component)
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DCOP	Deputy Chief of Party
CTL	Component Team Leader
DCTL	Deputy Component 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
CSC	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

## EXECUTIVE SUMMARY

The Performance Monitoring Plan (PMP) for the Regional Afghan Municipalities Program for Urban Populations - South (RAMP UP-South or RU-S) documents the development hypotheses of the program, and details the specific indicators and methodology that will be employed to test this hypothesis during the life of the program. This is the second version of this document and aligns with the RU-S Year II work plan, which should be read in conjunction with this document.

THE PMP highlights the relationship between the RU-S and the USAID development hypotheses illustrated by the relationships between their respective Results Frameworks.

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, a separate M&E data tracker for each program component and a Training database.

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 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;
- Disaggregations 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;

A simple program evaluation plan has been included in the PMP. While RU-S regularly self evaluates an external evaluation is anticipated. This document provides some guidance for the external evaluation team.

This PMP is expected to adapt to the changing environment in the area of intervention. An updated version of the PMP will be submitted to USAID annually.

## INTRODUCTION

### 1. BACKGROUND<sup>1</sup>

The goal of Regional Afghan Municipalities Program for Urban Populations -South (RU-S) is to create effective, responsive, democratic, transparent and accountable, municipal governance in the six provinces that comprise the International Security Assistance Force's Regional Command (RC)-South. RU-S will target one key municipality in each of the target provinces: Kandahar City municipality in Kandahar Province, Lashkar Gah municipality in Helmand province, Zaranj municipality in Nimroz province, Tirin Kot municipality in Uruzgan province, Qalat municipality in Zabul province and Nili municipality in Zabul province (refer to Table 1<sup>2</sup> below).

The primary objectives of RAMP UP-South are to:

1. Increase the management capacity of the targeted Government of the Islamic Republic of Afghanistan (GIROA) municipalities;
2. Markedly improve the delivery of municipal services to citizens in target municipalities; and,
3. Increase targeted municipal capacity to enable, support, and sustain economic growth.

With RU-S assistance the targeted municipalities will develop the sustainable capacity to plan, fund, manage and deliver essential services required and prioritized by its citizens.

RAMP UP-South's work is in the background, putting municipal officials out front in the planning and implementation of visible accomplishments. As result, citizens should gain satisfaction with and trust in their municipal government. The contractor will also ensure that municipal government capacity building is fully in line with the policies, direction and leadership of Independent Directorate of Local Governance (IDLG). Sound implementation of RU-S depends on quickly empowering Afghans to improve their government and community structures and building their capacity to continue these activities after RU-S intervention has come to an end.

RU-S will provide assistance in six provincial capitals in southern Afghanistan, helping them deliver services to their citizens while operating as financially self-sufficient entities. In the face of growing populations, the challenge will be to create reliable and sustainable services rather than scattered programs. Table 1 highlights the provinces and corresponding municipalities for program implementation.

**Table 1: Provinces and corresponding municipalities targeted by RAMP UP South**

PROVINCE	MUNICIPALITY
Kandahar	Kandahar City
Helmand	Lashkar Gah
Nimroz	Zaranj
Uruzgan	Tirin Kot
Zabul	Qalat
Daykundi	Nili

This document should be read in conjunction with the Year II work plan for RU-S. Further details regarding the activities to be monitored are provided in the completed work plan.

<sup>1</sup> For additional details on the RAMP UP – South implementation please refer to the Technical proposal document and the Program Work plan available in the RAMP UP – South office in Kandahar.

<sup>2</sup> ISAF's original Regional Command South has since been divided into RC South (Kandahar, Dai Kundi, Uruzgan, and Zabul), and RC-Southwest (Helmand and Nimroz). RAMP UP south will work in the six provinces.

## 2. ORGANIZATIONAL STRUCTURE

RAMP UP - South employs one full-time expatriate M&E director, one full time local national Deputy Director and will employ one local national data management specialist. The M&E team reports directly to the Chief of Party, Mark Nolan.

## 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 comparable data will be collected over time – particularly in the face of key personnel change. The PMP supports reliable data collection by documenting the frequency and schedule of data collection and assigning responsibilities to designations within the program rather than specific individuals.

## 1. RAMP UP- SOUTH RESULTS FRAMEWORK

The RU-S Results Framework complements the basic structure of USAID’s objectives for Afghanistan. The illustrated relationship demonstrates how RU-S program activities are designed to achieve USAID’s strategic interests and contribute to its short- and long-term results. The relationship between the RU-S Results Framework and USAID Afghanistan Mission objectives is illustrated in Figure 1 on Page 10

The RU-S Results Framework aligns with the RU-S 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, building public latrines, assisting with new city development, and providing water purification solutions and waste water treatment facilities in target municipalities. In order to assist targeted municipalities to generate revenue, the RU-S program is assisting targeted municipalities with the implementation of Integrated Financial Management Systems (IFMS) that will allow municipalities to collect and manage revenue, conduct budgeting and accounting processes, manage land registrations (which are a significant source of revenue), and manage Human Resources and payroll processes. All of these modules of the IFMS enhance transparency and reduce and limit opportunities for corruption in municipal government in addition to providing the municipalities with income to sustain service delivery

projects following the completion of the RU-S program. To ensure that target municipalities have the internal capacity to manage and maintain these systems and processes, RU-S incorporates a significant capacity building component that will build municipal capacity in line with the activities that result in more tangible outputs. In order to build citizen support, and satisfaction with and trust in municipal service delivery, RU-S is a low profile program that promotes municipal-led activities and thus incorporates a communications strategy that assists with the promotion of municipal service delivery. Cross cutting issues incorporated into the program include a focus on bringing a semblance of gender equity into municipal processes and engaging youth and women in municipal decision making where possible.

The Results Framework presents an outline of the programs 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 of the program.

It is important to note that, while activities may focus on one program objective, they may result in effects under a different program objective. 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 RU-S Results Framework is illustrated in Figure 2 on page 11.

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

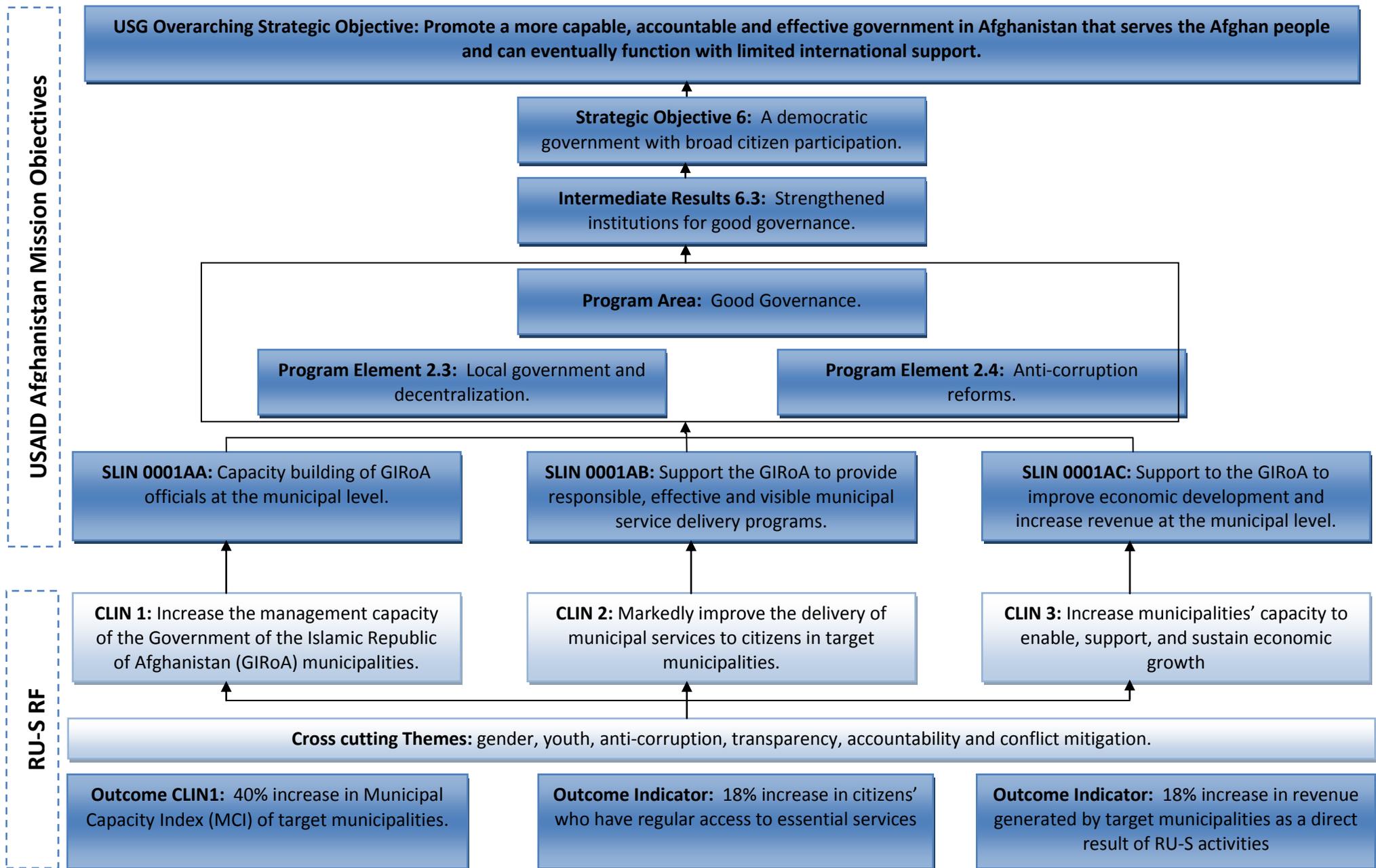
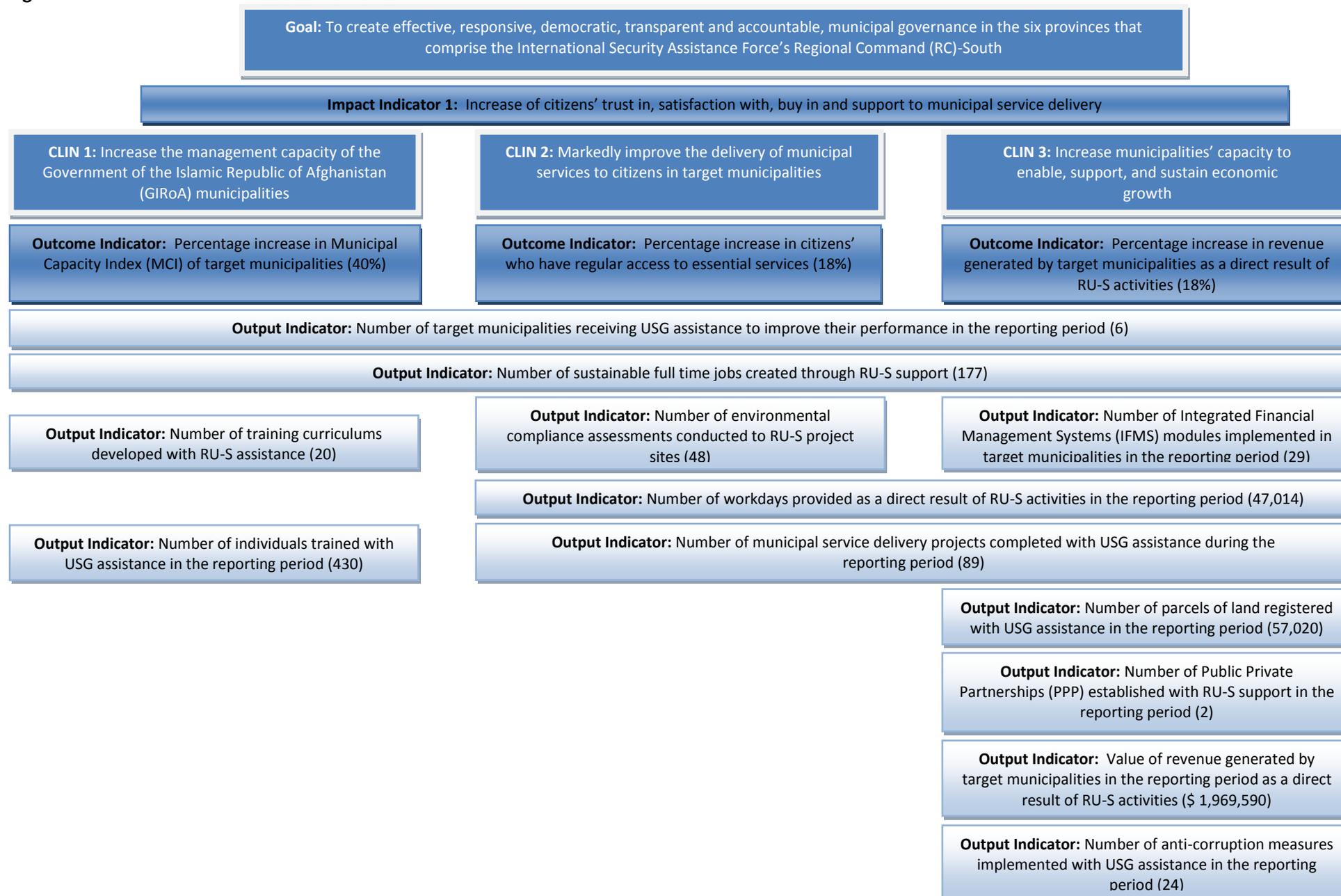


Figure 2: RAMP UP – SOUTH Results Framework



## **2. RAMP UP- SOUTH INDICATORS**

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).

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 programs theoretically sound development hypothesis and through research studies measuring a baseline at the start of implementation and a change from that baseline through a research study towards the end of program implementation. Impact Indicators will be reported only in the program close out report.

RU-S has selected outcome indicators that represent change in the target population that are directly attributable to the program activities. Outcome indicators will be reported quarterly or annually (C1 and C2 Outcome indicators are reported annually, C3 Outcome indicator is reported quarterly) as appropriate for the level of effort and associated cost with collection as well as the time required for anticipated change to show results.

See Table 2 below for a listing of the 17 program indicators grouped under the three program components (CLIN). Under the indicator the relevant USAID Mission PMP and F indicators to which RU-S indicators are related and can feed into are highlighted

The indicators are further classified into Operational and Management indicators.

- Management indicators are meant to respond to the technical needs of the program to oversee the activities and analyze their progress; and,
- Operational indicators serve to aggregate the Program contribution to the Missions' indicators.

For definitions of the RAMP UP – South indicators please refer to Annex I – RU-S Performance Indicator Reference Sheets.

Table 2: RAMP UP - South Indicators

CLIN	No	LEVEL	TYPE	INDICATOR	RELATIONSHIP TO USAID PMP / F INDICATORS	GENDER FOCUS
1, 2, 3	1	Impact	Operational	Increase of citizens' trust in, satisfaction with, buy in and support to municipal service delivery.	Percent of public who, through research or focus groups, see governance reform as progressing	Gender disaggregation highlights gender issues at the impact level
1	2	Outcome	Operational	Percentage increase in Municipal Capacity Index (MCI) of target municipalities.		
2	3	Outcome	Operational	Percentage increase in citizens' who have regular access to essential services.	Number of people in target areas with first-time access to improved sanitation facilities as a result of USG assistance (where sanitation refers to SWM)	Gender disaggregation highlights gender issues at the outcome level
3	4	Outcome	Operational	Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities.		
1, 2, 3	5	Output	Operational	Number of target municipalities receiving USG assistance that improves their performance in the reporting period	Number of sub-national government entities receiving USG assistance that improves their performance	
1, 2, 3	6	Output	Operational	Number of sustainable full time jobs supported through RU-S assistance		Gender disaggregation highlights gender issues at the output level
1	7	Output	Operational and Management	Number of training curriculums developed with RU-S assistance		
1	8	Output	Operational and Management	Number of individuals trained with USG assistance in the reporting period	Number of government officials trained with USG assistance Number of training days provided to journalists with USG assistance, measured by person-days of training	Gender disaggregation highlights gender issues at the output level

CLIN	NO	LEVEL	TYPE	INDICATOR	RELATIONSHIP TO USAID PMP / F INDICATORS	GENDER FOCUS
2, 3	9	Output	Operational and Management	Number of workdays provided as a direct result of RU-S activities in the reporting period		Gender disaggregation highlights gender issues at the output level
2, 3	10	Output	Operational and Management	Number of municipal service delivery projects completed with USG assistance during the reporting period		
2	11	Output	Operational and Management	Number of environmental compliance assessments conducted to RU-S project sites		
3	12	Output	Management	Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities in the reporting period	Number of government programs whose budgets are administered and accounted for in the prior year (only for Year III)	
3	13	Output	Management	Number of parcels of land registered with USG assistance in the reporting period		
3	14	Output	Management	Number of Public Private Partnerships (PPP) established with RU-S support in the reporting period		
3	15	Output	Management	Value of revenue generated by target municipalities in the reporting period as a direct result of RU-S activities		
3	16	Output	Operational and Management	Number of anti-corruption measures implemented with USG assistance in the reporting period	Number of mechanisms for external oversight of public resource use supported by USG assistance	

**Notes:**

1. Where output indicators are the result of activities across more than one CLIN the results for each CLIN will be reported separately.

RU-S also reports on the Effectiveness Indicators defined for the USAID Afghan Info web application, while these indicators do not fall into the RU-S Results Framework, data reported under these effectiveness indicators are derived from (1) RU-S indicator data, (2) program HR data and (3) program financial data. For a complete listing of the Effectiveness indicators into which RU-S reports refer to Table 3 below.

For data management processes on these indicators refer to Table 7 under Annex II - data management processes for USAID effectiveness indicators on page 70.

**Table 3: USAID Effectiveness Indicators for RAMP UP - South**

No	INDICATOR
1	# of Afghan Graduates/Interns Hired
2	# of Afghan Personnel Employed
3	# of American Graduates/Interns Hired
4	# of American Personnel Employed
5	# of Third Country National Graduates/Interns Hired
6	# of Third Country National Personnel Employed
7	Number of Afghan personnel employed providing security functions
8	Number of American personnel employed providing security functions
9	Number of Third Country National personnel employed providing security functions
10	# of Local Firms Under Sub-Contract
11	# of Non-Local Firms Under Sub-Contract
12	\$ Value of Local Procurements (sub-contracts, goods, services)
13	\$ Value of Non Local Procurements (sub-contracts, goods, services)
14	\$ Value of Procurements (sub-contracts, goods, services)

### 3. ASSUMPTIONS

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 in the community are able to talk to enumerators without fear of family members or security forces retaliation.
- Men are free to report their opinions when interviewed by enumerators without fear of security forces retaliation.
- National and Provincial government contributions to sub-national entities are sufficiently stable to facilitate the delivery of municipality’s services.

#### 4. BASELINES

Most 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. The following indicators have baselines that vary from 0.

##### Percentage increase in Municipal Capacity Index (MCI) of target municipalities

Municipality	Kandahar City	Lashkar Gah	Zaranj	Tirin Kot	Qalat	Nili
<b>Baseline</b>	32	40	11	11	11	10

The MCI is an index focusing on municipality procedures, knowledge and skills in key functional areas. The MCI baseline scores presented above were collected during Year I of RU-S implementation from target municipalities where municipal officials respond to questions that result in an MCI score for each municipality. The MCI assessment is conducted by enumerators under the leadership of the component team leaders. The scores presented in the table above are scores out of a possible 100 points indicating overall municipal capacity. For additional information please reference the Performance Indicator Reference Sheet (PIRS) on Page 33.

##### Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities

Municipality	Kandahar City	Lashkar Gah	Zaranj	Tirin Kot	Qalat	Nili
<b>Baseline AFS (1398* – 2010)</b>	387,149,008	56,269,954	31,418,926	5,791,852	13,059,503	551,595
<b>Baseline USD** (1398 – 2010)</b>	8,603,311	1,250,443	698,198	128,708	290,211	12,258

\* 1398 runs from mid March 2010 – Mid March 2011)

\*\* Exchange rate calculated using a constant 45 AFS – 1 USD. This is an average over the period.

Baselines for all municipalities were provided by IDLG. It is important to note that baseline data includes all incoming monies to municipalities during the financial year 1389, including income from sales of land and reimbursements. This covers approximately the period Mid March 2010 to mid March 2011. Sales of land generate high income values for target municipalities. This means that the baseline is high relative to the actual regular income of target municipalities.

The actual percentage increase in regularly generated revenue by the RU-S program is thus higher than the presented/targeted percentage increases as the numerator without the value of land sales would be somewhat lower.

## 5. TARGETS

Table 4: Targets for RAMP UP – South Year II Indicators with targets

CLIN	No	Level	Indicator	Kandahar City	Lashkar Gah	Zaranj	Tirin Kot	Qalat	Nili	Year II Target	Year I Actual	Life of Project Target
1, 2, 3	1	Impact	Increase of citizens' trust in, satisfaction with, buy in and support to municipal service delivery.	10%	10%	10%	10%	10%	10%	10%	NA	10%
1	2	Outcome	Percentage increase in Municipal Capacity Index (MCI) of target municipalities.	40%	40%	40%	40%	40%	40%	40%	NA	40%
2	3	Outcome	Percentage increase in citizens' who have regular access to essential services.	18%	17%	15%	25%	20%	2%	18%	NA	18%
3	4	Outcome	Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities.	14%	29%	22%	69%	41%	355%	18%	0%	18%
1, 2, 3	5	Output	Number of target municipalities receiving USG assistance that improves their performance in the reporting period	1	1	1	1	1	1	6	6	6
1 2 3	6	Output	Number of sustainable full time jobs supported through RU-S assistance	93	38	4	18	21	3	177	NA	177
			C1	15	4	3	3	2	2	29		
			C2	78	29	1	15	9	1	133		
			C3	0	5	0	0	10	0	15		
1	7	Output	Number of training curriculums developed with RU-S assistance	NA						20	NA	20
1	8	Output	Number of individuals trained with USG assistance in the reporting period	150	100	20	20	20	20	330	100	430

CLIN	No	Level	Indicator	Kandahar City	Lashkar Gah	Zaranj	Tirin Kot	Qalat	Nili	Year II Target	Year I Actual	Life of Project Target
23	9	Output	Number of workdays provided as a direct result of RU-S activities in the reporting period	6,280	7,150	3,120	5,535	6,305	4,240	32,630	13,184	45,814
			C2	40	2,350	1,200	4,095	3,425	2,800	13,910		
			C3	6,240	4,800	1,920	1,440	2,880	1,440	18,720		
23	10	Output	Number of municipal service delivery projects completed with USG assistance during the reporting period	13	15	13	17	16	12	86	4	90
			C2	6	6	5	9	7	4	37		
			C3	7	9	8	8	9	8	49		
2	11	Output	Number of environmental compliance visits conducted to RU-S project sites	6	6	9	15	6	6	48	NA	48
3	12	Output	Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities in the reporting period	4	5	5	5	5	5	29	1	30
3	13	Output	Number of parcels of land registered with USG assistance in the reporting period	24,300	12,600	7,200	3,640	6,480	2,800	57,020	NA	57,020
3	14	Output	Number of Public Private Partnerships (PPP) established with RU-S support in the reporting period	0	1	0	0	1	0	2	0	2
3	15	Output	Value of revenue generated by target municipalities in the reporting period as a direct result of RU-S activities	\$1,200,960	\$364,000	\$152,000	\$88,978	\$120,096	\$43,556	\$1,969,590	\$0	\$1,969,590
3	16	Output	Number of anti-corruption measures implemented with USG assistance in the reporting period	4	4	4	4	4	4	24	NA	24

**Note:**

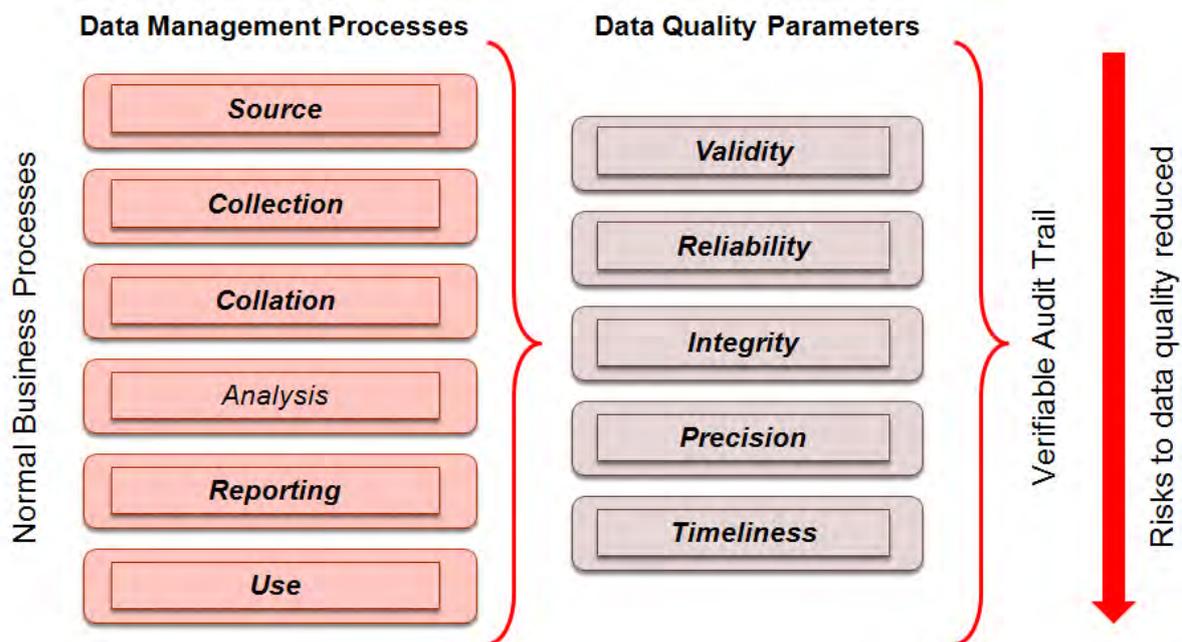
1. NA under Year 1 Actual indicates that the indicator is new in Year II
2. Targets are based on the activities outlined in the Year II Work plan for the RU-S program.

## 6. DATA MANAGEMENT PROCESSES AND DATA QUALITY

The data management processes outlined here are provided in significant detail in the PIRS in ANNEX I on page 28 and in Figure 4, Figure 5 and Figure 6 below.

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 on the DMP which significantly reduces the risk of poor quality data. This process is illustrated in Figure 3 below.

**Figure 3: Data Management incorporating data quality parameters to reduce risk to data quality**



### **Source: The point of origin of the data**

The source of all data for RU-S output indicators is the activities that take place at the level of the municipalities. By maintaining the link to the source of data, the program ensures that data retains its validity and the solid logical relationship between the activities, the program development theory and the indicators being measured remains intact. Data is collected from the source directly onto data collection instruments, or 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 implementation staff themselves, for instance, facilitators collect training data during trainings, and Municipal Program Coordinators (MCPs) collect data regarding jobs created. In addition to reducing the administrative burden of M&E on implementation staff, this has a significant impact on data quality. Both data validity and accuracy are enhanced through the direct connection of the collection processes with the source of the data. The design of all data collection tools incorporates quality controls, and ensures that disaggregation is maintained through collation processes and do not introduce validity errors. Data collection tools include detailed instructions for their use. Implementation staff has 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 Kandahar offices of the RU-S program and is conducted by qualified staff working with spreadsheets and databases. Data collation processes include a variety of independent second checks to ensure that the data is free of precision and integrity errors. Data collection forms or project documentation must be signed off by the component Team Leaders before being passed to the M&E Director 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 Director. The most common error in collation is usually transcription errors. This is overcome by having the Component Team Leaders conduct a final check of reported data prior to reporting.

**Analysis: Processes used for statistical analysis.**

There is no statistical analysis conducted on M&E data. 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 Tracker are reported in the monthly and quarterly reports. The M&E tracker is a linked series of spreadsheets containing formulas designed to ensure the quality of the data. Tables are copied from the spreadsheet to the reports to minimize transcription errors in the reporting processes. RAMP UP will submit both monthly and quarterly performance reports to USAID. These include baseline information, data relevant to the current reporting period and cumulative data where appropriate. Additionally data is reported into the Afghan Info and TraiNet online database systems.

**Use: Processes for use of data in decision making**

Data are used by the program for management of activities, monitoring of progress of activities and ensuring that the program remains on-track to meeting the obligations laid out in the program contract and the targets elaborated on in this document. In addition to revising the Monthly report prior to submission, data are reported and discussed by the management team in the first weekly meeting after submission of the report.

Figure 4: Data management processes for CLIN 1 activities

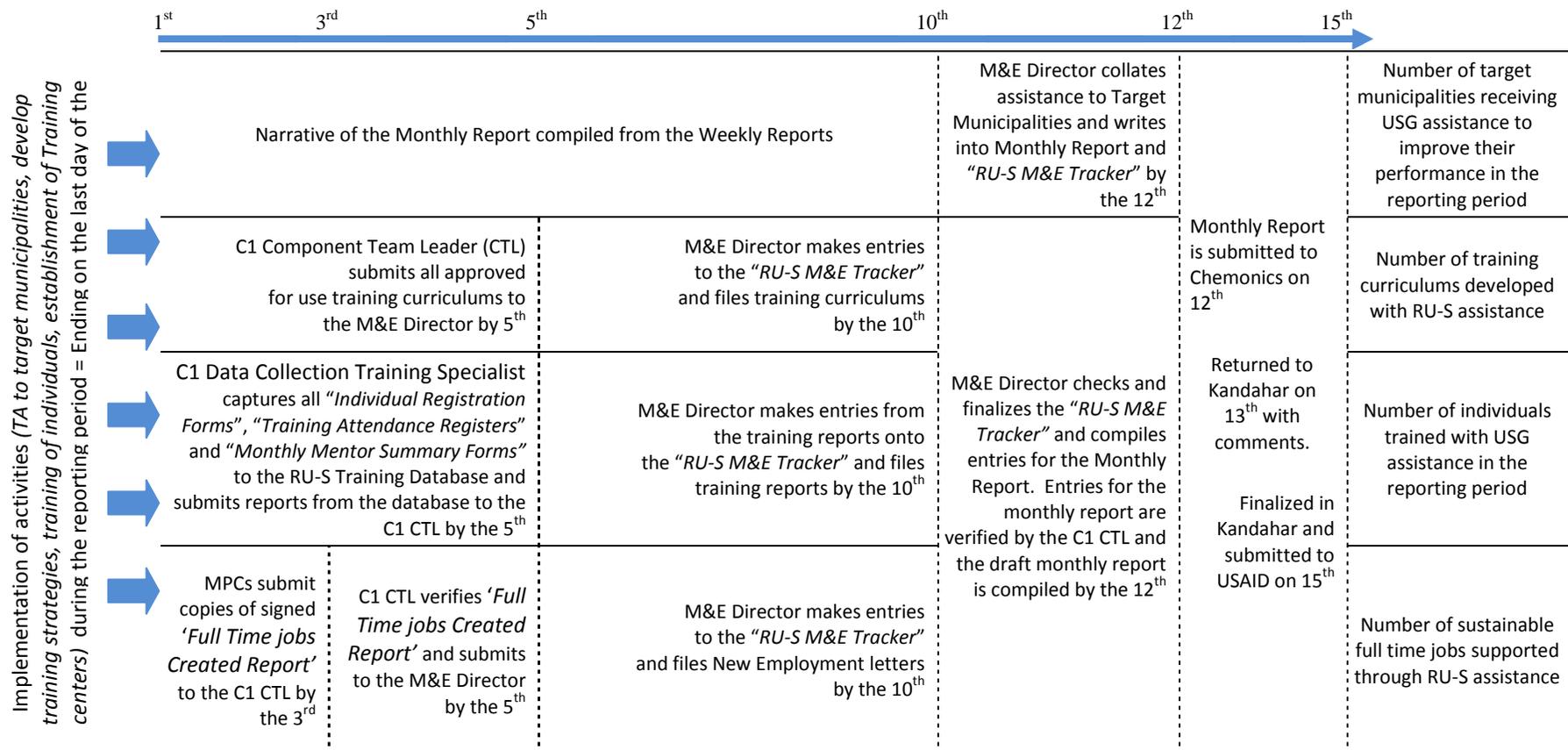


Figure 5: Data management processes for CLIN2 activities

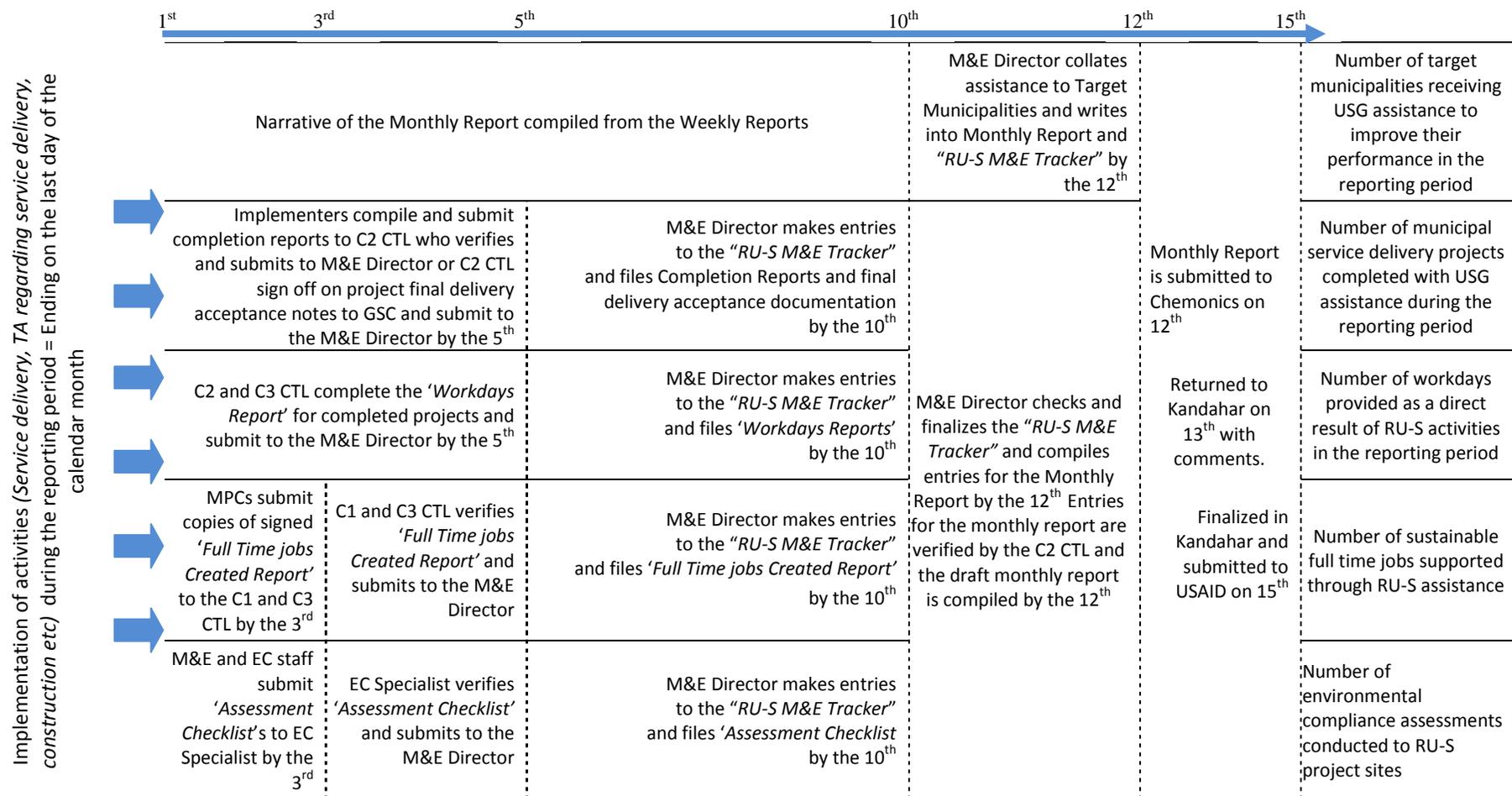
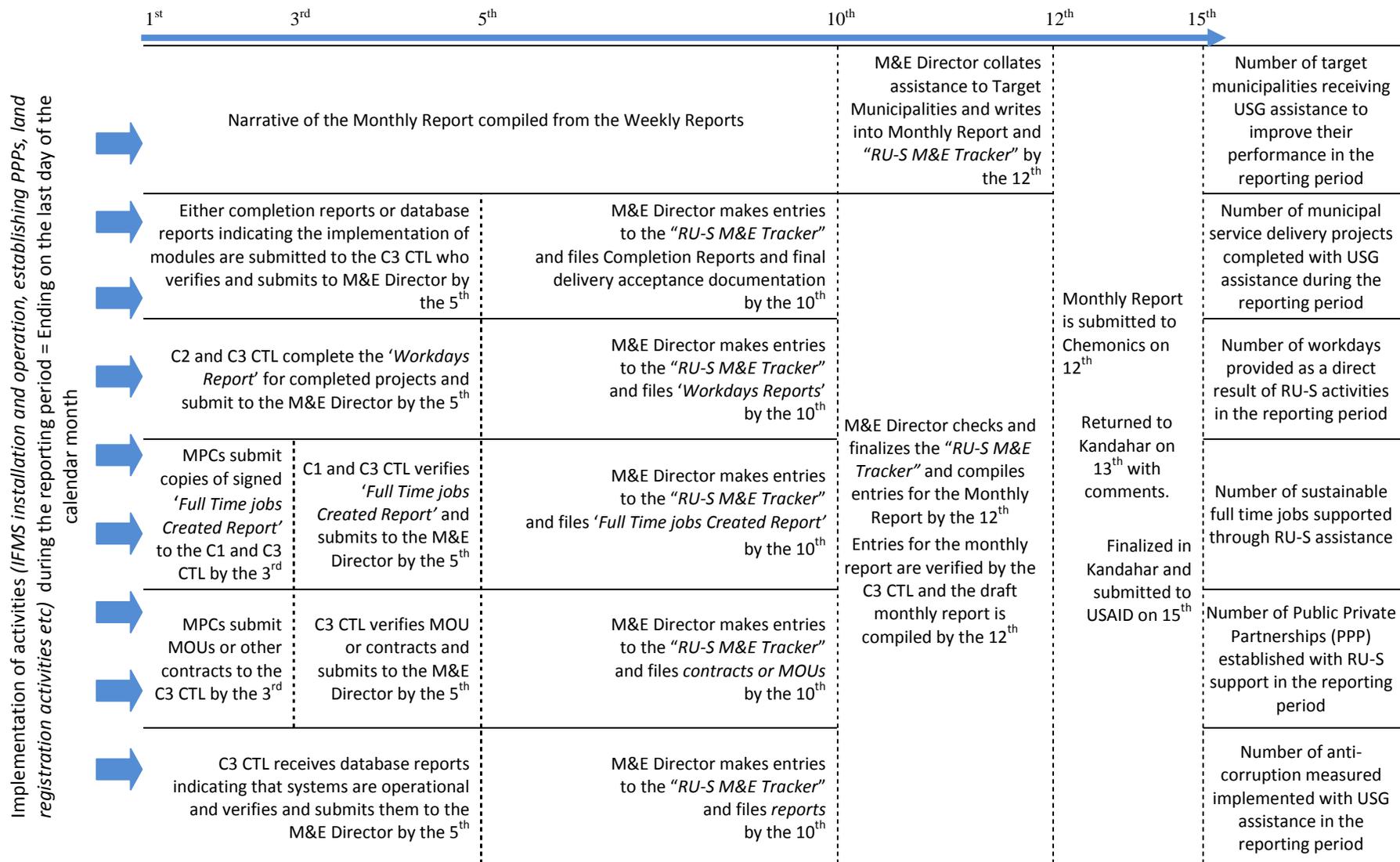


Figure 6: Data management processes for CLIN3 activities



Implementation of activities (IFMS installation and operation, establishing PPPs, land registration activities etc) during the reporting period = Ending on the last day of the calendar month

<p>→ C3 CTL receives value of revenue generated from the databases, verifies them and submits them to the M&amp;E Director by the 5<sup>th</sup></p>			<p>Monthly Report is submitted to Chemonics on 12<sup>th</sup></p>	<p>Value of revenue generated by target municipalities in the reporting period as a direct result of RU-S activities</p>
<p>→ C3 CTL receives number of parcels of land reports from the databases, verifies them and submits them to the M&amp;E Director by the 5<sup>th</sup></p>	<p>M&amp;E Director makes entries to the "RU-S M&amp;E Tracker" and files reports by the 10<sup>th</sup></p>	<p>M&amp;E Director checks and finalizes the "RU-S M&amp;E Tracker" and compiles entries for the Monthly Report by the 12<sup>th</sup> Entries for the monthly report are verified by the C3 CTL and the draft monthly report is compiled by the 12<sup>th</sup></p>	<p>Returned to Kandahar on 13<sup>th</sup> with comments.</p>	<p>Number of parcels of land registered with USG assistance in the reporting period</p>
<p>→ C3 CTL receives database reports indicating that modules are operational from the databases, verifies them and submits them to the M&amp;E Director by the 5<sup>th</sup></p>			<p>Finalized in Kandahar and submitted to USAID on 15<sup>th</sup></p>	<p>Number of Integrated Financial Management Systems IFMS modules implemented in target municipalities in the reporting period</p>

### 6.1 Data Quality Plan and Assessment

In the initial design of the Year II indicators, data quality parameters have been considered at each step in the data management processes. The standard USAID parameters of data quality have been applied: validity, reliability, integrity, timeliness and precision. For details on the specific data quality processes referenced below please refer to the PIRS in ANNEX I on Page 28.

**Table 5: RAMP UP – South Year II Indicators Data Quality Plan**

DATA QUALITY PARAMETER	MEASURES TAKEN TO ENSURE QUALITY	INDIVIDUAL RESPONSIBLE
<b>Validity</b>	<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 the primary source</p>	M&E Director, Implementation Staff
<b>Reliability</b>	<p>Data Management Processes (DMP) are specified in detail in the PMP</p> <p>DMP are only applied from November 2011 and are applied retroactively to activities from start of Year II</p> <p>DMP are specified consistently across all target municipalities</p> <p>All DMP are managed by a small team in the Kandahar Head office</p> <p>Data are managed using formula driven spreadsheets with built in checks.</p> <p>Formulae are only editable by the M&amp;E Director.</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&amp;E Director</p> <p>All staff interacting with the M&amp;E system have been trained on processes.</p> <p>Data quality control is auditable from one step in the DMS to the next.</p> <p>Individual's responsible form one step in the DMS to the next are always different individuals.</p>	M&E Director, Component Team Leaders, Environmental Compliance (EC) Specialist, Communications Director, Grants and Sub-contracts (GSC) Staff, Implementation Staff
<b>Integrity</b>	<p>Individuals responsible from one step in the DMS to the next are always different individuals.</p> <p>Data 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 required collaboration for manipulation reducing the likelihood of such collaboration taking place.</p> <p>Random site visits are conducted by M&amp;E staff</p>	M&E Director, Component Team Leaders, EC Specialist, Communications Director, GSC Staff, Implementation Staff
<b>Precision</b>	<p>Different individuals quality control form one step to the next increasing the likelihood of catching transcription or other minor</p>	M&E Director, Component Team

	<p>errors.</p> <p>Data quality control is auditable from one step in the DMS to the next.</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>	<p>Leaders, EC Specialist, Communications Director, GSC Staff, Implementation Staff</p>
<b>Timeliness</b>	<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 15<sup>th</sup> day of the month following the reporting period.</p> <p>Data is reported quarterly by the 30<sup>th</sup> day of the month following the reporting quarter.</p> <p>Data is reported annually by the 30<sup>th</sup> day of the month following the reporting year.</p>	<p>M&amp;E Director, Team Leaders, EC Specialist, Communications Director, GSC Staff, Implementation Staff</p>

Data Quality will be assessed internally using the Data Quality Assessment Tools provided in ANNEX V on page 77 in June 2012 towards the end of the second year of program implementation. Findings and recommendations resulting from that DQA will be incorporated into the next version of the PMP for Year III.

## **6.2 Prevention of Double Counting**

The only indicator where double counting may become a problem is the training indicator. This is overcome by using a relational database system. Individuals are entered onto the system using unique Tazkera numbers as the index. When individuals are assigned to training on the database, they are selected from a list populated by the database. The database controls for double counting. It is important to note that this does mean that totals for different trainings will not add up to the total number of individuals trained. If one individual attends multiple trainings they will be reflected under more than one training topic, but still only once in the total number of individuals trained.

## **7. RU-S PROGRAM EVALUATION**

### **7.1 External Evaluation**

There is no formal external program evaluation included in the work plan for Year II, however it is anticipated that RU-S may undergo an external program evaluation directed by USAID. Specific questions that may be asked in this evaluation include:

- How well has RU-S delivered on its program objectives:
  - Increase the management capacity of the targeted Government of the Islamic Republic of Afghanistan (GIROA) municipalities;
  - Markedly improve the delivery of municipal services to citizens in target municipalities; and,
  - Increase targeted municipal capacity to enable, support, and sustain economic growth.
- How well have the three components of the program integrated – could greater effectiveness or efficiency be achieved through enhanced integration?
- What is the level of support the program received from Chemonics and subcontractor organizations? Is this sufficient for effective operation, or is there too much input from outside the field office?
- What level of support for the program is received from USAID and is this sufficient for effective operation?
- Do program management processes and management styles enhance or impede program achievement of objectives?
- What are the significant obstacles to performance faced by RU-S and how has the program addressed these challenges? Identify any best practices or lessons learned.
- What is being done differently in Year II from Year I? Do the changes result in improved performance?
- What political factors have significantly influenced the program operation?

### **7.2 Internal Evaluation**

The program is evaluated internally by program management staff on a weekly basis at staff 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.

## ANNEX I: PERFORMANCE INDICATOR REFERENCE SHEETS

Overarching Definitions.....	29
1. Impact: Percentage increase of citizens’ trust in, satisfaction with, buy in and support to municipal service delivery .....	30
2. Outcome C1: Percentage increase in Municipal Capacity Index (MCI) of target municipalities .....	33
3. Outcome C2: Percentage increase in citizens’ who have regular access to essential services .....	35
4. Outcome C3: Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities.....	37
5. Output C1, C2 and C3: Number of target municipalities receiving USG assistance to improve their performance in the reporting period .....	39
6. Output C1, C2 and C3: Number of sustainable full time jobs created through RU-S support .....	42
7. Output C1: Number of training curriculums developed with RU-S assistance.....	45
8. Output C1: Number of individuals trained with USG assistance in the reporting period .....	47
9. Output C2 and C3: Number of municipal service delivery projects completed with USG assistance during the reporting period.....	50
10. Output C2 and C3: Number of workdays provided as a direct result of RU-S activities in the reporting period.....	53
11. Output C2: Number of environmental compliance assessments conducted to RU-S project sites ..	56
12. Output C3: Number of Integrated Financial Management Systems IFMS modules implemented in target municipalities in the reporting period .....	59
13. Output C3: Number of parcels of land registered with USG assistance in the reporting period .....	62
14. Output C3: Number of Public Private Partnerships (PPP) established with RU-S support in the reporting period.....	64
15. Output C3: Value of revenue generated by target municipalities in the reporting period as a direct result of RU-S activities.....	66
16. Output C3: Number of anti-corruption measures implemented with USG assistance in the reporting period.....	68

**OVERARCHING DEFINITIONS**

**Municipality** – *A municipality is a community or population that exists in a defined geographic area.* Municipalities have unique needs in terms of the information and services that need to be provided for the people living within the geographic boundaries. It is important to note that geographic boundaries are very loosely defined in Afghanistan with no common GIRoA accepted definition of municipal or district boundaries existing.

**Citizens** – *Refers to the population who live in the geographic boundary of the municipal area.* Population data used by the program originates from the Afghanistan Central Statistics Organization, available at <http://cso.gov.af>. Relevant pages from the Afghanistan CSO population data 1389 (2010-11), update July 28-2010 is included in Annex V. The CSO does not define the municipal boundaries, nor provide guidance on what boundaries were used when obtaining the population data.

**Municipal Government** – *Refers to the governing body in place to manage the services that address the unique needs of the citizens within the municipality.* Municipal government is able to collect revenue to provide necessary services and should be elected by the municipal citizens.

Additionally there are provincial municipal governments (defined as the municipal government responsible for provincial capital cities) and district municipal governments (defined as the municipality that governs the district). Multiple districts comprise a Province. RU-S works with the provincial municipalities targeting the population of the provincial capital as highlighted in **Table 6** below. Population data provided originates from the Afghanistan CSO population data 1389 (2010-11), update July 28-2010.

**Table 6: Provincial municipalities and population data**

PROVINCE	MUNICIPALITY	POPULATION DATA		
		MALES	FEMALES	TOTAL
Kandahar	Kandahar City Municipality	260,800	246,600	507,400
Helmand	Lashkar Gah Municipality	49,900	46,500	96,400
Nimroz	Zaranj Municipality	27,000	25,800	52,800
Uruzgan	Tirin Kot Municipality	50,100	46,300	96,400
Zabul	Qalat Municipality	16,900	16,100	33,000
Daykundi	Nili Municipality	19,700	18,700	38,400

**USG Assistance** – *Refers to any assistance provided through the RU-S program using RU-S staff and resources.* This means that even if an activity is funded through a source other than USAID if the implementation of the activity uses RU-S staff in any capacity the activity and the results thereof will be counted as USG assistance and reported as such under this PMP.

## 1. IMPACT: PERCENTAGE INCREASE OF CITIZENS' TRUST IN, SATISFACTION WITH, BUY IN AND SUPPORT TO MUNICIPAL SERVICE DELIVERY

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: II
<b>Indicator:</b> Increase of citizens' trust in, satisfaction with, buy in and support to municipal service delivery
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization AND 2.4 Anti-corruption Reforms
<b>SLIN:</b> 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
<b>CLIN/Program Objective:</b> CLIN 1: Increase the management capacity of the GIRoA municipalities AND 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
<b>Level of Indicator:</b> Impact
DESCRIPTION
<p><b>Definition:</b> Increase measures the change in an Index score. The index score will be generated based on polls and focus group studies undertaken during year I, and to be replicated (only aspects of the prior studies that are statistically valid will be replicated) towards the end of year II.</p> <p>Note: The discrepancies in the conducted studies have made it a requirement that RU-S bring in an STTA statistical specialist to develop a statistically valid Index for comparison across target municipalities. This STTA assignment will be undertaken during November and December of 2011.</p> <p>Accurate index scores for each municipality will be incorporated into the PMP following the completion of the STTA assignment that will develop and calculate these index scores.</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 indicators:</p> <ul style="list-style-type: none"> <li>• <i>Trust of citizens in municipal government</i></li> <li>• <i>Citizen satisfaction with essential services</i></li> <li>• <i>Citizen perception of corruption in municipal services</i></li> <li>• <i>Percentage of citizens that consider that the city municipality has made progress or improvement over the last year</i></li> <li>• <i>Increase citizen buy-in and support to the local government</i></li> <li>• <i>Percent of public who, through research or focus groups, see governance reform as progressing</i></li> </ul> <p>This definition will be updated following the acceptance of the final report resulting from the STTA assignment referenced above.</p>
<b>Unit of Measure:</b> Index
<b>Disaggregation:</b> Province, Municipality,
<b>Justification of Management Utility:</b> This indicator measures the effect of the activities of RU-S on the citizens in target municipalities. It is a long term, impact indicator that describes the change in the perception of and behavior towards target municipalities as a result of new services available to citizens, new information available to citizens, additional means of participation available to 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, participation, gender and youth issues etc.
PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)
<b>Data Source:</b> Research polls and focus groups. Primary data source. Research reports – secondary data source.
<b>Data Collection Method:</b> Baseline data was collected through research polls and focus group studies. The impact survey will be limited to a quantitative study using a rapid assessment methodology due to budgetary constraints.
<b>Frequency and Timing of Data Collection:</b> Initial data for the baseline was collected between January and

October 2010. Data for the comparison will be collected in July/August 2012 based on the processes determined during the STTA calculating the baseline Index scores.				
<b>Individual Responsible:</b> M&E Department will hire a data collection team for data collection				
<b>Data Collation Method:</b> Responses will be collated to MS Excel or an MS Access database and imported to SPSS for detailed analysis				
<b>Frequency and Timing of Data Collation:</b> Within 2 weeks of the completion of data collection for the July/August data collection.				
<b>Individual Responsible:</b> RAMP UP – South Data Collector and M&E Director				
<b>Location of Data Storage:</b> Soft copies are available on the central server at R:\Monitoring and Evaluation\Impact study				
<b>Estimated cost of Data Acquisition:</b> No additional cost to the project.				
DATA QUALITY ISSUES				
<b>Known Data Limitations and Significance:</b> (1) Data collection quality issues, (2) Translation,				
<b>Actions Taken or Planned to Address Limitations:</b> (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.				
<b>Date of initial Data Quality Assessment:</b> October 2011				
<b>Date of next Data Quality Assessment:</b> June 2012				
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.				
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING				
<b>Data Analysis:</b> Data analysis will be detailed in the Data Analysis plan that will accompany the research study. These will be weighted index scores compared across target municipalities to assess the impact of the program.				
<b>Review of Data:</b> Data is reviewed by the C1, C2 and C3 TL and DTLs, M&E Director, COP and DCOP.				
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements				
<b>Frequency of Reporting:</b> Once during the first year of implementation, once at the end of Year II implementation				
<b>Using Data:</b> Data is used to determine if program activities have any impact on the attitude and participation of citizens in target municipalities.				
BASELINES AND TARGETS				
<b>Baseline:</b> The baselines are recorded below. An overall increase of 10% is targeted for Year II.				
Municipality	Baseline	Y I Actual	Y II Target	Comment
<b>Average increase</b>	<b>TBD</b>		<b>10%</b>	
Kandahar City	TBD		10%	
Lashkar Gah	TBD		10%	
Zaranj	TBD		10%	
Tirin Kot	TBD		10%	
Qalat	TBD		10%	
Nili	TBD		10%	
<i>This sheet was last updated on: 21 November 2011</i>				
<p><b>Notes:</b> (1) The outcome “Citizens perception index of municipal services will increase by at least 20%” from under Component 2 in the RU-S contract – Section C is incorporated directly into this impact indicator.</p> <p>(2) This PIRS will be more substantively completed in line with deliverables resulting from STTA assignment per the SOW below.</p> <p>QED is recruiting a senior level researcher with significant statistical background (advanced statistical qualification) to provide technical assistance regarding this indicator. The Researcher and Statistician will provide a technical desk review of original data (quantitative and qualitative) and resultant baseline reports for 5 Target municipalities in Afghanistan and generate a consolidated report based on a comparison of data collected across Kandahar City, Lashkar Gah, Nili, Tirin Kot, and Qalat. This will result in a normalization of scales</p>				

*for data collection.*

*(3) This indicator is an amalgamation of the perception indicators included in the original PMP and the contractual documents. A detailed report breaking down the specific data responding to each of the below will be included in the final deliverables of the Program.*

- *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*

*(4) This indicator will additionally report into the USAID Indicator “Percent of public who, through research or focus groups, see governance reform as progressing”*

**2. OUTCOME C1: PERCENTAGE INCREASE IN MUNICIPAL CAPACITY INDEX (MCI) OF TARGET MUNICIPALITIES**

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: II
<b>Indicator:</b> Percentage increase in Municipal Capacity Index (MCI) of target municipalities
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AA: Capacity building of GIRoA officials at the municipal level
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 1: Increase the management capacity of the GIRoA municipalities
<b>Level of Indicator:</b> Outcome
DESCRIPTION
<b>Definition:</b> 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) service delivery; (2) administrative, budgeting and financial management; (3) service delivery management; and (4) transparency and accountability. The MCI converts a complex set of qualitative data in these four categories into a single municipality score in the range 0-100. The MCI is not a needs analysis. It is simply a snapshot of institutional capability at a given time. A copy of the MCI instrument is attached in Annex IV
<b>Unit of Measure:</b> Index
<b>Disaggregation:</b> Province, Municipality, MCI Category
<b>Justification of Management Utility:</b> 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)
<b>Data Source:</b> Documents and processes, policies and capacity of targeted municipalities. Primary data source. Completed MCI instruments and MCI reports – secondary data source.
<b>Data Collection Method:</b> Data is collected by Component 1 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.
<b>Frequency and Timing of Data Collection:</b> Initial data for the baseline was collected between January and October 2010. Data for the comparison will be collected in July/August 2012 and then at this time in each year that RU-S remains active.
<b>Individual Responsible:</b> RAMP UP – South Component I Team Leader and staff
<b>Data Collation Method:</b> Responses recorded on the MCI form are captured to MS Excel and then written up into final reports for each municipality.
<b>Frequency and Timing of Data Collation:</b> Within 2 weeks of the completion of data collection for the July/August data collection.
<b>Individual Responsible:</b> RAMP UP – South Component I Team Leader and staff
<b>Location of Data Storage:</b> Soft copies are available on the central server at R:\Technical Components\Component 1 Projects\ <i>Municipality Name</i> . Hard copies of final reports are available on file in the M&E Director office in Kandahar.
<b>Estimated cost of Data Acquisition:</b> The initial cost was HIGH - Pro-rated municipal cost of modifying the MCI for the Afghan context, staff training, staff time (including data collectors, logistics, trainers, Expat monitoring and participation), printing instruments, logistics related costs (travel and accommodation), security. The cost of subsequent MCI is limited to staff time, logistics and security which do not represent any additional costs to the program implementation budget.
DATA QUALITY ISSUES

<b>Known Data Limitations and Significance:</b> (1) misunderstanding of interviewers of the requirements for the assignment of points,				
<b>Actions Taken or Planned to Address Limitations:</b> (1) Interviewers participate in training to ensure that there is a solid common understanding of the requirements for completion of the MCI.				
<b>Date of initial Data Quality Assessment:</b> October 2011				
<b>Date of next Data Quality Assessment:</b> June 2012				
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.				
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>				
<b>Data Analysis:</b> Within each of the four main dimensions (Service Delivery, etc.) are four - six questions or categories. 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 s between 0 and 5 is assigned. The final score reflects the combined expat and local interview teams' best assessment of the appropriate scoring based on re-review and some checking of answers against municipality records.				
<b>Review of Data:</b> Data is reviewed by the C1, C2 and C3 TL and DTLs, M&E Director, COP and DCOP.				
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements				
<b>Frequency of Reporting:</b> Once during the first year of implementation, once at the end of Year II implementation and once annually should the program continue after 2012				
<b>Using Data:</b> Data was initially used to design interventions targeting the areas of support most needed by target municipalities. In future it will be used to determine any improvement in municipal capacity.				
<b>BASELINES AND TARGETS</b>				
<b>Baseline:</b> The baselines are recorded below. An overall increase of 40% is targeted for Year II.				
Municipality	Baseline	Y I Actual	Y II Target	Comment
<b>Average increase</b>			<b>40%</b>	
Kandahar City	32	NM	45 = 40%	
Lashkar Gah	40	NM	56 = 40%	
Zaranj	11	NM	15 = 40%	
Tirin Kot	11	NM	15 = 40%	
Qalat	11	NM	15 = 40%	
Nili	10	NM	14 = 40%	
<i>This sheet was last updated on: 21 November 2011</i>				
<p><b>Notes:</b> (1) This indicator was not initially included in the RU-S PMP, however the MCI was conducted for each target municipality in Year I 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 has been delayed in Year, I it will only make sense to conduct a review of the MCI at the end of Year II, and to make use of the MCI as both a management tool and a formal reporting indicator.</p> <p>(2) Targets are somewhat conservative as the RU-S program must place staff in target municipalities prior to implementation of capacity building activities. Additionally, 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 and procedures that are measured to demonstrate capacity change.</p>				

**3. OUTCOME C2: PERCENTAGE INCREASE IN CITIZENS' WHO HAVE REGULAR ACCESS TO ESSENTIAL SERVICES**

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: III
<b>Indicator:</b> Percentage increase in citizens' who have regular access to essential services
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities
<b>Level of Indicator:</b> Outcome
DESCRIPTION
<p><b>Definition:</b> Regular access is defined as sufficiently frequent for the service being provided. Only essential services provided through RU-S assistance are included in this assessment. These will only include solid waste management (SWM) for RU-S during Year II of program implementation. While other service delivery projects will be completed (latrines, beautification of cities, fencing, new city development, traffic improvement, solar water purifier etc) these do not constitute 'regular' essential services and it will not be possible to quantify the number of citizens with access to them.</p> <p>The numerator is the number of citizens in target municipalities who have regular access to essential services. Regular access is defined as replacing full skips with empty skips with sufficient regularity that skips are never overflowing. The Denominator is the total number of citizens in the target municipalities. Total population data is obtained from the Afghanistan Central Statistics Organization website available at <a href="http://cso.gov.af">http://cso.gov.af</a>;</p>
<b>Unit of Measure:</b> Percentage of total population
<b>Disaggregation:</b> Province, Municipality, Gender
<b>Justification of Management Utility:</b> 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 (stimulation of higher spending due to longer opening hours) of target populations. It is an important measure of the effect of program implementation.
PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)
<b>Data Source:</b> Afghanistan Central Statistics Organization - Secondary data source
<b>Data Collection Method:</b> The numerator will be based on an estimation of households in the areas of the municipalities in which SWM is implemented. The Denominator will be the total population of target municipalities.
<b>Frequency and Timing of Data Collection:</b> SWM will only be implemented in its entirety towards the end of Year II of program implementation, thus data collection will take place for the Annual Report in September 2012.
<b>Individual Responsible:</b> Component 2 Team Leader and M&E Director
<b>Data Collation Method:</b> Referencing the most recent census data on the Afghanistan Central Statistics Organization website
<b>Frequency and Timing of Data Collation:</b> October 2012.
<b>Individual Responsible:</b> Component 2 Team Leader and M&E Director
<b>Location of Data Storage:</b> Soft copies available at R:\Program Support\Monitoring and Evaluation\0005 Annual Stuff\Reports and hard copies available in the M&E Director office in Kandahar.

<b>Estimated cost of Data Acquisition:</b> No additional cost to the project							
<b>DATA QUALITY ISSUES</b>							
<b>Known Data Limitations and Significance:</b> 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 smaller disaggregations is not available.							
<b>Actions Taken or Planned to Address Limitations:</b> NA							
<b>Date of initial Data Quality Assessment:</b> October 2011							
<b>Date of next Data Quality Assessment:</b> June 2012							
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.							
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>							
<b>Data Analysis:</b> Simple comparison of percentages in different target municipalities							
<b>Review of Data:</b> Data is reviewed by the Component 1 Team Lead, M&E Director, COP and DCOP							
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements							
<b>Frequency of Reporting:</b> Annually at the end of Year II and then updated quarterly							
<b>Using Data:</b> Data is used to determine on how many individuals and what percentage of the target population RU-S has an impact.							
<b>BASELINES AND TARGETS</b>							
<b>Baseline:</b> 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.							
Municipality	Total Population*			Y I Actual	Year II Targets		
	Male	Female	Total		Male	Female	Total
<b>Overall</b>	<b>424,400</b>	<b>400,000</b>	<b>824,400</b>		<b>75,776</b>	<b>71,332</b>	<b>147,108 / 18%</b>
Kandahar City	260,800	246,600	507,400	69,143 / 13.6%	46,944	44,388	91,332 / 18%
Lashkar Gah	49,900	46,500	96,400	0%	8,483	7,905	16,388 / 17%
Zaranj	27,000	25,800	52,800	0%	4,050	3,870	7,920 / 15%
Tirin Kot	50,100	46,300	96,400	0%	12,525	11,575	24,100 / 25%
Qalat	16,900	16,100	33,000	0%	3,380	3,220	6,600 / 20%
Nili	19,700	18,700	38,400	0%	394	374	768 / 2%
<i>This sheet was last updated on: 21 November 2011</i>							
<p><b>Notes:</b> (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 Work plan for Year II</p> <p>(2) The only activities that provide regular access to services are Solid Waste Management. Estimates are based on the number of skips that are being placed in target municipalities.</p> <p>(3) The lower target indicators for Kandahar City and Lashkar Gah are due to the fact that indicators are based on percentages of population, and Kandahar and Lashkar Gah are larger cities and therefore achieving improvements is in the context of a much larger population. Achieving these indicators at higher rates is possible in smaller cities with fewer resources than in large cities due to the overall smaller populations. In Tirin Kot in particular, the larger amount of resources accorded by the funding from AusAID makes it possible to reach a higher level of the population</p> <p>(4) 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>							

#### 4. OUTCOME C3: PERCENTAGE INCREASE IN REVENUE GENERATED BY TARGET MUNICIPALITIES AS A DIRECT RESULT OF RU-S ACTIVITIES

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: III
<b>Indicator:</b> Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AC: Support to the GIROA to improve economic development and increase revenue at the municipal level
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth
<b>Level of Indicator:</b> Outcome
DESCRIPTION
<p><b>Definition:</b> This indicator presents the change in municipal revenue as a direct result of RU-S activities. Percentage change is calculated using the revenue prior to RU-S intervention as the denominator and the value of income generated through RU-S intervention as the numerator. It measures the value of revenue generated by target municipalities in the reporting period as a direct result of RU-S activities. Methodology for collection of this data is highlighted in the PIRS for that indicator.</p> <p>RU-S will increase municipal revenue generation through the (1) implementation of a land registration database linked to a revenue management database (incorporating municipal payroll and human resources) and (2) the establishment of public private partnerships (PPP) which will generate a small amount of revenue for the municipality, but will also assist the municipalities with service provision. Note that only revenue generated through land registration will be included in the numerator in calculations for this indicator.</p> <p>Baseline revenue for target municipalities originated from the IDLG. These documents are in the possession of the C3 Team Lead.</p>
<b>Unit of Measure:</b> Percentage revenue increase
<b>Disaggregation:</b> Province, Municipality
<b>Justification of Management Utility:</b> At the outcome level, this indicator provides a measure of the direct effect on municipal revenue as a result of RU-S activities. Municipal revenue enables the provision of municipal services to target municipalities. An increase in municipal revenue is required to ensure that services started under RU-S supervision are sustainable in target municipalities.
PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)
<b>Data Source:</b> Activities conducted by RU-S component 3 that result in increased income generation. This is primarily land registration activities – primary data source. Reports from the Revenue collection system – secondary data source
<b>Data Collection Method:</b> Numerator data is collected using processes described under indicator for 'value of revenue generated comes for the indicator'. Baseline data was collected from the IDLG for targeted municipalities. The percentage is calculated by dividing the numerator by the denominator and multiplying by 100.
<b>Frequency and Timing of Data Collection:</b> Data is collected monthly through the generation of a monthly report from the Municipal systems
<b>Individual Responsible:</b> Component 3 Team Leader and M&E Director
<b>Data Collation Method:</b> Data is collated to the 'M&E Tracker' through simple transcription from the printed reports.
<b>Frequency and Timing of Data Collation:</b> Quarterly (end of December, March, June and September)

<b>Individual Responsible:</b> Component 3 Team Leader and M&E Director				
<b>Location of Data Storage:</b> Soft copies available at R:\Program Support\Monitoring and Evaluation\0005 Annual Stuff\Reports and hard copies available in the M&E Director office in Kandahar.				
<b>Estimated cost of Data Acquisition:</b> No additional cost to the project				
<b>DATA QUALITY ISSUES</b>				
<b>Known Data Limitations and Significance:</b> None				
<b>Actions Taken or Planned to Address Limitations:</b> This data comes off the municipal revenue management systems and is thus of the highest possible quality.				
<b>Date of initial Data Quality Assessment:</b> October 2011				
<b>Date of next Data Quality Assessment:</b> June 2012				
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.				
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>				
<b>Data Analysis:</b> Simple comparison of percentages in different target municipalities. Evaluation of effectiveness of income generation for sustainability of service delivery activities.				
<b>Review of Data:</b> Data is reviewed by the Component 3 Team Lead, M&E Director, COP and DCOP				
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements				
<b>Frequency of Reporting:</b> Annually at the end of Year II and then updated quarterly				
<b>Using Data:</b> Data is used to determine the effectiveness of the RU-S program at increasing municipal revenue.				
<b>BASELINES AND TARGETS</b>				
<b>Baseline:</b> The baseline is set to 0. Prior to RUS implementation 0% increase in municipal revenue was possible due to RU-S.				
Municipality	Baseline (USD)	Projected Increase (USD)	Year II Target	Comments
<b>Overall</b>	494,240,838	1,969,589	<b>18%</b>	
Kandahar City	8,603,311	1,200,960	14%	
Lashkar Gah	1,250,443	364,000	29%	
Zaranj	698,198	152,000	22%	
Tirin Kot	128,708	88,978	69%	
Qalat	290,211	120,096	41%	
Nili	12,258	43,556	355%	
<i>This sheet was last updated on: 21 November 2011</i>				
<p><b>Notes:</b> (1) The outcome “Increased revenue generation for at least two-thirds of partner municipalities by at least 20%” from under Component 3 in the RU-S contract – Section C is incorporated directly into this outcome indicator with a target reduced to 18% due to the relatively late start in the implementation of activities under Component 3 and thus less time to achieve the original 20% target. However all target municipalities, not only 2/3 will experience an increase in municipal revenue.</p> <p>(2) The target is a conservative estimate based on the time it will take for municipalities to receive the full benefit of the increased uptake in Safia Tax. There will be a delay between the registration of parcels of land and the receipt of Safia Tax by municipalities.</p> <p>(3) Baseline data originates with the IDLG and includes income derived from property sales and reimbursement. Percentage change will always be calculated using provided baseline data.</p>				

## 5. OUTPUT C1, C2 AND C3: NUMBER OF TARGET MUNICIPALITIES RECEIVING USG ASSISTANCE THAT IMPROVE THEIR PERFORMANCE IN THE REPORTING PERIOD

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: V
<b>Indicator:</b> Number of target municipalities receiving USG assistance that improve their performance in the reporting period.
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization AND 2.4: Anti-corruption reforms
<b>SLIN:</b> 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
<b>CLIN/Program Objective:</b> 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
<b>Level of Indicator:</b> Output
DESCRIPTION
<p><b>Definition:</b> 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 is included under this indicator.</p> <p>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. As an example, municipality 'A' receives assistance in month 1, month 2 and month 3, municipality 'B' receives assistance in month 1 and 2, and municipality 'C' receives assistance only in month 3. Therefore, the total reported in month 1 is 2 municipalities (A and B); month 2 will be 2 municipalities (A and B); and month 3 will be 2 municipalities (A and C). However the quarterly report covering the reporting period month 1, 2 and 3 will reflect 3 municipalities (A, B and C).</p> <p><b>C1 – Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Planning organizational structure with municipalities;</li> <li>• Assistance to target municipalities to fill tashkeel positions;</li> <li>• Collaboration of the development of Municipal Improvement Plans (MIP);</li> <li>• Planning with municipalities for sustainability;</li> <li>• Assistance to target municipalities to implement citizen service desks;</li> <li>• Capacity building of municipal officials and contract workers for the municipality; and,</li> <li>• Assistance to municipalities for the establishment of Training centers.</li> </ul> <p><b>C2 - Service Delivery</b></p> <ul style="list-style-type: none"> <li>• Planning of service delivery activities with the Municipality;</li> <li>• Technical training of municipal staff at the tashkeel, contractor and laborer levels to implement and maintain service delivery activities;</li> <li>• Building or procurement of service delivery infrastructure, equipment, supplies etc;</li> <li>• Rolling out service delivery activities, design and implementation of pilot service delivery activities;</li> <li>• Controlled and planned handover of service delivery projects to the municipalities;</li> </ul> <p><b>C3 – Revenue Generation and economic growth</b></p> <ul style="list-style-type: none"> <li>• Planning of systems for management of revenue, HR and payroll, budgeting and accounting;</li> <li>• Planning and roll out of revenue generation activities;</li> <li>• Planning and roll out of PPP activities;</li> <li>• Planning and provision of IT infrastructure; and,</li> <li>• Equipping and furnishing of municipal offices.</li> </ul> <p>A municipality is counted in each reporting period if it has received USG assistance through the RU-S program to</p>

<p>improve service delivery. Data is not reported cumulatively. However a municipality only needs to receive assistance once in the reporting period to be counted in that reporting period.</p>
<p><b>Unit of Measure:</b> Number of Municipalities</p>
<p><b>Disaggregation:</b> Province, Municipality, Component</p>
<p><b>Justification of Management Utility:</b> 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 is specifically defined in the PIRS for this indicator and 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 will highlight the precise type of assistance provided to each of the targeted municipalities by each program component.</p>
<p><b>PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)</b></p>
<p><b>Data Source:</b> The assistance provided to targeted municipalities, primary data source. Weekly and monthly RU-S reports – secondary data source</p>
<p><b>Data Collection Method:</b> As component staff and sub-contractor staff undertake program activities, they complete a variety of program documentation. Sub-contractors provide weekly and monthly activity reports. Program documents include component activity trackers, activity reports, timesheets, training attendance registers, mentor documentation, training materials, purchase orders, invoices, etc. Documents are either completed by the implementation staff or (in the case of sub-contractor reports) verified by the implementation staff.</p>
<p><b>Frequency and Timing of Data Collection:</b> Data is collected as assistance is provided to target municipalities</p>
<p><b>Individual Responsible:</b> Component implementation staff (For sub-contract activities program component staff carry overall responsibility)</p>
<p><b>Data Collation Method:</b> A summary of project activities in support of ministries is compiled by each CTL on a weekly basis by Wednesday COB and submitted to the M&amp;E Director and the Communications Director. The weekly reports are substantiated by activity reports and other project documentation. Weekly reports are collated to the monthly report. 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. M&amp;E Director provides a summary list of assistance by each component to target municipalities in Monthly reports and collates data to the “RU-S M&amp;E Tracker”</p>
<p><b>Frequency and Timing of Data Collation:</b> Weekly reports are submitted by COB on Wednesday each week. Monthly reports are submitted by the 15<sup>th</sup> day of the month following the reporting period. Quarterly reports are submitted by the end of the month following the reporting quarter.</p>
<p><b>Individual Responsible:</b> CTL’s submit weekly reports to the M&amp;E Director and the Communications Director. Communications Director submits weekly reports to the COP. M&amp;E Director and the Communications Director submit monthly and quarterly reports to the COP. The COP submits weekly, monthly and quarterly reports to Chemonics HO and USAID</p>
<p><b>Location of Data Storage:</b></p> <ul style="list-style-type: none"> <li>• Weekly Reports - Soft copies stored on the central server R:\Program Support\Communications\Weekly Reports\.....;</li> <li>• Monthly Reports - Soft copies stored on the central server R:\Program Support\Monitoring and Evaluation\Monthly Reports\..... and hard copies are available in the M&amp;E Directors office in Kandahar;</li> <li>• Quarterly Reports - Soft copies stored on the central server R:\Program Support\Monitoring and Evaluation\Quarterly Reports\..... and hard copies are available in the M&amp;E Directors office in Kandahar;</li> </ul>
<p><b>Estimated cost of Data Acquisition:</b> The cost of data acquisition is built into the program costs; there are no additional costs to be calculated.</p>
<p><b>DATA QUALITY ISSUES</b></p>
<p><b>Known Data Limitations and Significance:</b> Tendency of implementers to overstate achievements in narrative reports may result in data identified for which no verification is yet possible.</p>
<p><b>Actions Taken or Planned to Address Limitations:</b> Program documentation is subject to a thorough verification process. This is particularly true of purchase orders, sub-contracts, sub-contractor reports or any activity that requires payment through the RU-S finance department. Data will be viewed by MPCs, CTLs, M&amp;E project staff,</p>

M&E Director and Communications Director.				
<b>Date of initial Data Quality Assessment:</b> October 2011				
<b>Date of next Data Quality Assessment:</b> June 2012				
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.				
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>				
<b>Data Analysis:</b> No further analysis conducted				
<b>Review of Data:</b> M&E Director submits M&E narratives and data tables				
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements				
<b>Frequency of Reporting:</b> Monthly				
<b>Using Data:</b> This data is used as a quick check to manage component teams implementing in all target municipalities.				
<b>BASELINES AND TARGETS</b>				
<b>Baseline:</b> The baseline is set to 0. Prior to RUS implementation no municipalities were receiving assistance from RU-S.				
Municipality	Baseline	Y I Actual	Y II Target	Comments
Kandahar City	0	2	1	Spin Boldak (district municipality in Kandahar province) and Kandahar City implemented payroll systems with RU-S assistance during Y I
Lashkar Gah	0	0	1	
Zaranj	0	0	1	
Tirin Kot	0	0	1	
Qalat	0	0	1	
Nili	0	0	1	
<i>This sheet was last updated on: 21 November 2011</i>				
<p><b>Notes:</b> (1) RU-S assistance to target municipalities is outlined in the Municipality Implementation 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 a 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 II.</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: I
<b>Indicator:</b> Number of sustainable full time jobs created through RU-S support
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 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
<b>CLIN/Program Objective:</b> 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
<b>Level of Indicator:</b> Output
DESCRIPTION
<b>Definition:</b> 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 will 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 of the position after RU-S support is no longer available. The position may be newly created and staffed or a newly staffed existing position for which no work existed prior to RU-S implementation. The full time job must be 5 days a week, 8 hrs a day position entitling the incumbent to normal leave and pay for full time work. Sustainable means that the job should have an anticipated duration of at least one year.
<b>Unit of Measure:</b> Number of Full time jobs
<b>Disaggregation:</b> Province, Municipality, Job type (White collar/Blue collar)
<b>Justification of Management Utility:</b> The provision of new services, as is the mandate of the RU-S program, 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 to strengthen and legitimize municipal processes similarly implies the creation of new 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 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. Additionally, by including a target for the gender disaggregation RU-S hopes to achieve female representation in target municipalities.
PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)
<b>Data Source:</b> 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 "Full time jobs created report" – secondary data source
<b>Data Collection Method:</b> Newly employed individuals in target municipalities filling Tashkeel positions through C1 intervention will have signed contracts. However these may be difficult to obtain. MPC's will obtain municipal signatures on a 'Full Time jobs Created Report' (template provided in Annex IV) as substantiating documentation for this indicator. Documentation will be provided in the month during which the individual accepts the full time position.  All full time jobs in municipalities or municipal contracting organizations filled will be through the assistance of C1 even if they originate with C2 and C3 activities. As such, the MPC's will be responsible for the collection and submission signed 'Full Time jobs Created Report' across full time jobs created and filled.

<b>Frequency and Timing of Data Collection:</b> When the job offer is accepted by an individual						
<b>Individual Responsible:</b> MPCs collect data which is verified by the relevant C1, C2 and C3 CTLs and DCTLs						
<b>Individual Responsible:</b> MPCs and C1, C2 and C3 CTLs and DCTLs						
<b>Data Collation Method:</b> C1, C2 and C3 CTLs and DCTLs submit signed ' <i>Full Time jobs Created Report</i> ' to the M&E Director who collates data to the " <i>RU-S M&amp;E Tracker</i> " and files documentation.						
<b>Frequency and Timing of Data Collation:</b> CTL and DCTL submit data to the M&E Director by no later than the 5 <sup>th</sup> day of the month. M&E Director captures to the " <i>RU-S M&amp;E Tracker</i> " by no later than the 10 <sup>th</sup> day of the month and compiles Monthly Report data by the 12 <sup>th</sup> day of the month						
<b>Individual Responsible:</b> CTLs and DCTLs and M&E Director						
<b>Location of Data Storage:</b> Soft copy stored on the central server R:\Technical Components\ <i>Component #\Municipality</i> , Hard copies stored in the M&E Director office in Kandahar.						
<b>DATA QUALITY ISSUES</b>						
<b>Known Data Limitations and Significance:</b> It may not always be possible to obtain hiring letters for all full time jobs created.						
<b>Actions Taken or Planned to Address Limitations:</b> The ' <i>Full Time jobs Created Report</i> ' has been put in place to cover for all full time positions created through RU-S. Data will be reviewed by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E Director.						
<b>Date of initial Data Quality Assessment:</b> October 2011						
<b>Date of next Data Quality Assessment:</b> June 2012						
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.						
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>						
<b>Data Analysis:</b> Comparison across different activities in different municipalities						
<b>Review of Data:</b> Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E Director.						
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements						
<b>Frequency of Reporting:</b> Monthly. However it is anticipated that this indicator will only become relevant towards the end of Y II of RU-S implementation.						
<b>Using Data:</b> Data provides a very good indication of the sustainability of service delivery activities in target municipalities.						
<b>BASELINES AND TARGETS</b>						
<b>Baseline:</b> The baseline is set to 0. Prior to RUS implementation no full time jobs were created due to RUS implementation.						
Municipality	Baseline	C1 Y II Target	C2 Y II Target	C3 Y II Target	TOTAL Y II	Comments
<b>Total</b>	<b>0</b>	<b>29</b>	<b>133</b>	<b>15</b>	<b>177</b>	Note that RU-S has set a target of 1 female employee in each target municipality by the end of Year II.
Kandahar City	0	15	78	0	93	
Lashkar Gah	0	4	29	5	38	
Zaranj	0	3	1	0	4	
Tirin Kot	0	3	15	0	18	
Qalat	0	2	9	10	21	
Nili	0	2	1	0	3	
<i>This sheet was last updated on: 21 November 2011</i>						
<b>Notes:</b> (1) This is a new indicator in Year II.						

*(2) C1 targets are based on approximately ¼ of unfilled Tashkeel and contractor positions*

*(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.*

*(4) C3 targets are based on the number of jobs that will be created through PPP. Other jobs created through C3 activities are Tashkeel positions reflected under C1 targets.*

*(5) Data for this indicator is only anticipated towards the middle to end of Year II program implementation, as recruitment processes in municipalities are excessively bureaucratic and time consuming. Additionally, this is a process over which RUS has limited influence, but is providing technical advice.*

*(6) The outcome “Increased women’s participation in municipal decision making in all municipalities” from under Component 1 in the RU-S contract – Section C is incorporated in this output indicator through the inclusion of a target for full time employment of women in municipal service delivery positions. No target municipalities had any female representation in the municipal employment at the start of the RU-S program. While gender issues are incorporated into activities through gender sensitization and disaggregated targets where appropriate, the program does not realistically hope to impact on women’s participation in municipal decision making in any quantifiable way during the short program lifetime remaining. By bringing women into the workforce at the municipal level, RU-S will set the stage for greater female participation in future.*

## 7. OUTPUT C1: NUMBER OF TRAINING CURRICULUMS DEVELOPED WITH RU-S ASSISTANCE

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Number of training curriculums developed with RU-S assistance
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AA: Capacity building of GIRoA officials at the municipal level
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 1: Increase the management capacity of the GIRoA municipalities
<b>Level of Indicator:</b> Output
DESCRIPTION
<b>Definition:</b> A training curriculum is a complete set of documentation developed and required for the implementation of a training program. A training curriculum includes the following components: training objectives, training materials and means of evaluation of learning that has taken place. Training curriculum must meet all criteria specified in the “Training Curriculum Guideline” developed by Component 1. Data for this indicator is counted and reported in the month during which Training curriculums developed are approved by the CTL or DCTL 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. Note that the Training subject used for disaggregation of this data will correspond with training subject disaggregation specified in the RU-S training database.
<b>Unit of Measure:</b> Number of training curriculums
<b>Disaggregation:</b> Training subject
<b>Justification of Management Utility:</b> 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 compliment 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)
<b>Data Source:</b> Training curriculums developed – primary data source.
<b>Data Collection Method:</b> 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.
<b>Frequency and Timing of Data Collection:</b> As training curriculums are finalized
<b>Individual Responsible:</b> C1 CTL and/or DCTL
<b>Data Collation Method:</b> Finalized training curriculums will be submitted directly to the M&E Director who will summarize data to the “RU-S M&E Tracker” and files substantiating data at the Kandahar Office.
<b>Frequency and Timing of Data Collation:</b> From the CTL to the M&E Director by no later than the 5 <sup>th</sup> working day of the new month.
<b>Individual Responsible:</b> M&E Director
<b>Location of Data Storage:</b> Soft copies are stored on the central server R:\Technical Components\Component 1\Training curriculums\....., hard copies are stored in the M&E Director office in Kandahar.
<b>Estimated cost of Data Acquisition:</b> The cost of data acquisition is built into the program costs, there are no additional costs to be calculated.
DATA QUALITY ISSUES
<b>Known Data Limitations and Significance:</b> None

<b>Actions Taken or Planned to Address Limitations:</b> None				
<b>Date of initial Data Quality Assessment:</b> October 2011				
<b>Date of next Data Quality Assessment:</b> June 2012				
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.				
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>				
<b>Data Analysis:</b> None				
<b>Review of Data:</b> C1 TL and DCTL, M&E Director, DCOP, C2 and C3 TLs for the scheduling of training.				
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements				
<b>Frequency of Reporting:</b> Monthly				
<b>Using Data :</b> Primary use of data will be to inform other components what training is ready to roll out in support to component activities.				
<b>BASELINES AND TARGETS</b>				
<b>Baseline:</b> The baseline is set to 0. Prior to RUS implementation there were no training strategies developed by RU-S.				
Indicator	Baseline	Y I Actual	Y II Target	Comments
Training Strategies	0	NA	20	Training strategies developed will be used in all target municipalities as appropriate
<i>This sheet was last updated on: 21 November 2011</i>				
<b>Notes:</b> This indicator is new for RU-S in Year II.				

**8. OUTPUT C1: NUMBER OF INDIVIDUALS TRAINED WITH USG ASSISTANCE IN THE REPORTING PERIOD**

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Number of individuals trained with USG assistance in the reporting period
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AA: Capacity building of GIRoA officials at the municipal level
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 1: Increase the management capacity of the GIRoA municipalities
<b>Level of Indicator:</b> Output
DESCRIPTION
<p><b>Definition:</b> This indicator counts the number of individuals who have received training. Individuals' included in this count are the municipal employees, those who hold official tashkeel positions and those who are contracted by the municipality as well as other individuals who interact with the municipality trained by RU-S. Training includes <b>formal</b> (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 they attended 75% of the training. Training is reported in the month in which formal training is completed. Training also includes <b>mentor</b> (on-the-job) type training. Individuals will be reported under training subjects in the month that the mentor determines that they have acquired the relevant skills for that training subject.</p> <p>An individual will only be reported once in the total number even if they attend multiple trainings. Training data will be disaggregated to show the number of individuals who have been trained through formal training and through the mentor program on different training areas. This means that the total data presented will not be equal to the sum of disaggregated data.</p> <p>Training data will be disaggregated by '<b>skilled</b>', taken to mean white collar type training and '<b>unskilled</b>', taken to mean labor type training. Individuals will further be disaggregated by '<b>municipal officials</b>', taken to be those who occupy defined tashkeel positions; '<b>contractors</b>', taken to be individuals who hold a contract position with the municipality; and '<b>other</b>' which will include any other individuals working with the municipalities to provide services to the municipal governance structure or service provision to citizens of the municipality. <b>Training subjects</b> for disaggregation align with the training subject list that exists on the RU-S training database.</p> <p>Note that gender disaggregations will be supplied where relevant, however the program does not anticipate training many women as there are very few women involved in municipal tasks.</p>
<b>Unit of Measure:</b> Number of individuals
<b>Disaggregation:</b> Province, Municipality, Training type (formal/mentor), Individual type1 (municipal official/contractor/other), Training type (Skilled/unskilled), training subject, gender,
<b>Justification of Management Utility:</b> 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. It is important to note that the detail required for informational needs with this indicator is held in the disaggregations. As such disaggregations will be reported in each monthly and quarterly report.
PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)
<b>Data Source:</b> Individuals who receive formal training or mentor type training – primary data source. Reports from the RU-S training database – secondary data source.
<b>Data Collection Method:</b> Individuals will be identified by Tazkera numbers. These numbers will initially be recorded on the " <i>Individual Registration Form</i> " with other relevant data to the individuals when the individual first enters into any training situation with RU-S, and will update their details using the form at subsequent formal trainings.
<b>Formal Training:</b> Individuals who participate in formal training will complete a " <i>Training Attendance Register</i> " requiring that they initial the register each day of training. The register will provide for 5 days of training. If

training has a longer duration than 5 days, more than one register will be used. The register will include details of the individual type (1 and 2) and the training area completed by the trainer. Individuals will be identified by Tazkera numbers. Trainer will be responsible for quality control on the “*Training Attendance Register*”.

**Mentor Training:** Mentors will record the details of all mentoring activities with individuals on the “*Individual mentoring forms*.” At the end of each month the mentors will provide a summary of training subjects where the individual has met the learning requirements on the “*Monthly Mentor Summary Form*”.

**Frequency and Timing of Data Collection:** “*RU-S Training Registration Form*” is completed by individuals receiving training at their first encounter with the RU-S training process and thereafter at the start of each formal training attended by the individual.

“*RU-S Training registration Form*” is completed by individuals receiving training and quality controlled by the facilitator on each day of formal training. Mentors complete “*Individual mentoring forms*” during the course of the month and the “*Monthly Mentor Summary Form*” on the last day of the reporting month as part of their duties as a mentor.

Formal training documents should be submitted to the C1 Data Collection Training Specialist within 2 days of completion of training for verification, Mentor summary forms should be submitted to the C1 DCTL by no later than the 1<sup>st</sup> day of the new month.

**Individual Responsible:** Facilitator is responsible for submission of complete and accurate “*Individual Registration Forms*” and the “*Training Attendance Registers*”. C1 DCTL and mentors are responsible for submission of complete and accurate “*Monthly Mentor Summary Forms*”

**Data Collation Method:** A “*Individual Registration Form*” is verified and captured to the \*RU-S Training Database by the C1 Data Collection Training Specialist. Only one form will ever be captured for each individual. Subsequent forms for individuals will require the C1 Data Collection Training Specialist to update information on the database for the individual if required. “*Training Attendance Register*” will be verified and captured to the RU-S Training Database by the C1 Data Collection Training Specialist. Verified “*Monthly Mentor Summary Forms*” will be captured to the database by the C1 Data Collection Training Specialist.

Reports from the RU-S Training Database will be submitted to the C1 CTL for verification and the M&E Director for collation to the *RU-S M&E Tracker*.

The “*Individual Registration Form*”, “*Training Attendance Register*”, “*Individual mentoring forms*” and “*Monthly Mentor Summary forms*” are provided in Annex IV.

**Frequency and Timing of Data Collation:** All data will be collated and captured to the RU-S Training Database by no later than the 5<sup>th</sup> day of the new month, on which day reports from the database will be submitted to the C1 CTL and the M&E Director.

**Individual Responsible:** C1 Data Collection Training Specialist, C1 CTL and M&E Director

**Location of Data Storage:** Original “*RU-S Training Registration Forms*”, “*RU-S Training Attendance Register*” and “*Monthly Mentor Summary forms*” will be filed by the C1 Data Collection Training Specialist at the office in Kandahar.

Monthly reports from the RU-S Training Database will be filed by the M&E Director in the office in Kandahar and soft copies will be stored in the RU-S Training Database.

**Estimated cost of Data Acquisition:** The cost of data acquisition is built into the program costs, there are no additional costs to be calculated. The cost of development of the RU-S Training Database will be approximately USD 5,000\*

#### DATA QUALITY ISSUES

**Known Data Limitations and Significance:** Trainers may falsify data. Individuals may not have their Tazkera identification numbers or may record them incorrectly. Mentors may falsify data.

**Actions Taken or Planned to Address Limitations:** MPCs and C1 Data Collection Training Specialist will be required to visit each formal training session at least once and will be required to sign off on attendance registers. MPC’s will also be responsible for monitoring mentor activity to ensure that this is taking place. Monitoring activities will be the subject of monthly C1 team meetings. To manage ID numbers, trainers will, where possible, verify them against original documents. Additionally, the C1 Data Collection Training Specialist will verify numbers and names prior to capturing them to the database and will consult with mentors and trainers in the case of questions.

**Date of initial Data Quality Assessment:** October 2011

**Date of next Data Quality Assessment:** June 2012

**Procedure for Data Quality Assessment:** Refer to Data Quality Audit Tools in Annex III of this document.

PLAN FOR DATA ANALYSIS, REVIEW & REPORTING				
<b>Data Analysis:</b> An analysis of the training of municipal officials trained, 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.				
<b>Review of Data:</b> Data is reviewed by the M&E Director, C1 CTL and DCTL, DCOP and COP				
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements				
<b>Frequency of Reporting:</b> Monthly				
<b>Using Data:</b> Data is used to determine what training needs remain to be met in target municipalities and what skills are available in the municipalities, Evaluate different skill requirements and skills acquired in different municipalities. Evaluation of training provided against change in MCI when this has been completed.				
BASELINES AND TARGETS				
<b>Baseline:</b> The baseline is set to 0. Prior to RUS implementation no individuals were trained by RU-S.				
Municipality	Baseline	Y I Actual	Y II Target	Comments
<b>Total</b>	<b>0</b>	<b>100</b>	<b>330</b>	There are no specific disaggregations for gender in the targets, however gender disaggregation will be reported
Kandahar City	0	100	150	
Lashkar Gah	0	0	100	
Zaranj	0	0	20	
Tirin Kot	0	0	20	
Qalat	0	0	20	
Nili	0	0	20	
<i>This sheet was last updated on: 21 November 2011</i>				
<p><b>Notes:</b> (1) This is a new indicator for Year II. The indicator for Year I 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.</p> <p>(2) RU-S Training Database is expected to be in place by end November 2011. This process will be a manual and use spreadsheets until the database is in place. The cost of developing this database has yet to be established, however no additional costs are anticipated as this activity is to be undertaken in-house.</p> <p>(3) Targets are based on approximately one quarter of total municipal employment data, including both currently filled and unfilled Tashkeel positions and contractor positions.</p> <p>(4) Note that no gender disaggregation has been provided for the target, as there were no female employees in target municipalities at the start of Year II. RU-S will focus on the employment of women in target municipalities and thus there will be women included in training. Gender disaggregation will be reported as soon as it becomes a reality.</p>				

## 9. OUTPUT C2 AND C3: NUMBER OF MUNICIPAL SERVICE DELIVERY PROJECTS COMPLETED WITH USG ASSISTANCE DURING THE REPORTING PERIOD

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Number of municipal service delivery projects completed with USG assistance during the reporting period
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> 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
<b>Level of Indicator:</b> Output
DESCRIPTION
<p><b>Definition:</b> Municipal service delivery projects include any RU-S activities that provide a service to municipal citizens. These projects take place primarily under Component 2, however there are occasions where municipal service delivery projects take place under the auspices of Component 3. 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 (eg. Solid Waste Management). The activity will thus be considered completed when the systems, equipment, processes and maintenance facilities have been put in place. It is important to note that SWM and Integrated Financial Management Systems (IFMS) are divided into several projects (as shown below). These are significant, high cost and LOE items that warrant individual quantification.</p> <p>The activities in the RU-S Work plan that are included under C2 and C3 include the following:</p> <p><b>C2 - Service Delivery</b></p> <ul style="list-style-type: none"> <li>• SWM - Municipality waste removal in specific areas such as markets and main thoroughfares;</li> <li>• SWM - Procure and place skips – provides a place for citizens to place household waste;</li> <li>• SWM - structures erected;</li> <li>• SWM - Secondary waste management system – Phase 1 (based on rental) – removes waste from skips to landfill or community dumps;</li> <li>• SWM - Vehicles procured and delivered to municipalities – enables the provision of secondary waste removal;</li> <li>• SWM - Established and equipped vehicle maintenance facilities – enables the provision of secondary waste removal;</li> <li>• SWM – Primary waste collection – provides removal of household waste from the household to the skips;</li> <li>• SWM – Landfill operational – provides a place for solid waste to be deposited and stored;</li> <li>• Latrines constructed and operational – provides functional toilets to citizens;</li> <li>• New city development – provides a basic structured grid and roads for future city development;</li> <li>• Solar water – Provision of potable water to citizens;</li> <li>• City beautification and irrigation – provides a more congenial city for citizens;</li> <li>• Traffic operation and traffic management improvement – provides a safer traffic environment to all citizens; and</li> <li>• Market place construction – provides a dedicated and serviced space for citizens to conduct business.</li> </ul> <p><b>C3 – Revenue Generation</b></p> <ul style="list-style-type: none"> <li>• Information Technology infrastructure – provides a means of managing all service delivery programs, ensuring smooth roll out and thus a service to citizens. When the accounting reports are produced, all IT infrastructure will have been provided to ensure the operation of the IFMS.;</li> </ul>

<ul style="list-style-type: none"> <li>• Public Private Partnerships (PPP) – These partnerships are frequently the means of providing services to municipal citizens. Sometimes they subsidize municipal service provision;</li> <li>• Integrated Financial Management System (IFMS) – Payroll system – provides for the management of payments and staff time of municipality, thus providing a service to municipal citizens;</li> <li>• IFMS – GIS software and equipment is provided to all target municipalities to allow geographic presentation of relevant municipal data;</li> <li>• IFMS – Revenue collection system– manages collection of revenue for the municipality, which is a service provided to the municipal citizens;</li> <li>• IFMS – Budget system– allows management of municipal budget another service to municipal citizens – budget reports indicate that the module is operational;</li> <li>• IFMS – Accounting system– allows management of municipal finance income and expenses and other services to municipal citizens. Balance sheets reports indicate that the module is operational and that the system is integrated;</li> <li>• IFMS – Integration – integration of the IFMS modules allows all modules to seamlessly communicate, ensuring the provision of a smooth service to municipal citizens. Accounting reports will indicate if integration has been successfully completed;</li> <li>• Land Registration System – provides legitimacy to citizens regarding land ownership and reduces potential conflict regarding land ownership; and,</li> <li>• Municipal websites – provides essential information to municipal citizens.</li> </ul>
<p><b>Unit of Measure:</b> Number of service delivery projects</p>
<p><b>Disaggregation:</b> Province, Municipality, Program Component</p>
<p><b>Justification of Management Utility:</b> This indicator provides a count of municipal services that are in place as a result of RU-S implementation and thus a measure of 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 CLIN 2 and 3. While CLIN 2 focuses on direct service provision, CLIN 3 focuses on the provision of services to citizens that are less obvious, but no less important. The provision of a land registration database serves the communities by ensuring that the municipality is able to collect Safia tax, which in turn enables the municipality to fund direct service provision such as solid waste removal. Additionally, this type of service serves to legitimize the claims of citizens to land ownership and thus to reduce potential for conflict. It is important to note that the detail required for informational needs with this indicator is held in the disaggregations. As such, disaggregations will be reported in each monthly and quarterly report.</p>
<p><b>PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)</b></p>
<p><b>Data Source:</b> The activities conducted by RU-S staff and sub-contractors that result in a service provided to target municipalities. Project completion reports – secondary data source.</p>
<p><b>Data Collection Method:</b> As component staff and sub-contractor staff undertake program activities they complete a variety of program documentation. When an activity is complete, the component or sub-contractors 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 sub-contractor reports) verified by the implementation staff. These reports are submitted to the C2 and C3 CTLs or DCTLs.</p> <p>In cases where there is no completion report, or where the completion report is delayed, the M&amp;E department will accept the notes from the GSC department on which the C2 and C3 TL or DTL has approved the final payment and accepted the final deliverables for the project.</p>
<p><b>Frequency and Timing of Data Collection:</b> Data is collected as service delivery activities are completed in target municipalities, or as final deliverables on projects are accepted by C2 and C3 TL and DTLs</p>
<p><b>Individual Responsible:</b> For contract and sub-contract activities, program component staff carry overall responsibility for compiling completion reports. The C2 and C3 CTLs and DCTLs are responsible for verifying the data in the completion reports and signing off on acceptance of final deliverables</p>
<p><b>Data Collation Method:</b> C2 and C3 CTLs and DCTLs submit completion reports/acceptance of final deliverables to the M&amp;E Director who collates data to the “<i>RU-S M&amp;E Tracker</i>” and files documentation.</p>
<p><b>Frequency and Timing of Data Collation:</b> CTL and DCTL submit data to the M&amp;E Director by no later than the 5<sup>th</sup> day of the month. M&amp;E Director captures to the “<i>RU-S M&amp;E Tracker</i>” by no later than the 10<sup>th</sup> day of the month and compiles Monthly Report data by the 12<sup>th</sup> day of the month</p>

<b>Individual Responsible:</b> C2 and C3 CTL and DCTL and M&E Director					
<b>Location of Data Storage:</b> Soft copy stored on the central server R:\Technical Components\Component #\Municipality\, Hard copies stored in the M&E Director office in Kandahar.					
<b>Estimated cost of Data Acquisition:</b> The cost of data acquisition is built into the program costs; there are no additional costs to be calculated.					
DATA QUALITY ISSUES					
<b>Known Data Limitations and Significance:</b> Program documentation is subject to a thorough verification process. This is particularly true of purchase orders, sub-contracts, sub-contractor reports or any activity that requires payment through the RU-S GSC and finance department.					
<b>Actions Taken or Planned to Address Limitations:</b> Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E Director					
<b>Date of initial Data Quality Assessment:</b> October 2011					
<b>Date of next Data Quality Assessment:</b> June 2012					
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.					
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING					
<b>Data Analysis:</b> Analysis of what activities have been completed in which target municipalities. No further analysis required					
<b>Review of Data:</b> M&E Director submits M&E narratives and data tables					
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements					
<b>Frequency of Reporting:</b> Monthly					
<b>Using Data:</b> Data is used to ensure that the program as a whole remains on its approved schedule as well as to ascertain what services are being provided in which of the target municipalities.					
BASELINES AND TARGETS					
<b>Baseline:</b> The baseline is set to 0. Prior to RUS implementation no service delivery projects due to RUS were possible.					
Municipality	Baseline	Y I Actual	C2 Y II Target	C3 Y II Target	Comments
<b>Totals</b>	<b>0</b>	<b>3</b>	<b>37</b>	<b>49</b>	
Kandahar City	0	1	6	7	
Lashkar Gah	0	1	6	9	
Zaranj	0	1	5	8	
Tirin Kot	0	0	9	8	
Qalat	0	0	7	9	
Nili	0	0	4	8	
This sheet was last updated on: 21 November 2011					
<b>Notes:</b> (1) During Year I 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 II we have sought to retain the essence of the indicator, but to provide a clear distinction between underway activities (which are reported under assistance to Target municipalities) and completed projects, and to define what completed means for RU-S. (2) Additionally, during Year I only C2 fed into this indicator. Under this PMP, both C2 and C3 will feed into this indicator as the activities under C3 are in fact services provided to municipal citizens as justified under the definition in the PIRS					

## 10. OUTPUT C2 AND C3: NUMBER OF WORKDAYS PROVIDED AS A DIRECT RESULT OF RU-S ACTIVITIES IN THE REPORTING PERIOD

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Number of workdays provided as a direct result of RU-S activities in the reporting period
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 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
<b>CLIN/Program Objective:</b> 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
<b>Level of Indicator:</b> Output
DESCRIPTION
<b>Definition:</b> A workday is defined as a full 8 hour day of work for which an individual receives pay. "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 sub contract. Workdays are disaggregated by workdays for blue collar (primarily unskilled type work eg. Garbage removal) and workdays for white collar (eg. System development or IT network installation). 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.
<b>Unit of Measure:</b> Number of workdays
<b>Disaggregation:</b> Province, Municipality, Program Component, Labor type (blue/white collar work)
<b>Justification of Management Utility:</b> 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. There is an additional relationship to citizen participation in the provision of services and a further relationship that may tentatively be drawn to stability in target municipalities.
PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)
<b>Data Source:</b> The activities conducted by RU-S staff and sub-contractors that result in days of employment for individuals in the target municipalities are the primary source of this data. For RU-S the source is secondary – reports from contractors engaged to implement projects or the 'Workdays Report'.
<b>Data Collection Method:</b> 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 the activity. This data will be verified by timesheets in the case of direct implementation projects, and by sub-contractor documentation in the case of sub contracted activities.  In cases where the contractor does not provide workdays on the completion report , the C2 or C3 CTL will complete the 'Workdays Report' (attached in Annex IV) which provides an estimate of the number of blue and white collar workers required to complete the project and the average number of days that each type of worker has worked on the project. These estimations will be based on the budgets provided for the project and the engineers' knowledge of the number of workers and time required to complete the project .
<b>Frequency and Timing of Data Collection:</b> Data is collected as service delivery activities are completed in target municipalities.
<b>Individual Responsible:</b> For contract and sub-contract activities, program component staff carry overall responsibility for compiling completion reports. . C2 and C3 CTLs responsible for completing the 'Workdays Report' in cases where the completion report does not contain the requisite data.

<b>Data Collation Method:</b> C2 and C3 CTLs and DCTLs submit completion reports and / or 'Workdays Report' to the M&E Director who collates data to the "RU-S M&E Tracker" and files documentation.					
<b>Frequency and Timing of Data Collation:</b> CTL and DCTL submit data to the M&E Director by no later than the 5 <sup>th</sup> day of the month. M&E Director captures to the "RU-S M&E Tracker" by no later than the 10 <sup>th</sup> day of the month and compiles Monthly Report data by the 12 <sup>th</sup> day of the month					
<b>Individual Responsible:</b> C2 and C3 CTL and DCTL and M&E Director					
<b>Location of Data Storage:</b> Soft copy stored on the central server R:\Technical Components\Component #\Municipality\, Hard copies stored in the M&E Director office in Kandahar.					
<b>Estimated cost of Data Acquisition:</b> The cost of data acquisition is built into the program costs; there are no additional costs to be calculated.					
DATA QUALITY ISSUES					
<b>Known Data Limitations and Significance:</b> Program documentation is subject to a thorough verification process, this is particularly true of purchase orders, sub-contracts, sub-contractor 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 longer than one month.					
<b>Actions Taken or Planned to Address Limitations:</b> Review of data by Municipal Program Coordinators, CTL and DCTL as well as by the finance department prior to payment of invoices. The enhanced data quality resulting from the delay due to reducing administrative processes justifies the slight delay in reporting of data.					
<b>Date of initial Data Quality Assessment:</b> October 2011					
<b>Date of next Data Quality Assessment:</b> June 2012					
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.					
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING					
<b>Data Analysis:</b> Comparison across different activities in different municipalities.					
<b>Review of Data:</b> Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E Director					
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements					
<b>Frequency of Reporting:</b> Monthly					
<b>Using Data :</b> Analysis of the number of workdays created through different types of activities will be examined for cost effectiveness and compared across different activities to measure and monitor efficiency of activity implementation.					
BASELINES AND TARGETS					
<b>Baseline:</b> The baseline is set to 0. Prior to RUS implementation no workdays due to RUS were possible.					
Municipality	Baseline	Y I Actual	C2 Y II Target	C3 Y II Target	Comments
<b>Totals</b>	<b>0</b>	<b>13,184</b>	<b>13,910</b>	<b>18,720</b>	
Kandahar City	0	11,693	40	6,240	Y I - Kandahar City waste removal
Lashkar Gah	0	850	2,350	4,800	Y I – Latrine
Zaranj	0	0	1,200	1,920	
Tirin Kot	0	346	4,095	1,440	Y I – Tirin Kot clean up
Qalat	0	295	3,425	2,880	Y I - Qalat clean up
Nili	0	0	2,800	1,440	
<i>This sheet was last updated on: 21 November 2011</i>					

**Notes:** (1) During Year I, 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 Year II

## 11. OUTPUT C2: NUMBER OF ENVIRONMENTAL COMPLIANCE ASSESSMENTS CONDUCTED TO RU-S PROJECT SITES

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Number of environmental compliance assessments conducted to RU-S project sites
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AB: Support the GIRoA to provide responsible, effective and visible municipal service delivery programs
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 2: Markedly improve the delivery of municipal services to citizens in target municipalities
<b>Level of Indicator:</b> Output
DESCRIPTION
<p><b>Definition:</b> Environmental compliance (EC) assessments are conducted to C2 project sites before, during and after project activities commence. The three environmental compliance assessments include the following:</p> <ul style="list-style-type: none"> <li>• 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, conducted training courses for environmental compliance capacity building, conducted environmental screening for all program activities, and preparation of environmental compliance documentation - environmental reviews reports (ERRs) and environmental mitigation and monitoring plans (EMMPs).</li> <li>• Mitigation Monitoring – During project implementation. Collection of field data for monitoring the status of implementation and performance of recommended adverse environmental impact mitigation measures in the project sites, during project implementation and management phases, and frequency of field visits for data collection.</li> <li>• Environmental Change Monitoring – After project implementation is complete. Collection of field 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 human feces, presence or absence of soil erosion features, absence of scattered solid waste, etc).</li> </ul> <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 EC specialist and will result in either a:</p> <ul style="list-style-type: none"> <li>• Green status with recommendations indicating that the project is in line with USAID specifications for compliance,</li> <li>• Orange status with recommendations indicating that the project must make specific changes in order to be in compliance with USAID, or</li> <li>• Red status indicating that the project is in gross violation of USAID compliance requirements.</li> </ul> <p>The EC assessments will result in the assignment of an EC status to the project. The checklist will contain a weighted, formula driven, assignment of status to the project at each compliance visit that will be managed by the RU-S Environmental Compliance team. No project will be allowed to continue to the next stage until it passes the EC assessment.</p>
<b>Unit of Measure:</b> Number of assessments
<b>Disaggregation:</b> Province, Municipality, Environmental compliance assessment type, assessment status
<b>Justification of Management Utility:</b> 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. It is important to note that the detail required for informational needs with this indicator is held in the disaggregations. As such disaggregations will be reported in each monthly and quarterly report.

**PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)**

**Data Source:** The activities conducted by C2 RU-S staff and sub-contractors are the source of the information reported as a result of RU-S EC assessments. EC Assessment checklists are the secondary source of data.

**Data Collection Method:** RU-S M&E and 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 project implementation.

**Individual Responsible:** Environmental Compliance and M&E staff.

**Data Collation Method:** EC specialist submits verified assessments to the M&E Director 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 M&E Director by the 5<sup>th</sup> day of the new month. M&E Director collates to the 'RU-S M&E Tracker' and files documents by the 10<sup>th</sup> day of the new month

**Individual Responsible:** EC specialist and M&E Director

**Location of Data Storage:** Soft copy stored on the central server R:\Technical Components\Component 2\Municipality, Hard copies stored in the M&E Director office in Kandahar.

**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:** Limited knowledge of Environmental Compliance issues by M&E staff and Environmental Compliance Local National Staff may result in faulty assessments

**Actions Taken or Planned to Address Limitations:** Training of all staff by the EC specialist

**Date of initial Data Quality Assessment:** October 2011

**Date of next Data Quality Assessment:** June 2012

**Procedure for Data Quality Assessment:** Refer to Data Quality Audit Tools in Annex III of this document.

**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, Provincial ME Managers and M&E Director

**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 RUS implementation no EC assessment of RU-S projects were possible.

Municipality	Baseline	Y I Actual	C2 Y II Target	Comments
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>48</b>	
Kandahar City	0	0	6	

Lashkar Gah	0	0	6	
Zaranj	0	0	9	
Tirin Kot	0	0	15	
Qalat	0	0	6	
Nili	0	0	6	

*This sheet was last updated on: 21 November 2011*

**Notes:** (1) This is a new indicator in Year II 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 anticipated for different C2 projects in the work plan

## 12. OUTPUT C3: NUMBER OF INTEGRATED FINANCIAL MANAGEMENT SYSTEMS IFMS MODULES IMPLEMENTED IN TARGET MUNICIPALITIES IN THE REPORTING PERIOD

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities in the reporting period
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth
<b>Level of Indicator:</b> Output
DESCRIPTION
<p><b>Definition:</b> 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 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> <ul style="list-style-type: none"> <li>• Payroll and HR system;</li> <li>• Land registration system;</li> <li>• Revenue management system;</li> <li>• Budgeting system; and,</li> <li>• Accounting system.</li> </ul> <p>A module will be considered to be implemented once reports from all modules for the reporting period can be generated on the IFMS. An IFMS includes all the information technology infrastructure required to operate the IFMS.</p>
<b>Unit of Measure:</b> Number of municipalities
<b>Disaggregation:</b> Province, Municipality,
<p><b>Justification of Management Utility:</b> 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. This indicator is direct and relevant. Full implementation of all modules in all target municipalities will take time. Thus progress towards achievement of this indicator will be reported in each monthly and quarterly report. The detail required for informational needs with this indicator is held in the disaggregations. As such, disaggregations will be reported in each monthly and quarterly report.</p>
PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)
<b>Data Source:</b> RU-S implementation staff working with target municipalities to implement IFPS – primary source. Reports from the IFPS demonstrating their operationalization – secondary source
<b>Data Collection Method:</b> At month end RU-S employees will assist municipal staff in the generation of requisite reports demonstrating that individual modules of IFPS are operational. At least one available report will be submitted to the C3 CTL each month for verification
<b>Frequency and Timing of Data Collection:</b> data for the preceding month (reporting period) will be drawn from the system and submitted to the C3 CTL by the 3 <sup>rd</sup> day of the new month

<b>Individual Responsible:</b> C3 CTL				
<b>Data Collation Method:</b> Reports are submitted to the M&E Director who collates data to the “ <i>RU-S M&amp;E Tracker</i> ” and files documentation.				
<b>Frequency and Timing of Data Collation:</b> C3 CTL submits reports to the M&E Director by no later than the 5 <sup>th</sup> day of the new month. M&E Director captures to the “ <i>RU-S M&amp;E Tracker</i> ” by no later than the 10 <sup>th</sup> day of the month and compiles Monthly Report data by the 12 <sup>th</sup> day of the month				
<b>Individual Responsible:</b> C3 CTL and M&E Director				
<b>Location of Data Storage:</b> Soft copy stored on the central server R:\Technical Components\ <i>Component #\Municipality</i> \, Hard copies stored in the M&E Director office in Kandahar.				
<b>DATA QUALITY ISSUES</b>				
<b>Known Data Limitations and Significance:</b> Timely acquisition of reports will be challenging				
<b>Actions Taken or Planned to Address Limitations:</b> Reminder e-mails will be delivered to the C3 CTL				
<b>Date of initial Data Quality Assessment:</b> October 2011				
<b>Date of next Data Quality Assessment:</b> June 2012				
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.				
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>				
<b>Data Analysis:</b> Comparison across different activities in different 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.				
<b>Review of Data:</b> Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E Director.				
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements				
<b>Frequency of Reporting:</b> Monthly.				
<b>Using Data:</b> Data provides a very good indication of the sustainable assistance provided to target municipalities by RU-S.				
<b>BASELINES AND TARGETS</b>				
<b>Baseline:</b> The baseline is set to 0. Prior to RUS implementation target municipalities were all using manual systems for this type of data				
Municipality	Baseline	Year I Actual	Y II Target	Comments
<b>Total</b>	<b>0</b>	<b>1</b>	<b>29</b>	When this indicator reaches 24,30 all target municipalities will have implemented the complete IFPS offered by the RU-S program. While this was not an indicator in Year I, the payroll system was implemented in Kandahar City during Year I
Kandahar City	0	1	4	
Lashkar Gah	0	0	5	
Zaranj	0	0	5	
Tirin Kot	0	0	5	
Qalat	0	0	5	
Nili	0	0	5	
<i>This sheet was last updated on: 21 November 2011</i>				
<b>Notes:</b> (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), it is an output (immediate, direct, tangible result of implementing program activities). Additionally, work on this output				

*takes place under Component 3. In Year II of program implementation this indicator is moved to its correct placement in the RU-S Results framework as reflected in this document.*

*(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 progress of activities towards the presence of functioning IFMS in target municipalities.*

*(3) At the end of the 3<sup>rd</sup> year of program implementation (June 2013), should the program continue this indicator will feed to the USAID PMP Indicator “Number of government programs whose budgets are administered and accounted for in the prior year”.*

**13. OUTPUT C3: NUMBER OF PARCELS OF LAND REGISTERED WITH USG ASSISTANCE IN THE REPORTING PERIOD**

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Number of parcels of land registered with USG assistance in the reporting period
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AC: Support to the GIRoA to improve economic development and increase revenue at the municipal level
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth
<b>Level of Indicator:</b> Output
DESCRIPTION
<p><b>Definition:</b> This indicator counts the number of parcels of land registered on the land registration system in target municipalities with USG assistance in 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 on the land registration system and the municipality is able to collect tax based on the ownership of that piece of land.</p> <p>This indicator is easy to measure as it simply requires the generation of a single report from each of the target municipality IFMS land registration modules on the last day of each calendar month. Land registrations completed in the reporting period will be reported in the reporting period with cumulative data.</p>
<b>Unit of Measure:</b> Number of parcels of land
<b>Disaggregation:</b> Province, Municipality,
<b>Justification of Management Utility:</b> Land registration is a direct result of the activity of RU-S implementation staff. Each parcel of land registered generates safiya tax for the municipality. The number of parcels of land 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 of land registered enables program management to ensure that the program remains on track to meeting the targets for value of revenue generated and percentage increase in revenue.
PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)
<b>Data Source:</b> individuals going out to collect land registration details and capturing those details onto the land registration system – primary source. Reports from the land registration system – secondary source.
<b>Data Collection Method:</b> At the end of each month a report from the Land Registration system will be generated, indicating the number of parcels of land registered on the system during the month.
<b>Frequency and Timing of Data Collection:</b> Reports will be generated on the first day of the new month.
<b>Individual Responsible:</b> C3 CTL
<b>Individual Responsible:</b> C3 CTL
<b>Data Collation Method:</b> C3 CTL will submit reports from all municipalities to the M&E Director who collates data to the "RU-S M&E Tracker" and files documentation.
<b>Frequency and Timing of Data Collation:</b> CTL submit data to the M&E Director by no later than the 5 <sup>th</sup> day of the month. M&E Director captures to the "RU-S M&E Tracker" by no later than the 10 <sup>th</sup> day of the month and compiles Monthly Report data by the 12 <sup>th</sup> day of the month
<b>Individual Responsible:</b> C3 CTL and M&E Director
<b>Location of Data Storage:</b> Soft copy stored on the central server R:\Technical Components\Component

#\Municipality\, Hard copies stored in the M&E Director office in Kandahar.			
<b>DATA QUALITY ISSUES</b>			
<b>Known Data Limitations and Significance:</b> none			
<b>Actions Taken or Planned to Address Limitations:</b> Data originating from the land registration systems has a high quality as only registered parcels of land will appear on the report			
<b>Date of initial Data Quality Assessment:</b> October 2011			
<b>Date of next Data Quality Assessment:</b> June 2012			
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.			
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>			
<b>Data Analysis:</b> Comparison across different municipalities			
<b>Review of Data:</b> Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E Director.			
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements			
<b>Frequency of Reporting:</b> Monthly.			
<b>Using Data:</b> Data provides a very good indication of the revenue generating potential f municipalities			
<b>BASELINES AND TARGETS</b>			
<b>Baseline:</b> The baseline is set to 0. Prior to RU-S implementation, no land registration databases existed in the target municipalities			
Municipality	Baseline	Y II Target	Comments
<b>Total</b>	<b>0</b>	<b>57,020</b>	
Kandahar City	0	24,300	
Lashkar Gah	0	12,600	
Zaranj	0	7,200	
Tirin Kot	0	3,640	
Qalat	0	6,480	
Nili	0	2,800	
<i>This sheet was last updated on: 21 November 2011</i>			
<b>Notes:</b> (1) This is a new indicator in Year II of RU-S implementation			

#### 14. OUTPUT C3: NUMBER OF PUBLIC PRIVATE PARTNERSHIPS (PPP) ESTABLISHED WITH RU-S SUPPORT IN THE REPORTING PERIOD

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Number of Public Private Partnerships (PPP) established with RU-S support in the reporting period
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AC: Support to the GIROA to improve economic development and increase revenue at the municipal level
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 3: Increase municipalities’ capacity to enable, support, and sustain economic growth
<b>Level of Indicator:</b> Output
DESCRIPTION
<p><b>Definition:</b> 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.</p> <p>An example of a PPP is the establishment of a vehicle service garage that assists the municipality with maintenance of SWM vehicles. The PPP is able to generate income by servicing citizens’ vehicles and benefits from ongoing business from the municipality. The municipality benefits from a cost reduced maintenance service by the PPP. Citizens benefit as SWM vehicles are well maintained and able to provide a regular service. PPP are reported in the reporting period during which they are established alongside cumulative data.</p>
<b>Unit of Measure:</b> Number of PPPs
<b>Disaggregation:</b> Province, Municipality
<p><b>Justification of Management Utility:</b> 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 municipality government body itself, but also to the citizens of the municipality. The PPP also assists with generation of 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 provides an indication of sustainability of municipal service delivery.</p>
PLAN FOR DATA ACQUISITION (COLLECTION AND COLLATION)
<b>Data Source:</b> Successful implementation staff efforts to create PPP – primary source. MOU or other contract laying out the obligations and responsibilities of the private enterprise and the municipality in terms of the PPP is the secondary source of data
<b>Data Collection Method:</b> When MOU are signed copies will be obtained by implementation staff.
<b>Frequency and Timing of Data Collection:</b> These will be obtained when the contract or MOU is signed.
<b>Individual Responsible:</b> Implementation staff – in most cases this will be the MPC in the municipality
<b>Individual Responsible:</b> MPCs and C3 CTL
<b>Data Collation Method:</b> MPC submits MOU or contract to the C3 CTL who verifies and submits documents to the M&E Director who collates data to the “RU-S M&E Tracker” and files documentation.
<b>Frequency and Timing of Data Collation:</b> Contract or MOU submitted to the C3 CTL by the 1 <sup>st</sup> day of the new month. From the C3 CTL to the M&E Director by the 5 <sup>th</sup> day of the new month. M&E Director captures to the “RU-S M&E Tracker” by no later than the 10 <sup>th</sup> day of the month and compiles Monthly Report data by the 12 <sup>th</sup>

day of the month			
<b>Individual Responsible:</b> C3 CTL and M&E Director			
<b>Location of Data Storage:</b> Soft copy stored on the central server R:\Technical Components\ <i>Component #\Municipality</i> , Hard copies stored in the M&E Director office in Kandahar.			
DATA QUALITY ISSUES			
<b>Known Data Limitations and Significance:</b> Late submission of documentation			
<b>Actions Taken or Planned to Address Limitations:</b> Reminder e-mails will be submitted to the C3 CTL			
<b>Date of initial Data Quality Assessment:</b> October 2011			
<b>Date of next Data Quality Assessment:</b> June 2012			
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.			
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING			
<b>Data Analysis:</b> NA			
<b>Review of Data:</b> Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E Director.			
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements			
<b>Frequency of Reporting:</b> Monthly.			
<b>Using Data:</b> Provides information regarding the establishment of PPP in target municipalities.			
BASELINES AND TARGETS			
<b>Baseline:</b> The baseline is set to 0. Prior to RU-S implementation no PPPs existed in target municipalities due to RU-S intervention.			
Municipality	Baseline	Y II Target	Comments
<b>Total</b>	<b>0</b>	<b>2</b>	Note that RU-S has set a target of 1 female employee in each target municipality by the end of Year II.
Kandahar City	0	0	
Lashkar Gah	0	1	
Zaranj	0	0	
Tirin Kot	0	0	
Qalat	0	1	
Nili	0	0	
<i>This sheet was last updated on: 21November 2011</i>			
<b>Notes:</b> (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 50% of targeted municipalities will have one PPP implemented by the end of Year II. This represents a slight reduction from the original target which is due to the decrease in funding levels available to the RU-S program.			

**15. OUTPUT C3: VALUE OF REVENUE GENERATED BY TARGET MUNICIPALITIES IN THE REPORTING PERIOD AS A DIRECT RESULT OF RU-S ACTIVITIES**

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Value of revenue generated by target municipalities in the reporting period as a direct result of RU-S activities
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.3: Local Government and decentralization
<b>SLIN:</b> 0001AC: Support to the GIRA to improve economic development and increase revenue at the municipal level
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth
<b>Level of Indicator:</b> Output
DESCRIPTION
<p><b>Definition:</b> The value of revenue will be measured in USD. Revenue generated means the income of target municipalities. "As a direct result of RU-S activities" means revenue that is generated for target municipalities that can be directly attributed to RU-S activities. Revenue generated as a result of RU-S activities will originate from land registration .</p> <p>Revenue generation data will be drawn from the Revenue management system installed in target municipalities as part of the IFMS.</p> <p>For the sake of consistency a consistent exchange rate of 45 AFS = 1 USD will be used</p>
<b>Unit of Measure:</b> USD
<b>Disaggregation:</b> Province, Municipality
<b>Justification of Management Utility:</b> The value of revenue generated by RU-S for target municipalities is a direct and 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)
<b>Data Source:</b> source of revenue is RU-S activities – primary source. Reports from the IFMS – secondary source
<p><b>Data Collection Method:</b> For revenue from land registration - at the end of each month the revenue management module of the IFMS will generate a report on revenue generated as a result of land registration. This report will contain the value in AFS which will be converted to USD at the rate on the last day of the month. For revenue as a result of PPP – where possible, invoices from the municipality to the PPP will serve as the documentation for revenue generation. These will be collected from the PPP monthly.</p>
<b>Frequency and Timing of Data Collection:</b> Monthly – on the first day of the new month
<b>Individual Responsible:</b> MPCs and C3 CTL and DCTL – C3 CTL will verify all documentation
<b>Data Collation Method:</b> C3 CTL submits reports and invoices to the M&E Director who collates data to the "RU-S M&E Tracker" and files documentation.
<b>Frequency and Timing of Data Collation:</b> CTL submit data to the M&E Director by no later than the 5 <sup>th</sup> day of the month. M&E Director captures to the "RU-S M&E Tracker" by no later than the 10 <sup>th</sup> day of the month and compiles Monthly Report data by the 12 <sup>th</sup> day of the month
<b>Individual Responsible:</b> CTLs and DCTLs and M&E Director
<b>Location of Data Storage:</b> Soft copy stored on the central server R:\Technical Components\Component

#\Municipality\, Hard copies stored in the M&E Director office in Kandahar.

**DATA QUALITY ISSUES**

**Known Data Limitations and Significance:** For reports from the database – none  
For invoices from the PPP – these may be difficult to obtain resulting in an under report

**Actions Taken or Planned to Address Limitations:** MPCs will have established relationships with individuals involved in PPPs and will endeavor to obtain copies of invoices from both the PPP and the municipality.

**Date of initial Data Quality Assessment:** October 2011

**Date of next Data Quality Assessment:** June 2012

**Procedure for Data Quality Assessment:** Refer to Data Quality Audit Tools in Annex III of this document.

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

**Data Analysis:** Comparison across Land Registration and different PPPs in different municipalities

**Review of Data:** Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E Director.

**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 is set to 0. Prior to RUS implementation there was no revenue due to RU-S activities

Municipality	Baseline	Y II Target	Comments
<b>Total</b>	<b>0</b>	<b>\$ 1,969,590</b>	
Kandahar City	0	\$ 1,200,960	
Lashkar Gah	0	\$ 364,000	
Zaranj	0	\$ 152,000	
Tirin Kot	0	\$ 88,978	
Qalat	0	\$ 120,096	
Nili	0	\$ 43,556	

*This sheet was last updated on: 21 November 2011*

**Notes:** (1) Targets for Y II are based on projected value of income as a result of land registration.

		Kandahar	Lashkar Gah	Nili	Zaranj	Qalat	Tirin Kot	Total
<b>Baseline Data</b>								
1389 Revenue*	AFS	387,149,008	56,269,954	551,595	31,418,926	13,059,503	5,791,852	494,240,838
	USD	8,603,311	1,250,443	12,258	698,198	290,211	128,708	10,983,130
<b>Estimate revenue generated at end Feb 2012</b>								
# of parcels of land		8,100	2,800	400	1,800	2,160	520	15,780
Revenue resulting from land	AFS	18,014,400	3,640,000	280,000	1,710,000	1,801,440	572,000	26,017,840
	USD	400,320	80,889	6,222	38,000	40,032	12,711	578,174
Target % increase by end		5%	6%	51%	5%	14%	10%	5%
<b>Estimate revenue generated at end Sept 2012</b>								
# of parcels of land		24,300	12,600	2,800	7,200	6,480	3,640	57,020
Revenue resulting from land	AFS	54,043,200	16,380,000	1,960,000	6,840,000	5,404,320	4,004,000	88,631,520
	USD	1,200,960	364,000	43,556	152,000	120,096	88,978	1,969,589
Target % increase by end		14%	29%	355%	22%	41%	69%	18%

**16. OUTPUT C3: NUMBER OF ANTI-CORRUPTION MEASURES IMPLEMENTED WITH USG ASSISTANCE IN THE REPORTING PERIOD**

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER: I
<b>Indicator:</b> Number of anti-corruption measures implemented with USG assistance in the reporting period
RELATIONSHIP TO USAID AFGHANISTAN OBJECTIVES
<b>USAID Strategic Objective:</b> 6: A democratic government with broad citizen participation
<b>Intermediate Result:</b> 6.3: Strengthened institutions for good governance
<b>Program Element:</b> 2.4 Anti-corruption Reforms
<b>SLIN:</b> 0001AC: Support to the GIROA to improve economic development and increase revenue at the municipal level
RELATIONSHIP WITHIN RAMP-UP – SOUTH RESULTS FRAMEWORK
<b>CLIN/Program Objective:</b> CLIN 3: Increase municipalities' capacity to enable, support, and sustain economic growth
<b>Level of Indicator:</b> Output
DESCRIPTION
<b>Definition:</b> Anti corruption measures are processes and systems put in place to discourage corruption, limit the opportunities for corruption and enhance transparency and accountability. With USG assistance means with the assistance of the RU-S program. For the RU-S program these include: (1) Payroll systems which discourage the ghost employees; (2) Direct payment to employees bank accounts enabling the payment of salaries directly by electronic transfer and thus limiting backhand payments for positions; (3) Land registration system which enhances the legitimacy of land ownership and eliminates opportunities for collecting tax on one property from more than one individual; and, (4) Establishment of municipal websites which disseminate information to citizens providing them with information to query and feedback mechanisms to municipal government on services, budgets etc.
<b>Unit of Measure:</b> Number of anti-corruption measures
<b>Disaggregation:</b> Province, Municipality
<b>Justification of Management Utility:</b> 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)
<b>Data Source:</b> The activities of RU-S implementation staff – primary source of data. Reports from the relevant systems demonstrating their use – secondary source of data
<b>Data Collection Method:</b> At month end RU-S employees will assist municipal staff in the generation of requisite reports demonstrating that individual modules of IFPS are operational. At least one available report will be submitted to the C3 CTL each month for verification
<b>Frequency and Timing of Data Collection:</b> data for the preceding month (reporting period) will be drawn from the system and submitted to the C3 CTL by the 3 <sup>rd</sup> day of the new month
<b>Individual Responsible:</b> C3 CTL
<b>Data Collation Method:</b> Reports are submitted to the M&E Director who collates data to the "RU-S M&E Tracker" and files documentation.
<b>Frequency and Timing of Data Collation:</b> C3 CTL submits reports to the M&E Director by no later than the 5 <sup>th</sup> day of the new month. M&E Director captures to the "RU-S M&E Tracker" by no later than the 10 <sup>th</sup> day of the month and compiles Monthly Report data by the 12 <sup>th</sup> day of the month
<b>Individual Responsible:</b> C3 CTL and M&E Director

<b>Location of Data Storage:</b> Soft copy stored on the central server R:\Technical Components\Component #\Municipality), Hard copies stored in the M&E Director office in Kandahar			
<b>DATA QUALITY ISSUES</b>			
<b>Known Data Limitations and Significance:</b> Timely acquisition of reports will be challenging			
<b>Actions Taken or Planned to Address Limitations:</b> Reminder e-mails will be delivered to the C3 CTL			
<b>Date of initial Data Quality Assessment:</b> October 2011			
<b>Date of next Data Quality Assessment:</b> June 2012			
<b>Procedure for Data Quality Assessment:</b> Refer to Data Quality Audit Tools in Annex III of this document.			
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>			
<b>Data Analysis:</b> Comparison across different activities in different municipalities			
<b>Review of Data:</b> Review of data by Municipal Program Coordinators, Component Team Leaders, Provincial ME Managers and M&E Director.			
<b>Presentation of Data:</b> Tables and narrative explanations highlighting separate noteworthy achievements			
<b>Frequency of Reporting:</b> Monthly.			
<b>Using Data:</b> Data provides an indication of the contribution of RU-S to anti-corruption measures in Afghanistan.			
<b>BASELINES AND TARGETS</b>			
<b>Baseline:</b> 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 Target	Comments
<b>Total</b>	<b>0</b>	<b>24</b>	
Kandahar City	0	4	
Lashkar Gah	0	4	
Zaranj	0	4	
Tirin Kot	0	4	
Qalat	0	4	
Nili	0	4	
<i>This sheet was last updated on: 21 November 2011</i>			
<b>Notes:</b> (1) This is a new indicator for RU-S in Year II (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 II: DATA MANAGEMENT PROCESSES FOR USAID EFFECTIVENESS INDICATORS

**Table 7: USAID Effectiveness Indicators for RAMP UP - South Data Management Processes and definitions**

No.	AID EFFECTIVENESS INDICATORS	BASIC DEFINITION
<b>HUMAN RESOURCES INDICATORS</b>		
	<b>Source:</b>	The source of HR data is the Staff trackers maintained by the RU-S Human Resources department. Note that there are two staff trackers; one for local national staff and one for expatriate staff.
	<b>Collection Process:</b>	Individuals names, position, location, start date, end date, technical/support assignment, PIN, Contact number, e-mail addresses and salaries are recorded in the Staff trackers. The trackers are updated by HR staff as employees are hired or leave the program, as are individual details.
	<b>Collation Process:</b>	The M&E director applies formulas to the most recent version of the spreadsheet to obtain the information regarding new hires each quarter.
	<b>Analysis Process:</b>	No statistical analysis is conducted on this data.
	<b>Reporting:</b>	Data is reported quarterly by transcribing information resulting from formulas on the staff tracker spreadsheets to the Afghan Info database.
	<b>Use:</b>	Data is used by program management to manage the number and type of staff on the RU-S program.
1	# of Afghan Graduates/Interns Hired	Number of Afghan Graduate(s) or Intern(s) hired during the reporting quarter on the project to help with project implementation and in return receive compensation (pay/salary).
2	# of Afghan Personnel Employed	Number of Afghan Personnel hired to help with project implementation (Program, Security or Administrative Staff) during the reporting quarter.
3	# of American Graduates/Interns Hired	Number of American Graduate(s) or Intern(s) hired during the reporting quarter on the project to help with project implementation and in return receive compensation (pay/salary).
4	# of American Personnel Employed	Number of American Personnel hired to help with project implementation (Program, Security or Administrative Staff) during the reporting quarter.
5	# of Third Country National Graduates/Interns Hired	Number of Third Country Nationals (TCNs) Graduate(s) or Intern(s) hired during the reporting quarter on the project to help with project implementation and in return receive compensation (pay/salary). TCNs are staff other than Americans.
6	# of Third Country National Personnel Employed	Number of Third Country Nationals (TCNs) hired to help with project implementation (Program, Security or Administrative Staff) during the reporting quarter. These are Staff other than Americans.

No.	AID EFFECTIVENESS INDICATORS	BASIC DEFINITION
7	# of Afghan personnel employed providing security functions	Number of Afghan personnel hired during the reporting quarter on the project to provide security functions and, in return, receive compensation (pay/salary).
8	# of American personnel employed providing security functions	Number of American personnel hired during the reporting quarter on the project to provide security functions and in return receive compensation (pay/salary).
9	# of Third Country National personnel employed providing security functions	Number of Third Country National personnel hired during the reporting quarter on the project to provide security functions and in return receive compensation (pay/salary).
<p><b>SUB-CONTRACT AND PROCUREMENT INDICATORS</b></p> <p><b>Source:</b> Grants and Sub-contracts (GSC) tracker maintained by RU-S GSC staff. Note that local sub-contracts are managed on a tracker by the field office while non local sub-contracts are managed on a tracker by the Chemonics Home Office.</p> <p><b>Collection Process:</b> Sub-contract number, description, contractor name, RU-S component, Component contact, status of sub-contract, relevant dates, values, modifications, notes and sub-contract status are maintained on the GSC tracker. The trackers are updated by GSC staff as RFP are drafted, awarded, modified and closed.</p> <p><b>Collation Process:</b> The M&amp;E director applies formulas to the most recent version of the spreadsheet to obtain the information regarding new sub-contracts each quarter.</p> <p><b>Analysis Process:</b> No statistical analysis is conducted on this data.</p> <p><b>Reporting:</b> Data is reported quarterly by transcribing information resulting from formulas on the GSC tracker spreadsheets to the Afghan Info database.</p> <p><b>Use:</b> Data is used by program management to manage the number and value of sub-contracts on the RU-S program.</p>		
10	# of Local Firms Under Sub-Contract	Number of Local (Afghan) firms (only Numbers) who have signed contracts for carrying out services or providing goods (Security, Program and Logistics).
11	# of Non-Local Firms Under Sub-Contract	Number of Non-Local (Non-Afghan) firms (American, Regional) who have signed contracts for carrying out services (Security, Programs and logistics)
12	\$ Value of Local Procurements (sub-contracts, goods, services)	Dollar Value of all the Procurements made in Afghanistan in the form Sub-contracts, goods, and services during the reporting quarter. The value of procurements includes (salaries, goods, stationary logistics, sub-contracted values with local firms, etc). This should be an aggregated total of all local procurements that occurred in the reporting quarter.

No.	AID EFFECTIVENESS INDICATORS	BASIC DEFINITION
13	\$ Value of Non Local Procurements (sub-contracts, goods, services)	Dollar Value of all the Procurements made outside Afghanistan in the form of sub-contracts, goods, and services during the reporting quarter. The value of procurements includes (salaries, goods, stationary logistics, sub-contracted values with non-Afghan firms, etc). This should be an aggregated total of all non-local procurements that occurred in the reporting quarter.
14	\$ Value of Procurements (sub-contracts, goods, services)	Dollar Value of both Local and Non-local procurements during the reporting quarter. Basically aggregated total value of local and non-local procurements.

## ANNEX III: 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 from Year I to year II indicators.

**Table 8: Comparison of YII Indicators with YI and Contractual indicators**

CLIN	No	INDICATOR YEAR II	YEAR I AND CONTRACTUAL INDICATORS
1, 2, 3	1	Percentage increase of citizens' trust in, satisfaction with, buy in and support to municipal service delivery.	<ul style="list-style-type: none"> <li>Trust of citizens in municipal government</li> <li>Citizen satisfaction with essential services</li> <li>Citizen perception of corruption in municipal services</li> <li>Percentage of citizens that consider that the city municipality has made progress or improvement over the last year</li> <li>Increase citizen buy-in and support to the local government</li> </ul> <p><b>Notes:</b> 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>
1	2	Percentage increase in Municipal Capacity Index (MCI) of target municipalities.	<p><b>Notes:</b> This was not an indicator in Y1. 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 I</p>
2	3	Percentage increase in citizens who have regular access to essential services.	<ul style="list-style-type: none"> <li>Number of citizens with regular access to essential services</li> <li>Increase in citizen access to essential municipal services</li> </ul> <p><b>Notes:</b> 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 II</p>
3	4	Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities.	<ul style="list-style-type: none"> <li>Percentage increase of municipal budget derived from revenue</li> </ul> <p><b>Notes:</b> The indicator has been changed to reflect the attribution of municipal revenue increase as a direct result of RU-S activities.</p>

CLIN	No	INDICATOR YEAR II	YEAR I AND CONTRACTUAL INDICATORS
1, 2, 3	5	Number of target municipalities receiving USG assistance that improve their performance in the reporting period	<ul style="list-style-type: none"> <li>Number of municipalities that implemented Municipal Management Improvement plans (MMIP)</li> <li>Number of municipalities that implemented Capital Improvement Plans (CIP)</li> <li>Number of sub-national government entities receiving USG assistance to improve their performance</li> </ul> <p><b>Notes:</b> 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>
1, 2, 3	6	Number of sustainable full time jobs supported through RU-S assistance	<ul style="list-style-type: none"> <li>Increased women's participation in municipal decision-making</li> </ul> <p><b>Notes:</b> 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>
1	7	Number of training strategies developed with RU-S assistance	<p><b>Notes:</b> 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>
1	8	Number of individuals trained with USG assistance in the reporting period	<ul style="list-style-type: none"> <li>Number of municipal officials trained</li> <li>Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization</li> <li>Number of officials receiving USG-supported anti-corruption training</li> </ul> <p><b>Notes:</b> 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 disaggregations required for reporting into specific USAID mission indicators.</p>
2, 3	9	Number of workdays provided as a direct result of RU-S activities in the reporting period	<ul style="list-style-type: none"> <li>Number of man-days provided as a result of the RAMP UP-South activities</li> </ul> <p><b>Notes:</b> This indicator changes only to make the terminology more relevant and in line with current M&amp;E trends and to reflect that workdays are as a direct result of RU-S activities.</p>
2, 3	10	Number of municipal service delivery projects completed with USG assistance during the reporting period	<ul style="list-style-type: none"> <li>Number of municipal service delivery projects implemented with RAMP UP-South funding</li> </ul> <p><b>Notes:</b> 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>
2	11	Number of environmental compliance assessments conducted to RU-S project sites	<p><b>Notes:</b> This is a new indicator in Year II in response to USAIDs specific request to integrate environmental compliance monitoring with the RU-S Program PMP</p>

CLIN	No	INDICATOR YEAR II	YEAR I AND CONTRACTUAL INDICATORS
3	12	Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities in the reporting period	<ul style="list-style-type: none"> <li>Number of municipalities that have functioning performance budgeting and accounting systems</li> </ul> <p><b>Notes:</b> The indicator changes to better present the process implementation activities of the RU-S program, while maintaining the information reflected in the original indicator (when a municipality has 4 modules implemented the IFMS is implemented)</p>
3	13	Number of parcels of land registered with USG assistance in the reporting period	<p><b>Notes:</b> This is a new indicator for Year II. The indicator demonstrates progress towards registration of land and thus municipal income that should be derived from taxes on land registration</p>
3	14	Number of Public Private Partnerships (PPP) established with RU-S support in the reporting period	<ul style="list-style-type: none"> <li>Number of Public-Private Partnerships established</li> <li>Number of registered Afghan businesses attributable to RAMP UP-South interventions</li> </ul> <p><b>Notes:</b> PPP established will be afghan businesses; this is the only focus of the program on the establishment of Afghan businesses.</p>
3	15	Value of revenue generated by target municipalities in the reporting period as a direct result of RU-S activities	<ul style="list-style-type: none"> <li>Number of sub-national institutions receiving USG assistance to increase their annual own-source revenues</li> </ul> <p><b>Notes:</b> 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>
3	16	Number of anti-corruption measures implemented with USG assistance in the reporting period	<ul style="list-style-type: none"> <li>Citizen perception of corruption in municipal services</li> <li>Number of municipalities making available in good time to stakeholders their expenditures and annual financial reports</li> <li>Number of mechanisms for external oversight of public resource use supported by USG assistance implemented</li> <li>Number of USG-supported anti-corruption measures implemented</li> </ul> <p><b>Notes:</b> 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>
		NA	<ul style="list-style-type: none"> <li>Number of municipal departments providing "one stop shop" facilities to women-owned or operated businesses</li> </ul> <p><b>Notes:</b> 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 IV: FORMS FOR DATA COLLECTION

## ANNEX V: DATA QUALITY AUDIT TOOLS

**ANNEX VI: MUNICIPAL CAPACITY INDEX TOOLS**

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
	<b>MCI (TOTAL)</b>						
<b>1</b>	<b>MUNICIPAL SERVICE DELIVERY</b>						
1.1	Citizens services desk	0	Municipality has no Citizens’ Services Desk. If there is, the Desk is not accessible and/or inadequate				
		1	Municipality has a basic Service Desk with staff providing limited information about services and has manual document tracking				
		2	Municipality has an operational Service Desk staffed by persons who provide information about many services and are able respond to some questions about permits and licensing applications and procedures				
		3	Municipality has a fairly complete operational Service Desk that has the potential of receiving fees for licenses and permits applications; has an accurate document tracking system; and, has a complaints mechanism in place				
		4	Municipality has a completely operational Service Desk whose manual records are ready to migrate to database matched with a competent staff to handle the system. There is signage and/or written materials with explanations to citizens				
		5	Municipality continuously improves internal procedures and updates database for eventual computerization of records and has competent staff providing complete, accurate and updated information to customers including information concerning external institutions involved in licensing and permits procedures				
1.2	Citizens services system policies, procedures, processes	0	Municipality has no defined policies, procedures or processes				
		1	Municipality has some defined and documented policies, procedures and processes				
		2	Customers are aware of the municipal services and know where to obtain information about them				
		3	Municipality has established ongoing evaluation and improvement of internal and external municipal services procedures				
		4	Municipality has updated and improved the permits and licensing procedures and has made these services available in customers’ service desks				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		5	Municipality has started to develop a 1-stop municipal service desk supported by information to customers through brochures, pamphlets, and process flow charts				
1.3	Permits & licensing system with processes	0	Municipality has no systems and procedures created for all permits and licenses of which the municipality is responsible				
		1	Municipality has established a functional systems and procedures for applying for and obtaining some permits and licenses				
		2	Municipality has a customer service desk attended by competent staff able to give necessary information on relevant procedures and application documentation concerning permits and licensing				
		3	Municipality has a dedicated customer service desk with improved permits and licensing system and has mainstreamed mechanisms for transparency to reduce the possibility of corruption and graft				
		4	Municipality has an accessible, dedicated customer service desk attended by staff who are able to address legal and administrative issues concerning permits and licenses services and needs; with established fees for services visibly posted in the vicinity; and, a complaint box for customer				
		5	Municipality efficiently operates a one-stop-shop operation for the whole system of permits and licensing procedures run by competent personnel and has an active mechanism for anti-corruption and graft in place				
1.4	Manual records & systems for Permit & licensing system	0	Municipality keeps its records and data in manual form and information on processes and procedures are incomplete and/or out of date				
		1	Municipality is updating some licensing and permits documentation and procedures in preparation for eventual migration to data-based systems; while document tracking, archiving and recording of data are still in manual form -- with parts of the permitting procedures are performed in external organization				
		2	Municipality permits photocopying of forms for customers and has the potential for internal electronic document tracking of applications for licenses and permits				
		3	Municipality has started preparing all forms, procedures and processes for all services to enable them to migrate to data based application system				
		4	Municipality has efficient manual systems and procedures for internal document tracking and for municipal-specific records but is incapable of efficiently tracking procedures that are performed in external organizations				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		5	Municipality is ready to migrate all forms, records, documents and procedures for all services to database records				
1.5	City zoning office	0	Municipality does not have any zoning regulation. The residential and commercial entities can build or rehabilitate any structure within the City boundaries without any prior approval by the local government				
		1	Every property in the city has zoning classification that determines how the property can be used (permitted uses). Municipal zoning officials should be consulted for any information regarding interpretation of zoning district boundaries, ordinance text, or hard copy maps if they exist				
		2	A permit is required for any use of land or structures other than a single family dwelling (for example, a commercial business, a multi-unit dwelling structure, etc.). Zoning approval is required for all new construction and for any changes in use of the property, including extensions/additions, garages, parking pads, fences, decks, signs, etc.				
		3	Zoning office utilizes Geographical Information System (GIS) to convert the official paper maps on file in the Planning Office to a digital format using Geographic Information Systems (GIS)				
		4	Assuming that zoning regulations are established and fully administered by the municipality, the municipal staffs are integrally involved in the development of these maps to ensure they are accurate. The maps are provided in PDF format				
		5	The municipality offers customer service center where public/customers can come look at any public files. Municipal contact numbers have been listed for this purpose. The zoning office has established set operating hours. The municipality has established Frequently Asked Questions. (FAQ)				
1.6	Municipality service orientation toward individual citizens	0	Municipality has no organizational and citizen relations programs and activities				
		1	Municipality has a feedback-gathering mechanism for collecting suggestions and complaints from citizens				
		2	Municipality has administration’s policies and procedures for handling complaints & suggestions, and takes steps to address complaints and suggestions from citizens				
		3	Municipality conducts citizens’ surveys and communicates with the citizens				
		4	Municipality adopts measures to assess and improve its performance and works towards a citizen service-oriented administration				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		5	Municipality adopts professional development plan for staff and continuously takes steps to improve its performance to becoming perceived as a citizen service-oriented municipality. There is publicity about the service desk that informs citizens about the services municipality provides for individual citizens				
<b>2</b>	<b>MUNICIPAL INTERNAL BUDGETING AND FINANCIAL MANAGEMENT</b>						
2.1	Budget system	0	Municipal administration does not have any budget process and demonstrates no understanding of the importance of compliance with the provisions for budget adoption				
		1	Municipal administration has a budget process. The administration demonstrates basic understanding of the importance of compliance with budget process with the provisions and the timelines and deadlines set in the budget laws but fails to adopt the annual budget plan by the deadline set in the budget law				
		2	Municipal administration has a good budget process and demonstrates good understanding of the importance of compliance with the provisions, timelines and deadlines set in the budget laws and adopt the annual budget plan by the deadline set in the budget law. The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets				
		3	Municipal council is involved in the budget process. The governing body demonstrates understanding of the importance of compliance with all the provisions, timelines and deadlines set in the budget laws. The budget proposal is submitted by the administration to the municipal council for review and adoption				
		4	Municipality demonstrates good understanding of all the relevant laws that influence revenue collection and has transparent expenditure reporting procedure. The governing body and the administration promote community involvement in prioritizing the initiatives to be funded by the municipal funding				
		5	Municipality has implemented automated budgeting system to streamline the budget process. The municipal budget appropriations, expenditures, available balances and all revenue information are readily available to promote great level of efficiency, accountability and transparency. The municipal administration and the municipal council demonstrate excellent understanding of the importance of compliance with all the provisions and the timelines and deadlines set in the budget laws and adopt the annual budget in time				
2.2	Accounting system	0	Municipality has no financial mechanism in the accounting function. Accounting activities are recorded manually				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		1	Municipality has basic manual accounting function (such as but not limited to General Ledger, Payroll, Fixed Asset...). The modules in use are not integrated				
		2	Electronic spreadsheet is being used (such as excel, lotus...) but is not customized to meet municipality's needs. General Ledger cannot generate reports based on all required classifications (economic, organizational, functional, fund). The accounting records and reports are not accurate				
		3	Municipality has basic financial accounting system with modules in the accounting functions (General Ledger, Payroll, Fixed Asset...). The modules in use are integrated. Software can be customized to meet municipality's needs. Some staff have the basic accounting skills for posting accounting records and transactions to the General Ledger. The accounting records and reports are not accurate				
		4	Finance department with responsibility for managing municipal revenues utilize Accounting Modules to post most financial transactions directly to the General Ledger in the integrated financial system. Accounting records and reports are accurate				
		5	Municipality uses integrated software-based programs that are recognized as an essential tool that enables improving the way in which the accounting function works, the municipality plans and executes budgets, monitors the collection of local taxes and other revenues. Entered financial transactions enable cost accounting methodology. The municipality has generally reliable and timely financial information and can usually generate reports on a regular basis that are reasonably complete and accurate. Financial reports are beginning to be useful in decision making process				
2.3	Internal audit system	0	Municipality collects own-revenues but has no mechanism for monitoring revenue collection				
		1	Municipality collects revenues from more than two major sources and has basic manual mechanism (spreadsheet, log...) but still fails to monitor the actual execution of the planned revenues, resulting in poor execution of planned revenue collection				
		2	Municipality responsibly collects more than 50 percent of the municipal own-revenues that are available according to the MC/MAs decisions but still fails to collect some revenues due to lack of proper decisions by MC/MAs in accordance with the higher level regulations				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		3	Municipality responsibly collects most municipal own-revenues that are available according to the MC/MAs decisions and has basic software database to help manage the collection process. Municipal Councils have adopted all relevant decisions so that revenues from all possible sources can be collected by the municipality. Collection is monitored in a transparent manner but still there is space for improvement in this segment as no rulebook defining the roles and responsibilities of the different municipal departments/staff is in place				
		4	Municipality responsibly collects revenues from most available municipal own-revenue sources. The data is effectively managed through the use of integrated financial system. Collection is monitored in a very transparent manner, adequate rulebooks are in place, but are not followed at all times, as there are some exceptions to the rules, resulting in a failure to meet planned target sums				
		5	Municipality responsibly collects revenues from most available municipal own-revenue sources. The data is effectively managed through the use of integrated financial system. Through effective use of various tools and reports, the collection of the revenues is monitored in a very transparent manner; adequate rulebooks are in place and are followed at all times. All planned revenues are collected or exceeded in accordance with the plan				
2.4	Own-revenue collection along annual budget plan	0	Municipality collects less than 10% of the overall planned municipal own-revenues or if municipality uses planning methods that result in unrealistic budgets and revenue collection targets				
		1	Municipality collects between 11-25% of the overall planned municipal own-revenues				
		2	Municipality collects between 26-50% of the overall planned municipal own-revenues				
		3	Municipality collects between 51-70% of the overall planned municipal own-revenues, and this can be reasonably attributed to having realistic budget planning methods that permit establishing realistic revenue collecting targets				
		4	Municipality collects between 71-90% of the overall planned municipal own-revenues, and this can be reasonably attributed to having realistic budget planning methods that permit establishing realistic revenue collecting targets. The municipality most of the time follows internal policies, procedures that regulate the revenue collection				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		5	Municipality collects between 91-100+% of the overall planned municipal own-revenues, or exceeds the budget plan and this can be reasonably attributed to having realistic budget planning methods that permit establishing realistic revenue collection targets. The municipality always follows internal policies and procedures that regulate the revenue collection. Revenues are being expended, following legal requirements and all policies and procedures				
<b>3</b>	<b>CAPACITY OF MUNICIPALITIES TO MANAGE SERVICE DELIVERY PROJECTS</b>						
3.1	Municipal grants	0	There are no activities in developing grant-funding application skills				
		1	A person has been trained in grant-funding-related skills (i.e. proposal writing and project management modules)				
		2	Trained person is successful in identification of at least one new source of grants funding during a given calendar year				
		3	Municipality submitted at least one completed proposal for potential grants funding during a given calendar year				
		4	Municipality submitted more than one completed proposal for potential funding during a given calendar year				
		5	At least one proposal has been approved for funding by potential donors during a given calendar year				
3.2	Participation of citizens & business community in identifying citizens needs	0	Municipality does not conduct citizen participation and/or similar activities, to learn about citizen and business needs				
		1	Municipality occasionally conducts citizen participation and/or similar activities, to learn about citizen and business needs				
		2	Municipality conducts citizen participation and/or similar activities, that are scheduled and the citizens and business community are aware of them				
		3	Municipality has formal admin systems and procedures in place for capturing citizen and business community expression of needs				
		4	Municipality concretely addresses at least one citizen and/or community need from each citizen and/or business community participation activity				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		5	Municipality not only has an effective process in place, and concretely addresses at least one citizen and/or community need from each citizen and/or business community participation activity, but municipality also has empowered some citizens' and business community representatives as task forces to liaise directly with municipal administration in the design, planning and execution of activities agreed on during the participation activities				
3.3	Capacity in managing Capital improvement projects (CIP)	0	Municipality has no personnel knowledgeable in how to conduct CIPs, and if municipality has showed no interest in creating a function in the organization for managing CIPs				
		1	Administration has initiated creating and staffing up an administration that will could competently manage CIPs				
		2	Municipality has created the policies and procedures and systems required for managing CIPs, and if there are some staff members in place, who are receiving up-skilling in multi-year financial forecasting and other related CIP-specific subjects				
		3	Municipality staff have learned how to and have actually drafted a CIP plan, but was never adopted				
		4	Municipality staff have adopted a CIP plan and have started implementation of at least one plan of CIPs; and have established an assessment procedure for gathering evidence of its expected results				
		5	Municipality's CIP plan has contributed to increase of capital budget vs. operational budget				
3.4	New and improved work processes	0	Municipality has no staff familiar and/or knowledgeable in work processes analysis and work flow mapping				
		1	Municipally staff have a few key staff members in the organization who have the basic skills sets, knowledge and background experience required to be good candidates to receive training in work processes analysis and mapping				
		2	Municipality has staff (either existing or newly-hired) who are learning process mapping (flow charting) and who are learning to distinguish between key and support work processes in the administration				
		3	Municipality staff have learned process mapping and have begun to map out the —as is   work process of at least one key work process				
		4	Selected staff have identified how to improve at least one key work process and have produced a mapping of the improved work process				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		5	Upper management has received and approved an Action Plan for improving at least one key work process, and if the work process is being improved (and new work procedures are being written up), staff are following the new, improved work process				
<b>4</b>	<b>MUNICIPAL POLICY AND ACCOUNTABILITY</b>						
4.1	Participation in process of policy reform	0	Municipality is taking concrete actions to employ staff with the skills sets, knowledge and background experience required to work in the area of policy reform				
		1	Municipality has the staff on board who are beginning to participate in data gathering for identifying specific policy changes/proposals; and, if required, are taking focused up-skilling programs to bolster their capacity in this area				
		2	Municipality has begun identifying what critical areas of policy change and / or formulation they need to work on, and have initiated work on that (those) priority policies				
		3	Municipality has formulated proposals for policy change, legislation change, and the like				
		4	Municipality actively promotes and/or advocates policy/legislation change and reform critical to their interests				
		5	Policy/legislation active promotion				
4.2	Involvement in information sharing with IDLG or other cities	0	Municipality has taken no steps to develop relationships or learn from the work of other municipalities, or from the work of IDLG, in the past year				
		1	Municipality attend IDLG events to learn about success or other issues				
		2	Municipality occasionally take lessons learned from IDLG or other municipalities and try to implement in their own municipality				
		3	Municipality regularly communicates information about their own programs, issues and successful experiences with IDLG and other municipalities				
		4	Municipality routinely is involved in two-way communications with IDLG and other municipalities, to share information about programs, issues and successful experiences				
		5	Municipality actively participates in strategy- and information-sharing, and uses information for developing new policies, projects, services and so forth				
4.3	Role in improving intergovernmental communication	0	Municipality takes no steps to help improve intergovernmental communication				
		1	Municipality takes steps/actions to define community or municipal needs for potential intergovernmental communication of those needs				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		2	Municipality takes initiatives to communicate directly with other levels and entities of government				
		3	Municipality shares information with other government entities in an organized and ongoing manner				
		4	Municipality actively engages in joint efforts with other levels and entities of government, to solve problems; make legal reviews; or implement projects and programs				
		5	Municipality actively participates with other levels and entities of government in joint work groups for problem solving; legal reviews; or implementing projects and programs				
4.4	Policies, procedures for public procurement compliance	0	Municipality does not have Public Procurement policies, procedures and its laws and by-laws. Municipality has no internal guidelines or policies and procedures on public procurement. The staff conducting public procurement are not trained for conducting public procurement. The municipality has no specific procurement function. Procurement plans and reports are not being created				
		1	Municipality minimally complies with Public Procurement policies, procedures and its laws and by-laws. Municipality's functions/roles in the process are not defined and employees are not clear as to who prepares tender documents and public procurement notices and whether it is a role of the evaluation committee. There may be an Evaluation Committee, but the mandate and tasks of the evaluation committee are not specified and/or updated				
		2	Municipality has begun to develop internal guidelines, policies and procedures on public procurement. Functions/roles in the process are beginning to get defined and staff have received initial, basic training on public procurement and staff are beginning to be given individual roles and proper assignments to prepare tender documents and public procurement notices. Municipality has a procedure for creating a neutral evaluation committee				
		3	Municipality is aware of and uses standard tender documentation and has written up its internal guidelines on direct agreement implementation, as required by the laws and by-laws for Public Procurement. Municipality is beginning to comply regularly with Law, policies and procedures on Public Procurement. Indicated staff have a desire for additional training. The public procurement process itself is beginning to get mapped out, and all the roles and functions in the process are beginning to get defined. The committee mandate has been written up in compliance with standard Law, policies and procedures				

N	MUNICIPAL CAPACITY INDEX	POINTS	ANSWERS	POINTS	TOTAL	POINTS (100)	TOTAL (100)
	SECTION/QUESTIONS						
		4	All procurements are conducted according to regulations. The Municipality is aware of and applies practices of standard tender documentation and has its internal guidelines on direct agreement implementation as required by Law. The municipality’s organizational structure has been adapted for and now includes a public procurement function, which is being set up in the administration. The municipality is reviewing and updating all internal policies and procedures for public procurement. The Municipality has created an annual procurement plan and has begun to implement it in accordance with the administration budget. Evaluation committee now has a mandate and description of roles and responsibility of committee members, including the rotation requirements for members, to ensure technical competency for reviewing specific procurement; committee includes permanent members who are highly knowledgeable on the law; and has begun to hire external technical experts as required for specific procurements				
		5	<p>Municipality fully complies with Law on Public Procurement and accompanying by-laws; and if all of the following conditions are met:</p> <ul style="list-style-type: none"> <li>• The Municipality staff have initiated and/or received training on public procurement implementation and the law, and the municipality HR department has ongoing plans for training employees as the law changes</li> <li>• The municipality has an established process for planning annual public procurement activities, and does not deviate from the adopted budget for procurement</li> <li>• The evaluation committee members’ duties and their terms of reference are clearly defined by the Mayor on a regular basis, in accordance with the committee mandate and policies. The committee operates as an effective review and oversight function, in addition to providing all technical and/or legal support that ensures that all procurement activities and decisions obey Law</li> <li>• The evaluation committee members change in accordance with the specific procurement but the committee always includes some of the evaluation committee members knowledgeable on the law as well as technical experts for specific procurements. As need be, the municipality hires external experts. The procurement reports are being sent to the Agency for Public Procurement on a regular basis and within the time frame set out in the law</li> </ul> <p>Procurement activities are conducted according to Law and regulations. Internal and external audits show that procurement function (both systems and procedures) is operating correctly and according to Law, policy and procedure</p>				

**ANNEX VII: AFGHANISTAN CSO POPULATION DATA 1389 (2010-11)  
UPDATE JULY 28-2010**

