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FINAL

CROSS CUTTING THEMES STRATEGIC FRAMEWORK
USAID/MOROCCO

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Introduction

USAID/Morocco developed a new Country Strategic Plan (CSP) in 1999 for the period FY2000-2005. USAID/Washington approved the plan provisionally with a request for additional information in certain areas. One of those areas was the mission's strategy to address crosscutting themes (CCT). A revised CCT strategy was presented to USAID/Washington in March 2000, together with a list of activities for which additional funding was sought. While USAID/Washington requested further clarification on the logical consistency of the CCT strategy and framework that was presented, discretionary funding at a level of $500,000 per year for two years was approved. This approval was with the understanding that (a) the Mission would supplement these amounts from its other program budgets as it deemed appropriate and (b) funds for subsequent years would be dependent upon progess and results, and subject to the availibility of resources.

In order to respond to the issues raised by USAID/Washington and to assist the CCT team to plan for implementing its activities, consulting support from PricewaterhouseCoopers (PwC) was requested. PwC was asked to assist the CCT team to:

- refine and validate the logical consistency of the framework, and
- develop illustrative performance indicators for CCT team activities

To achieve this, the team employed an approach that included reviewing background material, performing technical analysis, conducting interviews with CCT team members and facilitating a three-hour session with the entire CCT team. This report documents the results and conclusions of this process.

The report is organized as follows. Section 1 presents a revised CCT framework that links the CCT activities to the rest of the mission's results framework and justifies the logical consistency of the approach. Section 2 addresses issues relating to performance measurement. It presents illustrative output and outcome indicators from which the team will select some for reporting. Because all CCT activities have not yet been defined, it also provides guidelines for developing additional indicators in the future as new activities are initiated. Section 3 covers the roles and responsibilities of the CCT team, noting the composition of the team and its responsibilities in areas such as performance monitoring, reporting and accountability for results.

SECTION 1: THE CCT Framework

Background

USAID/Morocco's goal as stated in its CSP is "expanded resource base and capacity for sustainable development". In developing its CSP the mission recognized that there were important themes echoed in each individual SO and SpO that are essential to achieve the CSP goal. The two major themes identified are:

? *Gender integration*, which in Morocco implies a focus on women,

? *Public-private partnerships*, focusing on strengthening the capacity of, and the relationship between, the public and non-public sector organizations (e.g., community based organizations (CBO), non-governmental organizations (NGO) and private voluntary organizations (PVO)) to enhance development outcomes.

Despite the clear emphasis on these themes within each SO/SpO, the serious limitations of the traditional approach of working through vertical sector programs to address these themes also became apparent, particularly in the context of fairly limited resources. The mission therefore decided to develop some complementary interventions focused around the two themes that would all be located in the Souss-Massa-Draa region, focus on customers at the lowest level of the system (i.e., village/community based interventions) and be multi-sectoral in nature. The mission also created a team – the Cross Cutting Themes team – to develop and implement these interventions. The team comprises representatives of each SO/SpO team and the program and support offices of the mission.

Introduction to the Framework

The diagram overleaf illustrates the framework for the activities to be funded by the CCT team. It shows how the CCT framework is linked to the overall mission results framework, how the two themes are linked to one another and how CCT team activities will contribute to results within each of the SOs. The team selected this representation of the framework over the original version and another alternative that was proposed. These are presented in Annex 1 together with a list of the strengths and weaknesses that were identified for each.

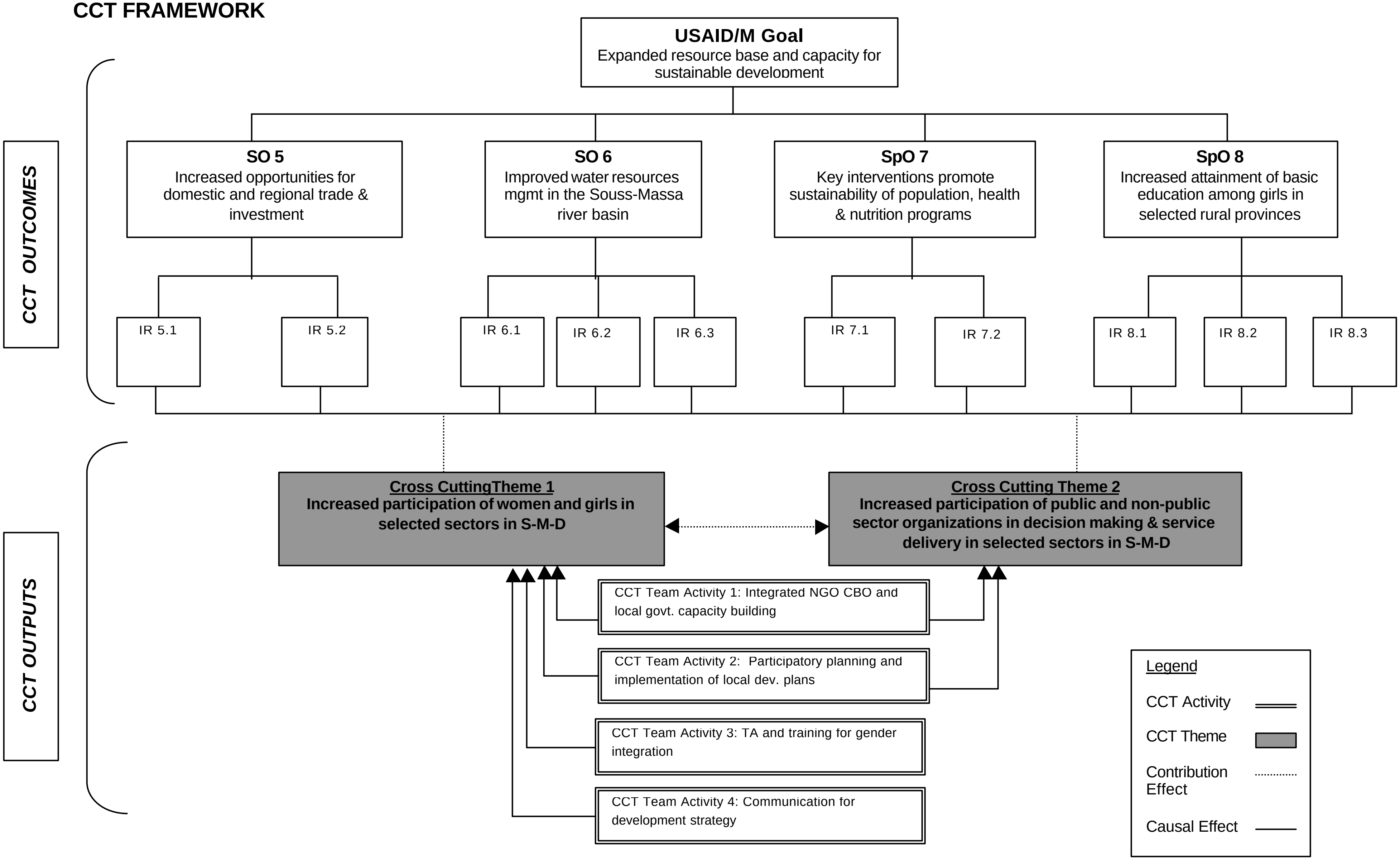
Three Categories of Results

As noted above the two themes of gender issues and public-private partnership are promoted in a *sectoral* fashion through activities undertaken under the mission's SOs/SpOs and in a *cross-sectoral*, *regionally focused*, fashion through activities undertaken by the CCT team. These two approaches will lead to three categories of results relating to gender integration and public-private partnerships. These are listed below:

1. Results caused by SO and SpO team activities to promote the two themes
2. Results caused by the CCT team activities to promote the two themes
3. Synergistic results, which could be unintended and are therefore difficult to predict, which are caused by the co-location and co-implementation of SO/SpO team and CCT team activities and the coordination between SO/SpO and CCT teams.

USAID Morocco will establish baselines, set targets and monitor results in the first two categories. The third category of results will be monitored qualitatively. (See section 3)

CCT FRAMEWORK



Logical Consistency

The CCT team intends to implement four activities structured around one or both themes in a cross-sectoral fashion at the community/local level in the Souss-Massa-Draa region. These activities are:
1. Integrated NGO, CBO and local government capacity building
2. Participatory planning and implementation of local development plans
3. TA and training for gender integration
4. Communication for development strategy

It is the team's development hypothesis that implementation of these activities will lead to progress (measured in outputs) in achieving the themes at the community level. This in turn will *contribute* to the achievement of results within the mission's four strategic objectives (SO), primarily at the intermediate result (IR) level. It should be noted that the outputs of CCT team activities are *insufficient by themselves* to cause intermediate results at the next level of the results framework. These intermediate results would be caused by a combination of CCT team activities as well as activities undertaken by each SO/SpO team. Consequently, the CCT team cannot be held solely responsible for IR level outcomes. In order to illustrate contribution as opposed to causality, the link between each of the themes and the IRs in the mission's results framework is shown by a dotted line.

Similarly, a dotted line is used to illustrate the relationship between the two themes, since progress achieved along one theme could contribute to progress in the other and vice versa.

Solid lines are used to illustrate which activities will cause progress in each of the themes at the community level. All four activities are expected to yield outputs under the first theme (increased participation of women and girls). Outputs related to the second theme (increased participation of public and non-public sector organizations) will only be caused by activities 1 and 2.

Critical Assumptions

The following fundamental assumptions underpin the activities that will be implemented by the CCT team.

1. Women's development and participation continues to be a development priority of the Government of Morocco.
2. Deconcentration, decentralization and the increased participation of non-public sector organizations such as NGOs, PVOs and CBOs continue to be promoted by the Government of Morocco.
3. Because of limited resource availability, outputs and outcomes of CCT activities will be of modest magnitude.

Guiding Principles for CCT Team Activities

Activities funded by the CCT team will be governed by the following principles. They will,

- all be located in the Souss-Massa-Draa region,
- focus on customers at the lowest level of the system (i.e., village/community based interventions)
- advance either one or both themes
- have multi-sectoral impact (i.e. at least 2 SOs)
- contribute to achieving USAID/Morocco's goal by complementing an existing initiative or filling a gap in the strategy
- aim to be sustainable

SECTION 2: Performance Measurement

Why Measure Performance?

Measuring performance of its activities will help the CCT team in at least three ways.

1. Performance measurement will help to *determine if progress is being made*. Progress will be measured at two levels. First, output level measures will be used to measure progress towards achieving the two themes in the Souss-Massa-Dra'a region. Second, outcome measures will be used to show how CCT team activities contribute to achieving USAID/Morocco's SOs/SpOs and IRs.
2. Performance measurement will also help to *identify opportunities for improvement.* Through regular monitoring of the outputs and associated outcomes of its activities, the CCT team will be able to identify problem areas and rectify them quickly.
3. Finally, performance measurement will help the team to *demonstrate success*.

Performance Indicators for CCT Activities

Output Level Measures of Progress

The CCT team will initally measure progress towards the achievement of the themes through the following indicators based on CCT activities 1 (Integrated NGO, CBO and local government capacity building) and 2 (Participatory planning and implementation of local authority development plans). The team is commited to reporting on these indicators in next year's R4. PMP indicator sheets for these indicators are presented in Annex 2. Additional, illustrative indicators that could be used when activities 3 (TA and training for gender integration) and 4 (communications for development) are developed for implementation are contained in Annex 3. It should be noted however, that initial results will be minimal due to the delay in approving the CCT strategy and subsequent design/approval of activities in FY00.

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CCT Theme 1: Increased participation of women and girls in selected sectors in the Souss-Massa-Draa

The CCT team will measure progress towards achievement of this theme through the following output indicators:

- Number of targeted village associations (48) that include the participation of women
- % of local authority development plans (32) in local authorities in target areas conceived, funded and implemented with the participation of women.

CCT Theme 2: Increased participation of public and non-public sector organizations in decision making and service delivery in selected sectors in the Souss-Massa-Draa

The CCT team will measure progress towards achievement of this theme through the following output indicators:

- Number of village development associations (48) in target areas that have developed, funded and implemented village development action plans.
- Number of local authority development plans (32) in target provinces conceived, funded and implemented through participatory mechanisms.

Intermediate Result Indicators

In addition to measuring progress towards promoting the two themes by reviewing *outputs* of CCT team activities, the team also needs to monitor the *results* of its activities. Illustrative indicators that could be used to measure results drawn from the draft proposal submitted by CRS/NEF are provided below. The team will need to select a limited number of indicators from this list for reporting in the R4. These will be reported either in the CCT section of the R4 or in an Annex. Where the result level indicator is the same indicator that the SO/SpO team is already reporting, the CCT team will have to ensure that its cooperating partners use the same methodology and definitions when collecting data on those indicators in CCT activity target areas.

<u>IR 5.2: Strengthened institutional capacity to foster private enterprise</u>

? CCT team assisted NGOs that provide training in the management of micro-enterprises in Souss-Massa-Draa

<u>IR 6.3: Democratization and decentralization accelerated through increased capacity for participation in resource management</u>

? Number of target village associations engaged in a regular dialogue with government authorities regarding water management issues in Souss-Massa-Draa.

<u>IR 7.1: Decentralized management of primary health care services established</u>

? Number of village associations engaged in a regular dialogue with Ministry of Health regarding health program management issues in target areas of the Souss-Massa-Draa.

? Increased number of community health projects implemented with active participation of NGOs or community organizations in target areas of the Souss-Massa-Draa (membership of these organization dissaggregated by gender).

IR. 8.1.2 Increased village/commune support for girls' education.
? Number of CBOs collaborating with local authorities
? Percent of parents who meet with teachers

Guidelines for Developing Indicators for Future CCT Team Activities

Since only two of the four proposed activities have been developed even to some degree thus far, the CCT team may need to define more performance indicators as the other two activities are developed. The following section provides some general guidelines for developing these indicators. It includes guidelines drawn from agency guidance as well as some specific guidelines related to monitoring of CCT team activities. A checklist to facilitate this process is also provided in Annex 4.

Indicator Quality

In accordance with Agency guidance the CCT team should seek to ensure that the indicators it selects meet the following four criteria.

1. ***Direct***: An indicator should closely track the result it is intended to measure. If direct indicators are unavailable or cannot be used because of cost or other factors, a reasonable proxy indicator may be used.
2. ***Objective***: The indicator should have no ambiguity about what is being measured. It should be both unidimensional and operationally precise. Unidimensional means that the indicator should measure only one phenomenon at a time. Operational precision means that there is no ambiguity over what kinds of data would be collected for an indicator.

3. ***Adequate***: Taken as a group, a performance indicator and its companion indicators should be the minimum necessary to ensure that progress toward the given result is sufficiently captured. As a rule of thumb two or three indicators per result should be sufficient to demonstrate progress.
4. ***Practical***: An indicator meets this test if the data required to report on it can be obtained in a timely way and at reasonable cost.

Source: ADS 203

Baselines and Targets

Baselines should reflect as closely as possible the value of each performance indicator at the start of USAID supported activities. If milestone indicators are used, the baseline should describe status at the start of the project. Furthermore, each milestone should be precisely defined. *Targets* should reflect the specific, planned level of result to be achieved within an explicit timeframe.

Quantitative versus Qualitative Indicators

While quantitative indicators are preferred, Agency guidance permits the use of qualitative indicators if they are the most appropriate and effective way of measuring the intended result. When qualitative indicators are used, it is especially important to clearly define every word in the indicator so as to ensure that interpretation of terms does not change over time. This will permit regular, systematic and relatively objective judgements to be made about changes in value or status.

How Many Indicators?

For management purposes, two to three indicators per result should be sufficient to measure progress. Too many indicators should be avoided since they require more work and money to collect, analyze, report and use. The number of indicators generally sufficient for management purposes should not be confused with the number required by USAID/Washington during the R4. Often the indicators reported in the R4 will be a subset of the indicators used for management purposes.

Performance Reporting Requirements in Contractor Agreements

When negotiating with cooperating agencies (CA) to implement CCT activities, the CCT team should seek to do the following.

- Ensure the that the CA is responsible for reporting outputs and outcomes in a form that is useful to the CCT team. Thus, at the output level the indicators should be able to illustrate progress along the two themes. At the outcome level the indicators should show progress towards achievement of the mission's SOs or IRs. Depending on the nature of the activity, the CCT team will need to communicate the CCT framework to its partners and explain how their performance data feeds into the team's reporting.
- Ensure that result level indicators do not double count results already measured through SO team interventions. For example, one of the results expected from the CRS/NEF proposal to implement the CCT team's first activity is "increased enrollment of girls". This indicator is also being monitored by the basic education SpO team for communities that it is supporting. The CCT team needs to ensure that the communities covered by CRS/NEF do not overlap with the communities benefiting from the education SpO team's interventions. In this way, the incremental results due to CCT team interventions can be accurately captured.
- Work with CAs to ensure that their periodic reports are structured in a manner that is useful to the mission while keeping reporting burden to a minimum. For example, the team could request that partner data be reported in both aggregated and disaggregated (by dimensions chosen by USAID) form so that USAID does not need to further manipulate the information.
- Ensure that contractors implementing activities in different communities use the same definitions when measuring progress.

Data Quality

In order to meet Agency standards, data collected to measure performance need to meet three standards.

1. ***Validity***: This means that the data collected must correctly measure the variable or characteristic encompassed by the indicator. Validity of data can be affected by many factors. Some important sources of validity problems are: measurement error, unrepresentative sampling and simple transcription errors.

2. ***Reliability***: This refers to the stability or consistency of the data collection process. If the process varies, changes in performance levels might be a reflection of the different data collection process than actual changes in the phenomenon being measured. Thus, efforts should be made to ensure that a consistent sampling method, same or comparable data collection instruments and data collection procedures are employed.
3. ***Timeliness***: Timeliness has two dimensions – frequency and currency. Frequency means that data should be collected on a frequent enough basis to regularly inform program management decisions. Currency means that data should be sufficiently up to date.

Source: TIPS # 12: *Guidelines for Indicator and Data Quality*

It is not possible to evaluate data quality at this time since implementation arrangements have not been finalized for any of the CCT team activities. Thus, the CCT team will need to evaluate data quality once contracts have been awarded for implementation of its activities and the CA is ready to begin work. A data quality evaluation checklist is provided (Annex 5) to assist the team in conducting this assessment at the appropriate time.

When evaluating data quality, the CCT team should also describe any known data limitations and assess the significance of the limitations (if any) for judging the extent to which results have been achieved. The team should also document any actions that have been taken or are planned to address the problem. This information should be documented in the PMP indicator sheets. The draft sheets provided in this report (Annex 3) already include these dimensions. Templates of these sheets should be utilized when setting up new indicators and evaluating data sources required for those indicators.

SECTION 3: Performance Management Responsibilities of CCT team.

Monitoring

The team is responsible for monitoring outputs and outcomes of CCT team funded activities. Note that, while the CCT team will monitor outcomes, these outcomes will be reported by the respective SO teams. See below for more. The CCT team is also responsible for monitoring the synergistic, often unanticipated, outcomes which are likely to result because of the co-location and coordination of CCT team activities and SO/SpO team activities.

Reporting

The CCT team will monitor progress towards promoting the two themes by reporting on the *outputs* of its activities in a separate section in the mission's annual R4 document. This section will also include a qualitative, anecdotal discussion of the *synergistic results* that occur as a result of co-locating and co-implementing CCT team and SO team activities and because of the coordination between the teams.

Outcomes of CCT team activities will be evident at the sectoral level (mainly at the IR level) and will therefore be reported in sections for the respective SOs/SpOs.

Accountability for Results

The CCT team will be accountable for gender integration and public-private partnership results caused by the activities it implements. Each SO/SpO team will be accountable for results related to the two themes caused by activities that they implement. Since synergistic results are largely unanticipated, it will not be possible to set specific targets for this category of results.

The table below summarizes the monitoring, reporting and accountability responsibilities.

Category of CCT Results	Who is accountable?	Who will monitor?	Who will report?
Results caused by CCT team activities in Sous-Massa-Dra'a	CCT Team	CCT Team	CCT team reports outputs SO/SpO team reports outcomes
Results caused by SO/SpO team activities	SO/SpO Team	SO/SpO Team	SO/SpO Team
Synergistic Results	N/A	CCT Team	CCT Team

Annexes

ANNEX 1

ALTERNATIVE CCT FRAMEWORKS THAT WERE CONSIDERED

ORIGINAL FRAMEWORK

CCT Goal

Improved quality of life in the Souss-Massa-Draa

CCT Objective :
Increased use of quality services in the Souss-Massa-Draa

Indicators :

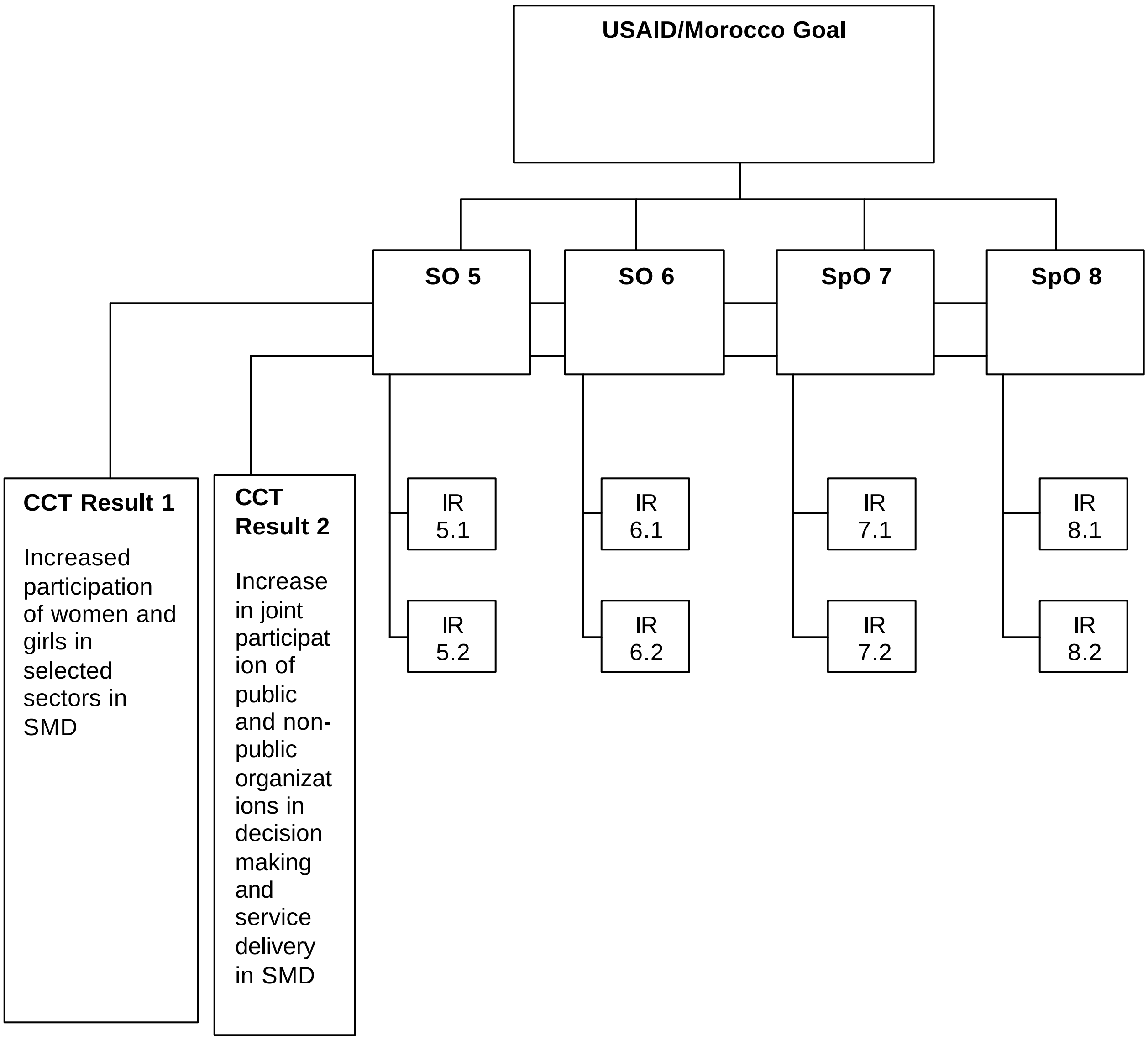
? No. of households with water and sanitation
? Boys/girls primar school enrollment rates
? No. of male/female credit borrowers
? Couple years protection

IR 1
Increased participation of women and girls in planning, decision making and implementation of development activities

IR 2
NGOs, CBO's, private sector more engaged in delivery of selected services

IR 3
Increased capacity of local government to plan and manage delivery of selected services

ALTERNATIVE 1



Strengths and Weaknesses of Original Version, Alternative 1 and Selected Version

	Strengths	Weaknesses
Original Framework **(The weaknesses identified for the original framework are those identified during the review of the CCT strategy in Washington)**	? Provides objective and structure for team ? Synergies captured at objective level	? Link to mission's results framework unclear ? Link between CCT IRs and CCT objective unclear ? CCT goal irrelevant
Alternative 1 (proposed for discussion by PwC consultants)	? Shows CCT themes on equivalent level with IR's.	? Not visually appealing ? Link to SOs is misleading. Results of the two themes will mainly be evident at the IR level.
Selected Framework (Proposed for discussion by PwC consultants)	? Supports existing CCT strategy ? Feeds into existing results framework nicely ? Visually appealing ? More realistic given funding ? CCT activity outputs feeding into IR's makes sense	? The two themes shouldn't be shown as "sub-IRs". (This was adjusted in the version adopted). ? Language should be changed – "joint" should be removed from the theme "joint participation of public and non-public sector organizations". There was disagreement about this with some members of the group wanting to retain the word "joint". Eventually a vote had to be taken. Five group members voted to drop the word. Four voted to retain it.

ANNEX 2

PMP INDICATOR SHEETS FOR CCT TEAM ACTIVITIES 1 AND 2

Cross Cutting Theme: CCT 1 – Increased Participation of women and girls in selected sectors in the Souss-Massa-Draa
Activity : Integrated NGO, CBO and local government capacity building

Performance Indicator	Precise Definition of Indicator/Unit of Measurement	Data source/Data Quality Assessment	Evaluation Method/Approach to Data Collection	Timing and Frequency of Data Collection	Responsible Individual/Office
Number of targeted village associations (48) that include the participation of women	**Definition** The indicator measures the number of village associations targeted through USAID assistance that include the participation of women. Women's participation refers to the existence and participation of "women leaders" in village association activities. (The definition of 'participation' will need to be fine-tuned once the activity is fully designed). **Unit of Measurement** Number of targeted village associations. Total targeted village associations = 48. The 48 will be drawn from 4 Souss-Massa-Draa provinces.	**Data Source** Catholic Relief Services (CRS) Near East Foundation (NEF) **Data Quality Assessment** To be performed when CA is ready to begin the work. The CCT team will : ? Provide guidance to the contractor for data quality standards that have to be met (validity, reliability, timeliness) ? Document any known data limitations ? Take and document actions to address data limitations ? Conduct period checks to ensure data quality standards are being maintained.	**Data Collection Approach** Site visits, interviews with village associations, 'womens leaders', citizens groups to determine and cross-check participation of women in village associations.	**Frequency of Data Collection** TBD. Should be annual at a minimum. **Timing** Data collection should at a minimum feed into the annual R4 process. Thus, at least one round of current data should be made available by early/mid January.	CCT team leader.

Cross Cutting Theme: CCT 1 – Increased participation of women and girls in selected sectors in the Souss-Massa-Draa

Activity : Local development plans : Participatory planning and implementation processes

Performance Indicator	Precise Definition of Indicator/Unit of Measurement	Data source/Data Quality Assessment	Evaluation Method/Approach to Data Collection	Timing and Frequency of Data Collection	Responsible Individual/Office
% of local authority development plans (32) in local authorities in target areas conceived, funded and implemented with the participation of women.	**Definition** Local authorities refer to locally elected bodies NOT deconcentrated central government units at the local level. The following need to be precisely defined when the activity is developed. - Participation of women - Characteristics of a local authority plan being 'conceived' - Characteristics of a local authority plan being 'funded' - Characteristics of a local authority plan being 'implemented' This is a milestone indicator. Targets for each milestone need to be set. **Unit of Measurement** % of local authority development plans. Total local authorities targeted for USAID support = 32 drawn from 2 provinces in the Souss-Massa-Draa.	**Data Source** Implementing Partner (TBD) **Data Quality Assessment** To be performed when CA is ready to begin the work. The CCT team will : ? Provide guidance to the CA for data quality standards that have to be met (validity, reliability, timeliness) ? Document any known data limitations ? Take and document actions to address data limitations ? Conduct period checks to ensure data quality standards are being maintained.	**Data Collection Approach** Site visits ; interviews with local authorities ; interviews with women/women's associations at the local level ; interviews with women participating in local authority development planning.	**Frequency of Data Collection** TBD. Should be annual at a minimum. **Timing** Data collection should at a minimum feed into the annual R4 process. Thus, at least one round of current data should be made available by early/mid January.	CCT team leader.

Cross Cutting Theme: CCT 2 – Increased participation of public and non-public sector organizations in decision making and service delivery in Souss-Massa-Draa **Activity :** Integrated NGO, CBO and local government capacity building					
Performance Indicator	**Precise Definition of Indicator/Unit of Measurement**	**Data source/Data Quality Assessment**	**Evaluation Method/Approach to Data Collection**	**Timing and Frequency of Data Collection**	**Responsible Individual/Office**
Number of village development associations (48) in target areas that have developed, funded and implemented village development action plans.	**Definition** The indicator measures the number of village development associations that have developed, funded and implemented village development plans as a result of USAID assistance. The following need to be precisely defined once the details of the activity are finalized. - characteristics of a village dev. plan being classified as 'developed' - characteristics of a village development plan being classified as 'funded' - characteristics of a village development plan being classified as 'implemented' This is a milestone indicator. Targets for each milestone need to be set. **Unit of Measurement** Number of village development plans. Total targeted village associations = 48 drawn from 4 provinces in Souss-Massa-Draa.	**Data Source** Catholic Relief Services (CRS) Near East Foundation (NEF) **Data Quality Assessment** To be performed when CA is ready to begin the work. The CCT team will : ?Provide guidance to the CA for data quality standards that have to be met (validity, reliability, timeliness) ?Document any known data limitations ?Take and document actions to address data limitations ?Conduct period checks to ensure data quality standards are being maintained.	**Data Collection Approach** Site visits ; interviews with village development associations, '	**Frequency of Data Collection** TBD. Should be annual at a minimum. **Timing** Data collection should at a minimum feed into the annual R4 process. Thus, at least one round of current data should be made available by early/mid January.	CCT team leader.

Cross Cutting Theme: CCT 2 – Increased participation of public and non-public sector organizations in decision making and service delivery Activity : Local development plan : Participatory planning and implementation processes					
Performance Indicator	**Precise Definition of Indicator/Unit of Measurement**	**Data source/Data Quality Assessment**	**Evaluation Method/Approach to Data Collection**	**Timing and Frequency of Data Collection**	**Responsible Individual/Office**
Number of local Authority Development plans (32) in target provinces conceived, funded and implemented through participatory mechanisms.	**Definition** Local authorities refer to locally elected bodies NOT deconcentrated central government units at the local level. The following need to be precisely defined when the activity is developed. - ‘Participatory mechanisms’ - Characteristics of a local authority plan being ‘conceived’ - Characteristics of a local authority plan being ‘funded’ - Characteristics of a local authority plan being ‘implemented’ This is a milestone indicator. Targets for each milestone need to be set. **Unit of Measurement** Number of local authority development plans. Total targeted local authorities = 32 drawn from 2 provinces in the Souss-Massa-Draa.	**Data Source** Implementing partner. TBD **Data Quality Assessment** To be performed when CA is ready to begin the work. The CCT team will : ?Provide guidance to the CA for data quality standards that have to be met (validity, reliability, timeliness) ?Document any known data limitations ?Take and document actions to address data limitations ?Conduct period checks to ensure data quality standards are being maintained.	**Data Collection Approach** Site visits ; interviews with local authorities ; interviews with participating’ entities	**Frequency of Data Collection** TBD. Should be annual at a minimum. **Timing** Data collection should at a minimum feed into the annual R4 process. Thus, at least one round of current data should be made available by early/mid January.	CCT team leader.

ANNEX 3
SUGGESTED OUTPUT LEVEL INDICATORS FOR ACTIVITIES 2 AND 3

SUGGESTED OUTPUT LEVEL INDICATORS FOR ACTIVITIES 3 AND 4

As noted in the CCT framework, activities 3 and 4 will only contribute to progress along cross cutting theme 1 – Increased participation of women and girls in selected sectors of the Souss-Massa-Draa. Illustrative output level indicators for these two activities are as follows. These indicators may need to be revised as the activities are developed.

Activity	Indicator
TA and training for Gender Integration into SO/SpO activities	? Progress in use of TA to promote gender integration in SO/SpO interventions. Track progress towards milestones such as ? # of TA interventions *funded* by CCT team; ? % of interventions funded with *recommendations integrated* into SO/SpO activities; ? % of interventions funded with *recommendations implemented*.
Communications for Development Strategy	? # of interventions to disseminate information on participation of women and girls. Report by sector of focus to track linkages to SO/SpO results. For example, ? # of interventions on girls education ? # of interventions on childhood diseases ? # of interventions on microenterprises for women

ANNEX 4
CHECKLIST TO ASSESS INDICATOR QUALITY

Quality Assessment of Performance Indicators

Indicator: XXX

STANDARD		COMMENTS
Is the indicator DIRECT? ✍Does it closely measure the result it is intended to measure? ✍Is it grounded in theory and practice? ✍Does it represent an acceptable measure to both proponents and skeptics? ✍If it is a proxy, is it as directly related to the relevant result as possible?		
Is the indicator OBJECTIVE? ✍Is it unambiguous about what is being measured? ✍Is there general agreement over the interpretation of the results? ✍Is it unidimensional (i.e., does it measure only one phenomenon at a time)? ✍Is it operationally precise (i.e., is there no ambiguity over what kind of data should be collected)?		
Is the indicator PRACTICAL? ✍Are timely data available (i.e., is data current and available on regular basis)? ✍Can the data be collected frequently enough to inform management decisions? ✍Are data valid and reliable? ✍Are the costs of data collection reasonable?		
Is the indicator ADEQUATE? ✍Does it merely indicate progress rather than attempt to fully describe everything an activity accomplishes? ✍Taken as a group, are the indicator and its companion indicators the minimum necessary to ensure that progress toward the given result is sufficiently captured?		

BEST PRACTICE		COMMENTS
Is the indicator DISAGGREGATED, if appropriate?		
If the indicator is a RESULTS measure, does it focus on? - Impact of services - Quality of products - Customer satisfaction - Costs/Efficiency - Timeliness		
Is the indicator USEFUL for management?		
Is the indicator CREDIBLE?		
Is the indicator EASY to understand, communicate, and use?		

OTHER COMMENTS:

RECOMMENDATION:

ANNEX 5
CHECKLIST TO VERIFY DATA QUALITY

Steps to Take to Ensure Quality of Partner Data

AT THE BEGINNING OF A NEW ACTIVITY

- Conduct a detailed, initial assessment of data quality for each indicator at the start of the activity. Use the attached data quality checklist for this review. The SO team needs to ensure that baseline data are of high or at least reasonable quality. Agency guidance on data quality states that data should be valid, reliable and timely. These quality standards need to be weighed against cost considerations and an acceptable balance set between the two.
- Document the findings of the data quality assessment. If a judgement is made that data are of "good" quality, that judgement needs needs to be justified.
- If significant data limitations are identified steps should be taken to address them. That is, the problems should either be fixed or alternative data sources sought. Make sure to document the problem as well as the steps taken to rectify the problem.
- Ensure that the partner understands the data quality standards that have to be met. In consultation with the SO team, the partner should develop written procedures for data collection, maintenance and processing. Both the partner and the SO team should retain copies of these procedures.

DURING ACTIVITY IMPLEMENTATION

- Conduct periodic reviews of partners' methods for data collection, maintenance and processing. The procedures for data collection, maintenance and processing that were developed by the partner as well as the data quality checklist provided here should be used for this exercise. Additional burden associated with data validation and verification could be minimized by building this type of review into normal implementation activities.
- If performance indicators draw on financial information, provide for independent audits or other established procedures to ensure quality of financial information is maintained.
- If data quality problems are identified, take steps to address them. Document any problems as they arise as well steps taken to address them.

CHECKLIST OF QUESTIONS TO ASK WHEN EVALUATING DATA QUALITY

1. ARE THE DATA VALID?

Check for Measurement Error

? Sampling Error (only applies when the data source is a survey)

- Were samples representative?
- Were the questions in the survey/questionnaire clear, direct, easy to understand?
- If the instrument was self-reporting were adequate instructions provided?

? None Sampling Error

- Is the data collection instrument well designed?
- Were there incentives for respondents to give incomplete or untruthful information?
- Are definitions for data to be collected precise? Anyone should be able to read the definition and collect the same set of data. This applies to both quantitative and qualitatitve data, but is particularly problematic for qualitative data. For example, if data need to be collected on the participation of women in a particular sector or process, a clear, direct, easy to understand definition of "womens participation" needs to be developed.
- Are enumerators well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?
- Were there efforts to reduce the potential for personal bias by enumerators?

Check for Transcription Error

? What is the data transcription process? Is there potential for error?

? Are steps being taken to limit transcription error? (e.g., double keying of data for large surveys, random checks of data entered by supervisors for partner data)

? If raw data need to be manipulated to produce the data required for the indicator,

- are the correct formulae being applied?
- are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?
- are final numbers reported accurate? (e.g., does a number reported as a "total" actually add up?)

Check for Representativeness of Data

- ? Is the sample from which the data are drawn representative of the population served by the activity?
- ? Did all units of the population have an equal chance of being selected for the sample?
- ? Is the sampling frame (i.e., the list of units in the target population) up to date? Comprehensive? Mutually exclusive (for geographic frames)
- ? Is the sample of adequate size?
- ? Are the data complete? (i.e., have all data points been recorded?)

2. ARE THE DATA RELIABLE?

- ? Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?
- ? Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?
- ? Is the same sampling method used from year to year, location to location, data source to data source?

3. ARE THE DATA TIMELY?

Frequency
- ? Are data available on a frequent enough basis to inform program management decisions?

Currency
- ? Are the data reported in a given time frame the most current practically available?

ANNEX 6
SCOPE OF WORK FOR ASSIGNMENT

SCOPE OF WORK FOR PwC SUPPORT TO CCT TEAM

- Facilitate review of the current CCT results framework, particularly given USAID/W questions and comments
- Assist the CCT team in developing/revising lower level indicators which will measure results achieved on the two themes
- Validate causal linkages within CCT framework and between CCT framework and USAID/Morocco results framework
- Provide draft PMP sheets for indicators including discussion of data collection and sources
- Revise as necessary the objective level PMP sheets (Note : this was not required given the changes that were made the CCT framework during the TDY which eliminated the objective level statement and indicators as presented in the original framework)

ANNEX 7
WORKPLAN FOR TDY

SUPPORT TO CCT TEAM, USAID/MOROCCO, MARCH 20-25, 2000

Consultants: Shiro Gnanaselvam and Jim Purcell

WORKPLAN	
Date	**Activity**

3/20/00	? Meet with Tina Dooley-Jones and Brad Wallach
	? Meet with CCT Team Leader – Tina Dooley-Jones
	? Meet with SO Team leaders on CCT Team
	  ? John Thomas, SO 6
	  ? Michelle Maloney-Kitts, SpO 7
	  ? Monique Bidaoui, SpO 8

3/21/00	? Meet with program office
	  ? Abderrahim Bouazza
	  ? John Wooten
	? Meet with Mission Director – Jim Bednar
	? Plan for CCT team facilitation
	? Facilitate CCT team discussion to
	  ? Review CCT Framework
	  ? Validate linkages

3/22/00	? Review findings/conclusions of CCT team meeting ? Document final agreed framework with narrative describing linkages ? Discuss/confirm with CCT team leader
3/23/00	? Develop illustrative indicators ? Develop recommendations on how to report CCT activities and results (for next years R4)
3/24/00	? Draft report summarizing activities and conclusions of TDY. Report will include revised CCT framework, illustrative indicators and recommendations for reporting.

DELIVERABLES	
Submit By	**Deliverable**
3/25 (noon)	Draft report which will include: ? Revised framework for CCT ? Illustrative indicators of CCT results and activities ? Recommendations on how to report CCT activities and results
4/5 (tentative, from Washington)	Final report which will reflect comments from CCT team if any. Submission of final report will depend on when feedback from CCT team is received.