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LIBYA LOCAL GOVERNANCE AND CIVIL SOCIETY (TAQARIB) ACTIVITY

Activity Monitoring, Evaluation, & Learning Plan

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

List of Acronyms

AMELP	Activity Monitoring, Evaluation, and Learning Plan
AOR	Agreement Officer Representative
AUML	Association Union of Municipalities in Libya
CDCS	Country Development Cooperation Strategy
CSO	Civil Society Organization
DAI	Development Alternatives Inc.
DQA	Data Quality Assessment
EOI	Expression of Interest
ELSA	Elections and Legislative Strengthening Activity
KPI	Key Performance Indicator
LEGS	Libya Elections and Governance Support program
LESP	Libya Economic Stabilization Program
LGHC	(Libyan) Local Governance High Commission
LPFM	Libya Public Financial Management activity
LTI	Libya Transition Initiative
MfDR	Managing for Development Results team
MEL	Monitoring, Evaluation, and Learning
MoF	Ministry of Finance
MoLG	Ministry of Local Government
MoP	Ministry of Planning
MPI	Municipal Performance Index
OPI	Organizational Performance Index
PEA	Political Economy Analysis
PFM	Public Financial Management
PIRS	Performance Indicator Reference Sheet
PWD	Persons with Disabilities
SFL	Stabilization Facility for Libya
VIS	Visible Improvement Service
WEON	Women's Elected Officials' Network
USAID	United States Agency for International Development

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I. INTRODUCTION

This Activity Monitoring, Evaluation, and Learning Plan (AMELP) provides a framework for DAI's adaptive management of the Libya Local Governance and Civil Society activity (henceforth, Taqarib) on behalf of USAID/Libya. It outlines how we will monitor our performance on Taqarib, engage in complexity-awareness monitoring to keep abreast of changes in the operating environment, and develop a learning platform to facilitate rapid responses to emerging challenges and opportunities. The AMELP explains how we will track progress on Taqarib throughout the life of the activity, assuring we are meeting its goals and objectives, and applying learning to improve effectiveness within the life of the award. The plan will be reviewed and updated annually in collaboration with USAID/Libya's Agreement Officer's Representative (AOR).

I.1 Activity Overview

Taqarib aims to support the foundation of a unified Libyan state by prioritizing local-level activities that foster stability and accountable governance while reinforcing positive linkages among the national government, subnational government administration, and citizens. The four-year, [REDACTED] USAID activity has four objectives:

1. Strengthen the capacity of targeted municipal institutions to deliver services and be more responsive the needs of citizens;
2. Build the capacity of citizens, civil society organizations (CSOs), private sector actors, and other formal and informal stakeholders to advocate and hold municipal and related national-level institutions accountable to delivering on their mandates;
3. Strengthen national and sub-national decentralization policies, systems, and coordination; and
4. Cross cutting: Inform programming through a robust learning and analysis agenda.

Taqarib will tailor support to the unique makeup and challenges of selected municipalities, constantly reassessing progress and constraints and adapting interventions accordingly (Objective 1 and 2). Working within the existing legal framework at the national level, the activity will identify small opportunities to pilot policy reforms that can be scaled depending on their success (Objective 3). Last, a robust monitoring, evaluation, and learning (MEL) agenda built on complexity-aware monitoring principles underpins Taqarib, enabling DAI to engage in iterative learning and shift course rapidly in response to changing circumstances on the ground (Objective 4).

The activity contributes to USAID/Libya's overarching goal of "Strengthened foundations for a more unified Libyan state" by supporting the Libya Program Plan 2018-2020 Results Framework Objective 1: Institutions of governance more accountable to and better represent the interests of citizens; and Objective 3: Libyan communities have enhanced ability to address drivers of instability and conflict.

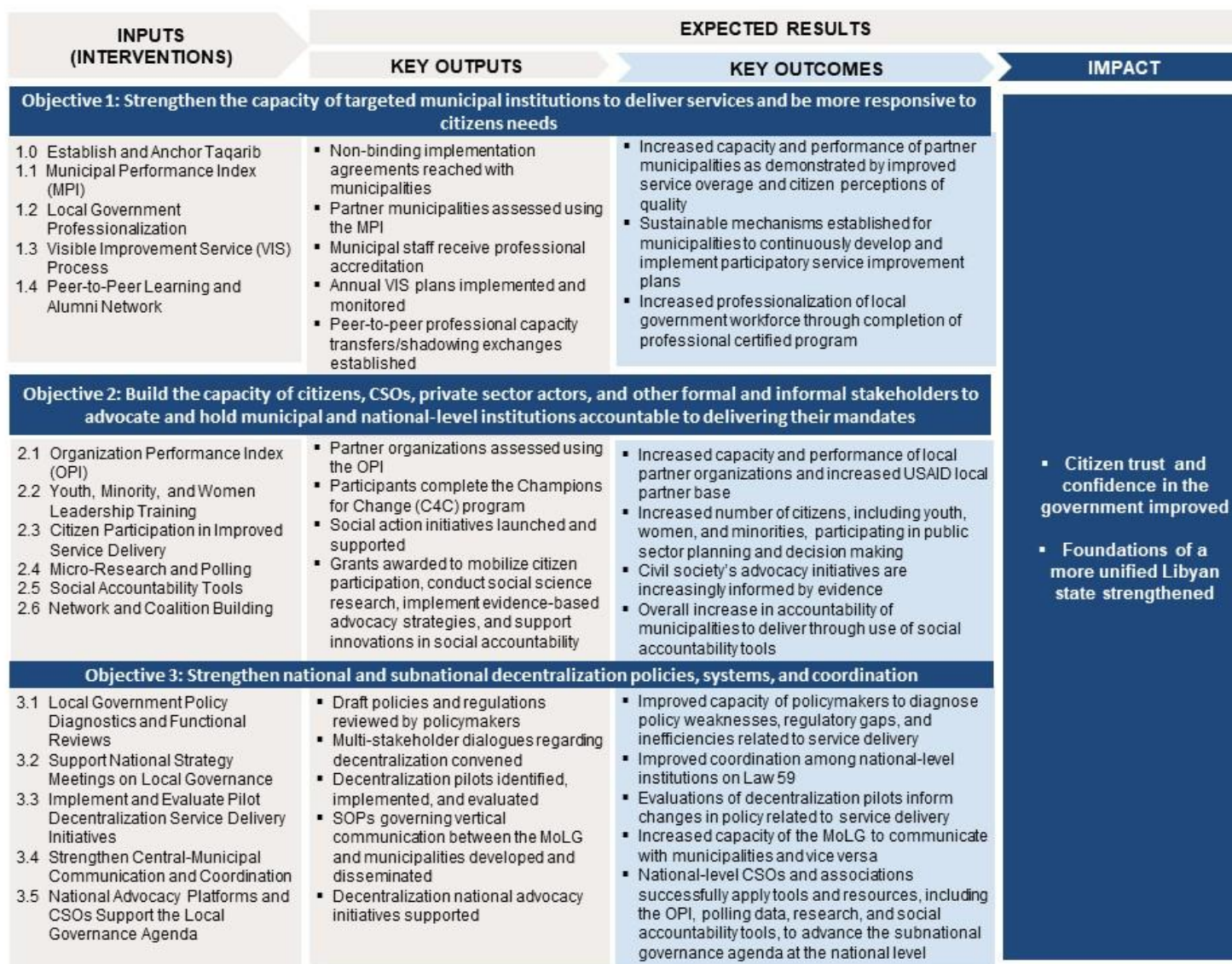
I.2 Activity Theory of Change and Causal Model

The theory of change for Taqarib is as follows:

IF municipal institutions visibly improve the delivery and responsiveness of services and coherence of national and subnational government policy, systems, and coordination; **AND IF** Libyan men and women are empowered with the skills and capability to influence government action and hold the government accountable; **THEN** citizen trust and confidence in their government will improve, thereby promoting stability and peace and strengthening the foundations of a more unified Libyan state.

The causal model for Taqarib is presented on the following page.

Exhibit 1: Taqarib Causal Model



2. MONITORING PLAN

Taqarib's monitoring plan combines traditional performance monitoring with complexity-awareness monitoring due to the challenging operating environment in Libya. Each component of our monitoring plan is explained below, followed by a description of the tools and methods we will use.

2.1 Performance Monitoring

Taqarib uses a number of mandatory and custom indicators to monitor program performance. We present these in Table I below and, for Objectives 1-3, match key performance indicators with correlated activities and outcomes. For Objective 4, we provide the justification for the indicators proposed to track our performance on Taqarib's learning and analysis agenda.

The indicator summary table in Annex I provides the data source(s) for each indicator, the frequency at which Taqarib will report the data to USAID/Libya, and the indicator's baseline and target. Annex 2 presents the Performance Indicator Reference Sheet (PIRS) for each of the indicators.

Table I: Taqarib Performance Indicators

#	Indicator	Type	Disaggregation	Targets	Intervention(s) Monitored / Outcome Assessed
Objective 1: Strengthen the capacity of targeted municipal institutions to deliver services and be more responsive to citizen needs					
1	Number of non-binding implementation agreements with municipalities	Output	By Municipality, by Region	30	1.0. Establish and Anchor Taqarib
2	Percent change over the baseline score in MPI of partner municipalities	Outcome	By Municipality, by Region	TBD after baseline	1.1: MPI 1.3 VIS Process <i>Outcome: Improved delivery of municipal services, with potential to sustain high performance.</i>
3	Number of VIS processes supported in partner municipalities	Output	By Service, by Municipality, by Region	105	1.1: MPI 1.3 VIS Process
4	Number of citizen priorities reflected in municipality VIS plans	Outcome	By Service, by Municipality, by Region	15	1.3 VIS Process
5	Number of participants enrolled in in-service trainings, educational courses, or other professional-	Output	By Municipality, by Gender, by Race / Ethnicity, by Age group, by Persons with disabilities	200	1.2: Local Government Professionalization

	development opportunities with Taqarib-supported content				
6	Number of individuals with improved skills following completion of USG-assisted workforce development programs. (EG 6.2)	Outcome	By Municipality, by Gender, by Race / Ethnicity, by Age group, by Persons with disabilities	15	1.2: Local Government Professionalization
7	Number of municipality-led multi-stakeholder meetings, town halls, or similar events held	Output	By Municipality, by Region	30	1.3: VIS Process
8	# of individuals who participate in peer-to-peer learning exchanges	Output	By municipality, by region, by gender, by municipal service area	50	1.4: Peer-to-Peer Learning and Alumni Network

Objective 2: Build the capacity of citizens, civil society organizations (CSOs), private sector actors, and other formal and informal stakeholders to advocate and hold municipal and related national-level institutions accountable to delivering on their mandates

9	Number of CSOs receiving USG assistance engaged in advocacy interventions (DR 4.2)	Output	By Municipality, by Region	30	2.1-2.6: Taqarib grants portfolio
10	Percent change in OPI scores over baseline of partner CSOs	Outcome	By Municipality, by Region	TBD after baseline	2.1: OPI <i>Outcome: Increased capacity and performance of local partners</i>
11	Percent of U.S. Government-assisted organizations with improved performance (CBLD-9)	Outcome	By Municipality, by Region	TBD	2.1: OPI 1.1: MPI <i>Outcome: Increased capacity and performance of local partners</i>
12	Number of CSO-led multi-stakeholder meetings, town halls, or similar events held as part of municipal	Outcome	By Municipality, by Region	105	2.1: OPI 2.4: Micro-Research and Polling 2.5: Social Accountability Tools 2.6: Network and Coalition Building

	planning, budgeting, oversight, and other service-delivery processes				
13	Number of grants awarded to advocate for or to hold government institutions accountable	Output	By Advocacy subject, by Municipality, by Region	TBD	2.4: Micro-Research and Polling 2.5: Social Accountability Tools 2.6: Network and Coalition Building
14	% change in social accountability monitoring scores	Outcome	By Municipality, by Region	TBD	2.5: Social Accountability Tools
15	Number of participants in the Champions for Change (C4C) program	Output	By Municipality, by Gender, by Race / Ethnicity, by Age group, by Persons with disabilities	1000	2.2: Youth, Minority, and Women Leadership Training
Objective 3: Strengthen national and subnational decentralization policies, systems, and coordination					
16	Number of public policies introduced, adopted, repealed, changed, or implemented with citizen input	Outcome	NA	5	3.1 Local Government Policy Diagnostics and Functional Reviews <i>Outcome: Improved capacity of lawmakers to develop evidence-based policies and regulations</i>
17	Number of Taqarib-supported multi-stakeholder dialogues among national actors regarding the decentralization agenda	Output	By Municipality, by Gender, by Race / Ethnicity, by Age group, by Persons with disabilities	8	3.2: Support National Strategy Meetings on Local Governance
18	Number of decentralized business processes mapped and analyzed	Output	By Municipality, by Region	12	3.3: Implement and Evaluate Pilot Decentralization Service Delivery Initiatives
19	Number of national advocacy initiatives supported by Taqarib	Output	NA	12	3.5: National Advocacy Platforms and CSOs Support the Local Governance Agenda
20	% change in citizen perceptions	Outcome	NA		3.5: National Advocacy Platforms and CSOs

	regarding advancement of the decentralization agenda				Support the Local Governance Agenda
Objective 4: Inform programming through a robust learning and analysis agenda					
21	Number of municipalities for which profiles have been completed and for which service delivery and public perception data is tracked over time	Outcome	NA	30	Tracks the functionality of the web-based learning platform
22	Number of strategic review sessions conducted	Outcome	NA	16	Tracks the extent of our adaptive management of Taqarib

Taqarib will use both quantitative and qualitative methods to collect data for its performance indicators and monitor the local context. We will develop a host of tools to facilitate the routine and systematic collection of information to use for reporting, learning, and adapting purposes.

The tools for performance monitoring include:

Municipal Performance Index – The MPI measures municipal performance and capacity in service delivery, as well as local economic development, financial management, municipality operations, and citizen/municipal interaction. It combines an objective assessment of the core functions of local government with a measurement of citizens satisfaction to provide a holistic view of municipal performance. The MPI will focus on the three Ps (participation, performance, and perceptions) of good governance. To build Libyan ownership for its methodology, Taqarib will design and deploy the index taking into consideration the concerns and inputs of both the MoLG’s Department of Municipalities and the Women’s Elected Officials Network (WEON). Conducting the MPI in selected municipalities will establish the baseline for Indicator 2 in the first year and enable calculating the indicator in subsequent years.

Organizational Performance Index – The OPI measures an organization’s performance in four dimensions: effectiveness, efficiency, relevance, and sustainability. Using USAID’s Human and Institutional Capacity Development Handbook and the OPI tool, Taqarib will work with partner CSOs to understand their performance goals and gaps and develop tailored capacity building packages customized to their specific needs, including financial management, digital security, business development, strategy, and internal governance. For monitoring purposes, Taqarib will also use the tool to establish baselines for Indicator 7 and calculate the indicator in subsequent project years.

VIS Tailoring for MPI and OPI – Both the Municipal and the Organizational Performance Indexes have a basic form that allows for their broad application in a global context. When Taqarib engages with a municipality to design a new VIS strategy, one crucial step early in the process will be to tailor each index so that they measure baseline and end-line indicators that are specific to the VIS service area in

question. If solid waste management were the VIS service area, for example, the MPI may record progress in terms of “tons of solid waste received by the municipal landfill per day”. Likewise, the OPI may record progress in terms of public awareness of best solid waste management practices. Taqarib will conduct this sort of tailoring, in consultation with USAID, prior to the launch of all VIS strategies. The MEL team will then monitor and report on agreed custom indicators.

Annual Surveys – Taqarib will conduct bi-annual surveys in selected municipalities to understand citizens’ perceptions and opinions of the quality of public services delivered. The surveys will inform the calculation of the MPI (Indicator 2) and the effectiveness of municipalities’ VIS implementation.

Focus groups – These will be implemented as a follow-up to more general perception surveys, in an effort to validate findings and obtain more specific feedback that may run counter to conventional wisdom/assumptions.

2.2 Context Monitoring

Taqarib will monitor the Libyan context using relevant indicators compiled for USAID Libya’s Program Plan 2018-2020.¹ The proposed context indicators, presented below, will be adjusted based on their relevancy to partner municipalities.

Table 2: USAID/ Libya Illustrative Context Indicators

Dimension	Indicator
Service Delivery) Average hours of electricity service per week over last three months
) Primary School enrollment and attendance rates
) Solid waste collection indicators
) Quantity and quality of drinking water
) Availability of primary healthcare service

With the above context indicators in mind, Taqarib will be guided by its core remit, which is to follow and understand local service delivery contexts. In the MPI, learning platform, and elsewhere, Taqarib will report on political, economic, and security developments, but primarily insofar as they specifically relate to service delivery outcomes, and vice versa.

At the municipal level, Taqarib will use the following tools, which include complexity awareness monitoring methods, for context monitoring:

Weekly Updates – Taqarib will provide weekly reporting about each municipality in which it is working. The reports will include updates on the municipalities’ political and security situations, the relevant context indicators outlined above, and general public perceptions and atmospherics. Each week, Taqarib will conduct a “deep dive” into a selected municipality by providing detailed insight on its character and developments.

Outcome Harvesting – Outcome harvesting is a complexity-awareness monitoring method that shows how an outcome came about.² It involves collecting evidence on an outcome-level result and, working backwards, determining whether a project’s intervention contributed to it. As appropriate, in later project years, Taqarib will identify any notable outcomes in target municipalities and, using available

¹ <https://www.usaid.gov/sites/default/files/documents/1883/06-11-19USAIDL LibyaProgramPlan.pdf>

² https://www.betterevaluation.org/en/plan/approach/outcome_harvesting

evidence as well as conducting additional research, attempt to understand if any of Taqarib's efforts contributed to the outcomes.

Most Significant Change (MSC) – Another technique well-suited to complex environments, MSC is a participatory, qualitative research method that assesses an activity's impact. It entails collecting stories about change that came as result of activities, selecting the "most significant" ones, and disseminating these stories. In later project years, Taqarib will use MSC to collect information about the activity's outcomes and use it to engage in learning, as well as to identify and share success stories.

3. EVALUATION PLAN

Taqarib's evaluation plan consists of cooperating with external evaluators if USAID commissions any external evaluations and using periodic reviews and complexity aware studies as a way of internally evaluating performance. Our approach to external and internal evaluation is explained below.

3.1 Plans for Collaborating with External Evaluators

In the event of an external evaluation, Taqarib will provide all required cooperation to the third-party commissioned evaluations. We will assist the external evaluators by:

-) Reviewing and providing feedback on the draft evaluation Statement of Work (SOW), draft evaluation design, draft data collection instruments, and the draft evaluation report.
-) Sharing all project documentation, including the AMELP, work plans, quarterly and annual reports, and others, as requested by the evaluators.
-) Sharing data used for performance monitoring. If this includes person-level data, Taqarib will anonymize the data prior to providing it to the evaluation team.
-) Providing written responses to an evaluation self-assessment questionnaire.
-) Making staff available to answer questions related to the activity.
-) Supporting the evaluation team in identifying and obtaining access to activity stakeholders, beneficiaries, and sites of operation.
-) Supporting the evaluation team in holding stakeholder meetings to discuss and develop recommendations based on evaluation findings.

3.2 Internal Evaluations

While Taqarib does not plan to conduct any internal evaluations, a number of reviews and complexity awareness studies will allow us to evaluate our progress on different components of the activity. These are:

-) MPI scores will evaluate the effectiveness of our VIS plans for municipalities;
-) OPI scores will evaluate the effectiveness of our tailored capacity building packages for CSOs;
-) Outcome harvesting studies will evaluate whether Taqarib contributed to any noteworthy outcomes;
-) MSC studies will evaluate whether and what the most salient impact(s) is/are that the activity had on beneficiaries; and
-) Quarterly strategic review sessions will allow Taqarib, together with other USAID projects, to evaluate overall progress on the activity.

Collectively, these periodic reviews and special studies will enable continuous internal evaluation of Taqarib's implementation.

4. COLLABORATING, LEARNING, AND ADAPTING

Taqarib's Objective 4 (Inform Programming through a Robust Learning and Analysis Agenda) will be driven by USAID's CLA methodology. Our CLA approach will ensure we are collaborating with relevant stakeholders, learning from the implementation, and adapting to contextual changes and based on lessons learned. Each component of our CLA plan is explained below.

4.1 Collaborating

Taqarib will coordinate and collaborate with donors and their implementing partners, GoL institutions, CSOs, and other relevant actors to assure the effective implementation of activities.

Coordination with international partners working on local governance, decentralization, and CSO engagement in Libya will occur at two distinct but, at times, intersecting levels. First, Taqarib will work closely with USAID/Libya and other USG officials to ensure their perspectives and recommendations inform the design and implementation of project activities. This coordination will occur largely through scheduled meetings, updates, and reports, but Taqarib also welcomes other, *ad hoc* opportunities to collaborate with USAID/Libya in order to improve programming. Second, the activity will coordinate with other USAID- and donor-funded programs in order to avoid overlap and duplication of programming and assure its complementarity. These include:

-) The UNDP Stabilization Facility for Libya (SFL),
-) The USAID Libya Transition Initiative (LTI),
-) The USAID Libya Elections and Governance Support (LEGS) program,
-) The USAID Libya Elections and Legislative Strengthening Activity (ELSA)
-) Supporting Consensus Building for the National Dialogue, Constitution Drafting, and Governing Process in Libya project,
-) The new USAID Libya Public Financial Management (LPFM), and
-) The Department of State's Promoting Reconciliation in Libya activity.

Donors working in the local governance space in Libya include the European Union, the U.K. Foreign Office, the Italian Agency for Development Cooperation, the German Government, and GiZ. Taqarib will join the local governance and decentralization subsector working group developed by the Ministry of Local Government (MoLG) and the German Embassy to coordinate with the abovementioned programs and donors. The activity will reference Ministry of Planning's database for donor programming and actively look for opportunities to collaborate with and achieve synergy on related donor-funded efforts.

With regard to the GoL, Taqarib will work primarily with the MoLG and partner municipalities to improve the performance and capacity of the latter. The activity will coordinate closely with the MoLG and engage other GoL stakeholders to seek their support for and assure their perspectives are taken into account in implementing programming. In addition to the MoLG and the municipalities themselves, this set of stakeholders includes the High Council for Local Administration (HCLA), the High Committee for the Transfer of Local Competencies, the Ministries of Planning, Finance and Labor, as well as any line-ministry that is actively engaged in the decentralization process.

Last, Taqarib will work with CSOs in the context of the grants program under Objectives 2 and 3. The activity will tap CSOs to engage with the VIS process, build their capacity, and fund their outreach and advocacy initiatives related to service delivery and decentralization. Other potential actors the activity will reach include public service volunteers, businesses and private-sector actors, chambers of commerce and industry, universities, tribal elders, and media groups.

4.2 Learning

Taqarib's learning plan will center on an internal web-based learning platform that will facilitate adaptive management and periodic reflection opportunities (discussed in the Adapting subsection).

Developed in coordination between DAI's Center for Digital Acceleration and Managing for Development Results (MfDR) teams, Taqarib's learning platform will be a dynamic, web-based repository of activity and context data. It will track select activity performance and context indicators, the disbursement of grants under Objective 2, and other relevant information, as agreed upon with USAID. It will feature weekly political reporting, as well as integrate results from Taqarib's political economy and conflict analyses, annual surveys, and any complexity-aware studies carried out by the activity. In doing so, it will provide Taqarib and USAID with on-demand, up-to-date access to activity data, including in the form of data visualizations and geo-tagged maps. Organized by municipality and/or other levels agreed upon with USAID, the data will be accessible and searchable, as needed, to inform Taqarib's management meetings, stakeholder engagement, and weekly reporting for USAID.

Using the platform as a primary resource, Taqarib will engage USAID, partners, and stakeholders on a set of learning questions that aim to fill knowledge gaps. To be finalized with USAID, the key learning questions include:

-) What empirical service-delivery data can we collect, and what is it telling us, sector by sector?
-) How do objective improvements or diminishments in service-delivery affect public perceptions of local government performance and legitimacy?
-) What is the correlation between levels of public spending and service-delivery outcomes?
-) How does the expenditure of own-source revenues differ from the equivalent expenditure of national revenue with respect to service-delivery outcomes?
-) Do the selected municipalities remain the best ones to support?
-) Have there been any changes in the context that warrant altering municipalities' assistance packages?

4.3 Adapting

Understanding the dynamic situation in Libya, and in order to maximize development effectiveness, Taqarib will champion adaptive management. From collaborating with stakeholders and partners, tracking activity results, and proactively monitoring the context, Taqarib will anticipate possible changes needed for technical programming. We will adapt to both implementation and contextual challenges and opportunities. Our regular meetings with USAID, reviews of data and evidence on the web-based learning platform, and complexity-aware research, surveys, and other studies will provide the opportunities to think through emerging events and results so that we can consider adapting interventions in response. Additional scheduled mechanisms to consider adaptation will consist of:

Quarterly Strategic Review Sessions (SRS) – Prior to submitting quarterly reports, Taqarib will hold SRSs with USAID to review progress from the previous quarter and take stock of ongoing work.

Together, the Taqarib management team and USAID will review the answers to key learning questions to decide if changes to programming in the next quarter are warranted and desirable.

Semi-Annual Learning Workshops – Taqarib will hold semi-annual workshops with municipal, CSO, and other partners to review previous and ongoing work and any emerging results. The workshops will be opportunities to share lessons learned that may inform partners' programming of future work.

5. DATA MANAGEMENT

Taqarib's approach to data management will assure the high quality of data used for learning, adapting, and reporting. We will develop and deploy a comprehensive MEL IT system that will support data management throughout its life cycle, from collection to reporting. Key components of our data management plan are explained below:

5.1 Data Collection

Taqarib will use a number of digital tools to collect data for tracking the salient municipal data alongside project performance indicators. This effort will comprise, primarily, digital forms on DAI Collect where Taqarib's MEL team will enter data for performance indicators, collection instruments that feed service-delivery data into the project's Municipal Dashboard, as well as the tools that Altai will develop to conduct the public perception surveys.

Taqarib will also develop a standardized template for weekly political reporting, as well as other forms tailored to the requirements specified in the indicators' PIRS, in order to facilitate data collection. The tools and forms will be tested and piloted to assure validity, and Taqarib's MEL officers and any other enumerators will be trained on them to assure reliability. Using tablets and computers, the MEL staff will continuously collect data, which, pending an Internet connection, will be uploaded to Taqarib's learning platform.

5.2 Data Quality

Taqarib will ensure that data for performance indicators meets USAID's five data quality standards of validity, integrity, precision, reliability, and timeliness through annual data quality assessments (DQAs). Using DAI-developed and -tested checklists and forms, a MEL Specialist from the MfDR team will conduct the DQAs, providing an objective analysis for the internal assessments. The DQA reports will provide recommendations to the Taqarib team on how to fill any identified data quality gaps. In the event that USAID requires external DQAs for any activity indicators, Taqarib will make all monitoring documentation, data, and staff available to the USAID-Libya METAL third-party monitoring project, and any other external assessors. Taqarib will also avail itself of METAL's efforts to build partner capacity and align reporting streams to the extent possible. The COP will determine appropriate Taqarib representatives to participate in METAL-led capacity development activities, including training courses on activity-level M&E, PIRS, DQA processes, key questions and project evaluation processes, and so on.

5.3 Data Storage and Security

Taqarib will safeguard data by following the guidelines in USAID’s ADS 579³ and Data Security Guidance.⁴ All hard copy files with data will be stored in locked file cabinets in the activity’s offices in Tripoli, Sebha, and Benghazi. Digitally-collected data will be secured on the activity’s server, located at the representative office in Tunis. Only select Taqarib management and MEL staff will have keys and passwords to access the data after it is collected. Per ADS 508.3.9, we will minimize the collection of personally identifiable information (PII) and encrypt the PII we do collect.

5.4 Data Analysis and Use

Taqarib’s data will be uploaded, tracked, and visualized on its web-based learning platform. After the platform is built, Taqarib will provide the AOR and selected USAID staff with credentials – or allow them to register – to view the activity and context data. The Taqarib team will also view data on the platform to analyze progress on indicators, keep abreast of political, security, and other relevant changes in municipalities, and consider adaptations to maximize performance. Data will be reported through the platform to USAID, as well as extracted from the platform and reported through more traditional means such as quarterly and annual reports.

6. ROLES AND RESPONSIBILITIES

The roles and responsibilities of Taqarib’s MEL team are summarized below, followed by a discussion of the DAI’s subcontractors that will be providing MEL support.

6.1 MEL Staff

The Chief of Party (COP) will provide overall administrative leadership of the MEL team. He will be responsible for overseeing the implementation of the AMELP, assuring that the team responds to any USAID/Libya’s request for information, and reports data to USAID.

Taqarib’s MEL team consists of the following members:

The **MEL Director** will have overall responsibility for implementing the AMELP. S/he will be responsible for developing the activity’s MEL approaches, practices, and tools; building the capacity of all MEL staff; and assuring the quality of data reported to USAID.

A **Research and Learning Specialist** will manage the activity’s learning platform and assist the MEL Director in facilitating the quarterly strategic review sessions and semi-annual partner workshops. S/he will assure that lessons learned from implementation are captured and disseminated.

A **Communications and Outreach Specialist** will be responsible for the quarterly and annual reports. S/he will also support the sharing and dissemination of the activity’s successes.

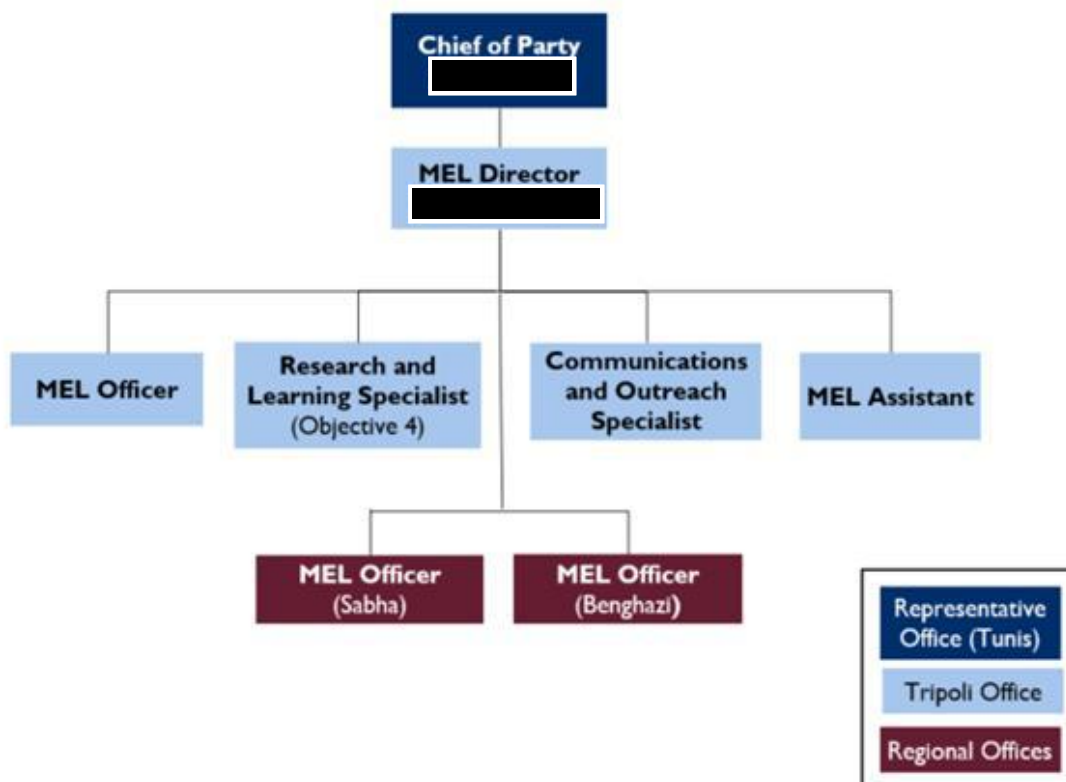
The **MEL Officers**, one based in each of the three country offices, will collaborate with technical staff to collect and verify data.

³ <https://www.usaid.gov/sites/default/files/documents/1868/579.pdf>

⁴ https://usaidlearninglab.org/sites/default/files/resource/files/cleared_-_mt_-_data_security_guidance.pdf

A **MEL Assistant** will assist with any data entry and MEL-related support tasks assigned by the MEL Director and Specialists.

Figure 1: Taqarib MEL Team Organizational Chart



When necessary, the Taqarib MEL team will receive technical support from the home office MEL and data science staff.

6.2 MEL Subcontractors

DAI’s MEL subcontractors on Taqarib include Altai Consulting, a French research consultancy that provides monitoring services to private companies, the public sector, and international organizations operating in developing countries. Since its inception ten years ago, Altai has developed a strong focus on governance and civil society-related research and program evaluations. In Libya, Altai’s field research is conducted mostly by the firm Istishari.

For Taqarib, Altai will conduct the following research bi-annually, which will inform the baseline for municipalities’ MPI and changes to it (Indicator 2), as well as assessments of particular interventions:

Category	Number/ Percent
Interviews / Municipality	200
Num. Of Municipalities Assessed	40

7. CHANGE LOG

The AMELP will be adjusted in response to changes in activity implementation, feedback received on MEL efforts, changes in the operational context, and other new information. This section includes a table to describe the changes that are made to the AMELP over time.

Example Change Log

Date	Change by:	Change to:	Description of Change:
<i>Effective date of change</i>	<i>Person who made the change</i>	<i>Section of the Activity MEL Plan changed. If an indicator has been changed, include the indicator number.</i>	<i>Summarize the change that was made to the Activity MEL Plan and the reason the change was made.</i>

Annex I: Indicator Summary Table

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Freq.	Unit of Measure	PPR (Y/N)	Baseline		Y1		Y2-4		Endline	
							Date	Value	Date	Target	Date	Target	Date	Target
Objective I: Strengthen the capacity of targeted municipal institutions to deliver services and be more responsive to citizen needs														
Number of non-binding implementation agreements with municipalities	Municipalities engaged to provide tailored support packages	Custom	Implementation agreements	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	15	Years 2-4 dates & targets TBD	07 Jul 2023	30	
Percent change over the baseline score in MPI of partner municipalities	Improved capacity and performance of partner municipalities	Custom	MPI	Annual	Percentage Change	N	08 Jul 2019	0	31 Sep 2020	N/A	Years 2-4 dates & targets TBD	07 Jul 2023	TBD after baseline	
Number of VIS processes supported in partner municipalities	Service delivery improvement initiatives designed and implemented	Custom	VIS	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	15	Years 2-4 dates & targets TBD	07 Jul 2023	30	
Number of citizen priorities reflected in municipality VIS plans	Effective communication/ad vocacy between municipalities and citizens	Custom	Minutes of Meetings, Citizen Charters	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	15	Years 2-4 dates & targets TBD	07 Jul 2023	105	
Number of participants enrolled in in-service trainings, educational courses, or other professional-development opportunities with Taqarib-supported content	Increased professionalization and technical skills of the municipal workforce	Custom	Local Government Professional Training Program	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	50	Years 2-4 dates & targets TBD	07 Jul 2023	200	
Number of individuals with improved skills following completion of USG-assisted workforce development programs. (EG 6.2)	Increased professionalization and technical skills of the municipal workforce	Standard EG 6.2	Local Government Professional Training Program	Annual	Number	Y	08 Jul 2019	0	31 Sep 2020	15	Years 2-4 dates & targets TBD	07 Jul 2023	TBD	

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Freq.	Unit of Measure	PPR (Y/N)	Baseline		Y1		Y2-4		Endline	
							Date	Value	Date	Target	Date	Target	Date	Target
Number of municipality-led multi-stakeholder meetings, town halls, or similar events held	Municipalities increasingly engage the public and civil society	Custom	Activity records	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	10	Years 2-4 dates & targets TBD	07 Jul 2023	TBD	
# of individuals who participate in peer-to-peer learning exchanges	Peer-to-Peer Learning and Alumni Networks Established	Custom	Activity records, social media submissions, chat-group participation, event attendance	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	50	Years 2-4 dates & targets TBD	07 Jul 2023	300	
Objective 2: Build the capacity of citizens, civil society organizations (CSOs), private sector actors, and other formal and informal stakeholders to advocate and hold municipal and related national-level institutions accountable to delivering on their mandates														
Number of CSOs receiving USG assistance engaged in advocacy interventions (DR 4.2)	CSOs empowered to advocate for improved municipal services	Custom	Activity records	Annual	Number	Y	08 Jul 2019	0	31 Sep 2020	15	Years 2-4 dates & targets TBD	07 Jul 2023	30	
Percent change in OPI scores over baseline of partner CSOs	Increased capacity and performance of local partner organizations	Custom	OPI	Annual	Percent change	N	08 Jul 2019	0	31 Sep 2020	N/A	Years 2-4 dates & targets TBD	07 Jul 2023	TBD after baseline	
Percent of U.S. Government-assisted organizations with improved performance (CBLD-9)	Increased capacity and performance of partner municipalities and CSOs	Standard	MPI and OPI	Annual	Percent	Y	08 Jul 2019	0	31 Sep 2020	N/A	Years 2-4 dates & targets TBD	07 Jul 2023	TBD after baseline	
Number of CSO-led multi-stakeholder meetings, town halls, or similar events held as part of municipal planning, budgeting, oversight, and other service-delivery processes	Increased participation of civil society in public sector planning and decision-making processes	Custom	CSO records	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	5	Years 2-4 dates & targets TBD	07 Jul 2023	20	
Number of grants awarded to advocate for or to hold government institutions accountable	Civil society empowered to engage in accountability and oversight initiatives related to service delivery	Custom	Activity records	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	5	Years 2-4 dates and targets TBD	07 Jul 2023	20	
% change in social accountability monitoring scores	Overall increase in accountability of municipalities to deliver through	Custom	Quarterly Perceptions Survey	Annual	Percent change	N	08 Jul 2019	0	31 Sep 2020	N/A	Years 2-4 dates & targets TBD	07 Jul 2023	TBD after baseline	

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Freq.	Unit of Measure	PPR (Y/N)	Baseline		Y1		Y2-4		Endline	
							Date	Value	Date	Target	Date	Target	Date	Target
	use of social accountability tools (Project outcome)													
Number of participants in the Champions for Change (C4C) program	Youth, minorities, and women play active role in municipal governance	Custom	Activity records	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	150	850	07 Jul 2023	1000	
Objective 3: Strengthen national and subnational decentralization policies, systems, and coordination														
Number of public policies introduced, adopted, repealed, changed, or implemented with citizen input	Improved capacity of policymakers to develop participatory policies and regulations	Custom	Activity records, MoLG records	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	1	Years 2-4 dates & targets TBD	07 Jul 2023	5	
Number of Taqarib-supported multi-stakeholder dialogues among national actors regarding the decentralization agenda	Improved coordination among national-level institutions on implementation of Law 59	Custom	Activity records	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	2	Years 2-4 dates & targets TBD	07 Jul 2023	8	
Number of decentralized business processes mapped and analyzed	Improved understanding of ongoing decentralization initiatives	Custom	Activity records	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	3	Years 2-4 dates & targets TBD	07 Jul 2023	12	
Number of national advocacy initiatives supported by Taqarib	CSOs and associations successfully apply tools and resources to advance the subnational governance agenda at the national level	Custom	Activity records, CSO records	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	3	Years 2-4 dates & targets TBD	07 Jul 2023	12	
% change in citizen perceptions regarding advancement of the decentralization agenda	National-level CSOs and associations successfully apply tools and resources to	Custom	Quarterly Perceptions Survey	Quarterly	Percent change	N	08 Jul 2019	0	31 Sep 2020	N/A	Years 2-4 dates & targets TBD	07 Jul 2023	TBD after baseline	

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Freq.	Unit of Measure	PPR (Y/N)	Baseline		Y1		Y2-4		Endline	
							Date	Value	Date	Target	Date	Target	Date	Target
	advance the subnational governance agenda at the national level													
Objective 4: Inform programming through a robust learning and analysis agenda														
Number of municipalities for which profiles have been completed and for which service delivery and public perception data is tracked over time	The activity's learning platform is functional and informs the learning agenda	Custom	Learning platform	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	15	Years 2-4 dates & targets TBD	07 Jul 2023	30	
Number of strategic review sessions conducted	Taqarib is adaptively managed	Custom	Activity records	Annual	Number	N	08 Jul 2019	0	31 Sep 2020	4	Years 2-4 dates & targets TBD	07 Jul 2023	16	

Annex II: Indicator Reference Sheets

USAID PERFORMANCE INDICATOR REFERENCE SHEET
Name of Indicator: Number of non-binding implementation agreements with municipalities
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Municipalities engaged by the project to improve local service delivery (Project Output)
Is this a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A
DESCRIPTION
Definitions: <ul style="list-style-type: none">) Municipalities are cities or towns that have corporate status and/or local government.) Implementation agreements refer to documents, including meeting notes, that indicate Taqarib will provide technical assistance and other support to selected municipalities.
Unit of Measure: Number
Data Type: Integer
Disaggregated by: Region
Rationale for Indicator <i>(optional)</i> :
PLAN FOR DATA COLLECTION
Data Source: Taqarib, partner municipalities
Method of Data Collection and Construction: Written implementation agreements with partner municipalities, or notes from meetings with municipality officials in which technical support is agreed upon, will be used as evidence for this indicator.
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe: 5-7 municipalities engaged by December 31, 2019.
Rationale for Targets <i>(optional)</i> :
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD
Date of Future Data Quality Assessments <i>(optional)</i> : TBD
Known Data Limitations: TBA
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID PERFORMANCE INDICATOR REFERENCE SHEET
Name of Indicator: Percent change over the baseline score in MPI of partner municipalities
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Increased capacity and performance of partner municipalities (Project outcome)
Is this a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A
DESCRIPTION
Definition(s): The Municipality Performance Index (MPI) is a tool enabling the MoLG and partner municipalities to evaluate municipal government capacity and performance, while simultaneously serving as a management tool to direct Taqarib’s municipality-specific capacity-building strategies, implementation, and MEL. The MPI (1) provides an objective baseline measurement of current management capacity and performance; (2) informs tailored capacity development strategies to build internal management capability and performance; and (3) serves as a measurement tool for municipal stakeholders and MoLG to track changes in municipal capacity and performance over time.
Unit of Measure: Percentage Change
Data Type: Percentage
Disaggregated by: Region, Municipality
Rationale for Indicator <i>(optional)</i> :
PLAN FOR DATA COLLECTION
Data Source: Taqarib
Method of Data Collection and Construction: After a municipality is selected for support, Taqarib will assess its capacity and performance using the MPI tool, which will be customized for each municipality. This will provide the baseline score. Annually thereafter, Taqarib will reassess the municipality using the tailored MPI tool. The indicator will be calculated using the following formula: $(\text{Recent score} - \text{Baseline score}) / \text{Baseline score} * 100$.
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe: 5-7 municipalities assessed with the MPI by 30 Sept 2020
Rationale for Targets <i>(optional)</i> :
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD
Date of Future Data Quality Assessments <i>(optional)</i> : TBD
Known Data Limitations: TBA
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID PERFORMANCE INDICATOR REFERENCE SHEET	
Name of Indicator:	Number of VIS processes supported in partner municipalities
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.):	Municipalities engaged by the project to improve local service delivery (Project Output)
Is this a Performance Plan and Report Indicator?	No
If yes, link to foreign assistance framework:	N/A
DESCRIPTION	
Definition:	<p>Visibly Improved Services (VIS) processes refer to efforts by Taqarib to bring together municipal-level stakeholders including the municipal staff, Mukhtar Mahallas, MCs, municipal-based line ministries, central service providers at the municipal level (e.g., Public Cleaning Services Company), private sector entities, WEON, and the public at large to identify service gaps, discuss options, and ultimately reach accord (in the form of a citizens charter) expressing the community's priorities and expectations of local government. VIS aims to strengthen municipalities' management capabilities, improve participation and transparency in municipal deliberations, and ultimately result in the delivery of more and better services. Taqarib will also use VIS, which allows municipal stakeholders to co-design, implement, and monitor solutions to improve priority services, to facilitate municipal collaboration with line ministry representatives.</p>
Unit of Measure:	Number
Data Type:	Integer
Disaggregated by:	Region, Municipality
Rationale for Indicator (optional):	
PLAN FOR DATA COLLECTION	
Data Source:	Taqarib, partner municipalities
Method of Data Collection and Construction:	When a participatory planning meeting with municipal officials and other local stakeholders is held, Taqarib will consider it the launch of the VIS process. Notes of that meeting, as well as any diagnostic reviews, strategy documents, and citizen charters developed, will be kept as evidence of VIS process support. Additionally, as measurement of impact % service coverage in partner municipalities, frequency of service delivery, cost of service delivery will be document in factsheet include with Activity report for each VIS implemented
Reporting Frequency:	Annually
Individual(s) Responsible at USAID:	AOR of Taqarib
Individual(s) Responsible at Taqarib:	MEL Director
TARGETS AND BASELINE	
Baseline Timeframe:	15 VIS processes initiated by 30 Sept 2020
Rationale for Targets (optional):	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s):	TBD
Date of Future Data Quality Assessments (optional):	TBD
Known Data Limitations:	TBA

CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID Performance Indicator Reference Sheet
Name of Indicator: Number of citizen priorities reflected in municipality VIS plans
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Participatory planning dialogues held (Project output). Sustainable mechanisms established for municipalities to continuously develop and implement participatory service improvement plan (Project outcome)
Is this a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A
DESCRIPTION
Definition(s): - Priorities are specific demands/needs identified by citizens and considered important and urgent - Reflected here means included or addressed - Municipality plans are drawn up by local officials to address local needs
Unit of Measure: Number
Data Type: Outcome
Disaggregated by: Municipality
Rationale for Indicator <i>(optional)</i> :
PLAN FOR DATA COLLECTION
Data Source: Taqarib, partner municipalities
Method of Data Collection and Construction: First, Taqarib identify all citizen priorities from municipality participatory meetings such as Iftars or municipal hosted town-hall style meetings or the like that engaged citizens regarding priorities, present plans, and receive feedback. Second, Taqarib will monitor and review municipality plans to identify and count citizen priorities identified in the process here above and reflected within municipality plans.
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe: 0
Rationale for Targets <i>(optional)</i> :
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBA
Date of Future Data Quality Assessments <i>(optional)</i> : TBA
Known Data Limitations: TBA
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID PERFORMANCE INDICATOR REFERENCE SHEET
Name of Indicator: Number of participants enrolled in in-service trainings, educational courses, or other professional-development opportunities with Taqarib-supported content
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Local training partners identified, Curriculum developed and deployed. 200 graduates receiving professional accreditation (Project Output).
Is this a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A
DESCRIPTION
Definitions: <ul style="list-style-type: none">) Participants here refer to municipal elected officials, municipal staff, and line ministry staff) In-service trainings are professional training or staff development efforts, where professionals are trained and discuss their work with others in their peer group
Unit of Measure: Number
Data Type: Integer
Disaggregated by: Municipality of Participant, Gender, Race/ Ethnicity, Age group, Persons with disabilities (PWD)
Rationale for Indicator <i>(optional)</i> :
PLAN FOR DATA COLLECTION
Data Source: The MoLG, the Planning Institute, the Higher Institute for Administration, LGHC, WEON, the Ministry of Education, individual universities, donors, and implementing partners, as appropriate
Method of Data Collection and Construction: Taqarib will request enrollment figures from the institution(s) delivering content for the Local Government Professionalization program. In addition, to measure the use/application and impact of technical assistance and training to individuals, Taqarib will conduct pre/post testing, and will collect success stories through social media groups established in the course of the activity.
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe: 0
Rationale for Targets <i>(optional)</i> :
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD
Date of Future Data Quality Assessments <i>(optional)</i> : TBD
Known Data Limitations: TBD
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID Performance Indicator Reference Sheet
Name of Indicator: Number of individuals with improved skills following completion of USG-assisted workforce development programs (EG.6-2)
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Increased professionalization of local government workforce through completion of professional accreditation program. Increased technical skills of municipal councilors and administrators (Project Outcomes).
Is this a Performance Plan and Report Indicator? Yes For Reporting Year(s): FY 2020, FY 2021, FY 2022, and FY 2023 If yes, link to foreign assistance framework: EG.6-2
DESCRIPTION
<p>Definitions:</p> <p>Improved skills are measured by a pre/post assessments/test. Individuals with a higher score or better results (as defined by the program offered) on the skills post-test are counted. Skills here are meant to include soft skills (soft skills may be defined here as behaviors, attitudes, and personal qualities that enable people to effectively navigate their environment and complement technical, academic, and vocational skills, e.g. social skills, communications skills, self-control, etc.), vocational skills, technical skills, or other workforce-relevant skills defined by the program offered. Such assessments/tests may be administered by the workforce development service provider, an evaluator, a government agency, etc. Assessments/tests may vary depending on the emphasis of the program.</p> <p>Completing workforce development program means that an individual has met the completion requirements of a structured workforce development program (components of which are defined by the program offered). For example, a program may be focused on individuals who are or would like to be in the labor market (e.g., those looking for work or to improve their employment or employability), on quality/access of workforce development programs (e.g., those aimed at workforce development providers), or on assistance to employers/businesses (e.g. capacity development support focused on in-house employee training, human resource development, etc.). A certificate may or may not be issued at the end of the workforce development program.</p> <p>Individuals who improve their skills after completing workforce development programs delivered by other trainees as part of a deliberate service delivery strategy (e.g. cascade training) are counted.</p> <p>When calculating the total numbers of individuals, each individual should be counted only once (regardless of how many workforce development programs he or she successfully completed). If a workforce development program contains multiple components, then this calculation should be done after completion of the final component and the overall program.</p>
Unit of Measure: Number
Data Type: Output
Disaggregated by: Municipality, Gender
Rationale for Indicator (optional):
PLAN FOR DATA COLLECTION

Data Source: Taqarib
Method of Data Collection and Construction: Taqarib will keep documents on all individual participating in development programs as well as designed questionnaires to be filled by Taqarib staff during field observations at partner municipalities where trainees should be applying skills gained at Taqarib funded trainings
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR, AO and USAID Libya
Individual(s) Responsible at LGCS: MEL-Director
TARGETS AND BASELINE
Baseline Timeframe:
Rationale for Targets <i>(optional)</i> :
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBA
Date of Future Data Quality Assessments <i>(optional)</i> : TBA
Known Data Limitations: TBA
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID PERFORMANCE INDICATOR REFERENCE SHEET	
Name of Indicator:	Number of municipality-led multi-stakeholder meetings, town halls, or similar events held
Name of Result(s) Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.):	Participatory planning dialogues held (Project output). Sustainable mechanisms established for municipalities to continuously develop and implement participatory service improvement plan (Project outcome)
Is this a Performance Plan and Report Indicator?	No
If yes, link to foreign assistance framework:	N/A
DESCRIPTION	
Definitions:	<ul style="list-style-type: none">) Municipality-led means that the a Taqarib partner municipality hosted the event) Multi-stakeholder here refers to people or organizations with an interest or concern in local governance. This includes persons and organizations from the same stakeholder type, allowing the capture of internal deliberations under this indicator.) Town halls or similar events refers to events where citizens can voice their opinions, concerns, priorities, etc. to their local government representatives. These can also include <i>iftaars</i> and other gatherings around local festivals.
Unit of Measure:	Number
Data Type:	Integer
Disaggregated by:	Region, Municipality, Type of Event, Type(s) of Stakeholder in Attendance
Rationale for Indicator (optional):	
PLAN FOR DATA COLLECTION	
Data Source:	Taqarib, Partner municipalities
Method of Data Collection and Construction:	Taqarib will request from partner municipalities their meeting agendas, sign-in sheets, reports, or other proof of the events to track this indicator.
Reporting Frequency:	Annually
Individual(s) Responsible at USAID:	AOR of Taqarib
Individual(s) Responsible at Taqarib:	MEL Director
TARGETS AND BASELINE	
Baseline Timeframe:	0
Rationale for Targets (optional):	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s):	TBD
Date of Future Data Quality Assessments (optional):	TBD
Known Data Limitations:	TBD
CHANGES TO INDICATOR	
Changes to Indicator:	
Other Notes (optional):	

USAID Performance Indicator Reference Sheet	
Name of Indicator:	# of individuals who participate in peer-to-peer learning exchanges
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.):	Sustainable mechanisms for coaching and mentorship established that continue beyond Taqarib (Project outcome)
Is this a Performance Plan and Report Indicator?	No
If yes, link to foreign assistance framework:	N/A
DESCRIPTION	
Definitions:	peer-to-peer learning here refers to connections/interactions between municipality officer/administrator with other municipality officers/administrators
Unit of Measure:	Number
Data Type:	Outcome
Disaggregated by:	Municipality
Rationale for Indicator (optional):	
PLAN FOR DATA COLLECTION	
Data Source:	Taqarib
Method of Data Collection and Construction:	Taqarib will monitor all formal project learning events with multiple cities participants (including events host by partner municipalities) identifying and tracking peer-to-peer relations developed either through formal membership of associations or social media platforms such as Facebook and WhatsApp groups. Moreover, Taqarib will request MoLG and partner municipalities to provide information on any peer-to-peer relationships with other municipalities. Taqarib will also encourage larger capacity municipalities to have smaller capacity municipalities staff to job shadow for an extend time encouraging peer-to-peer relationships.
Reporting Frequency:	Annually
Individual(s) Responsible at USAID:	AOR of Taqarib
Individual(s) Responsible at Taqarib:	MEL Director
TARGETS AND BASELINE	
Baseline Timeframe:	
Rationale for Targets (optional):	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s):	TBA
Date of Future Data Quality Assessments (optional):	TBA
Known Data Limitations:	TBA
CHANGES TO INDICATOR	
Changes to Indicator:	
Other Notes (optional):	

USAID PERFORMANCE INDICATOR REFERENCE SHEET
Name of Indicator: Number of CSOs receiving USG assistance engaged in advocacy interventions (DR 4.2)
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Civil society is engaged by the project to advocate for improved service delivery and related local governance concerns (Project output)
Is this a Performance Plan and Report Indicator? Yes For Reporting Year(s): FY 2020, FY 2021, FY 2022, and FY 2023 If yes, link to foreign assistance framework: DR 4.2-2
DESCRIPTION
<p>Definitions:</p> <ul style="list-style-type: none">) A CSO is defined to include all non-market and nonstate organizations outside of the family in which people organize themselves to pursue shared interests in the public domain. Examples include community-based organizations and village associations, environmental groups, women’s rights groups, farmers’ associations, faith-based organizations, labor unions, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media.) Advocacy should be understood here as a means for CSOs and grassroots organizations to shape public agendas, change public policies, and influence other processes that impact local governance. Advocacy does not involve one march, meeting or poster, but a series of strategic, interconnected, integrated activities designed to achieve a goal. Advocacy interventions tend to: (1) Be strategic (a deliberate, planned action, not random); (2) Involve a set of actions that are sustained in order to build and direct pressure; (3) Be designed to persuade; (4) Be targeted; and (5) Involve alliance building.
Unit of Measure: Number
Data Type: Integer
Disaggregated by: Municipality, Type of CSO
Rationale for Indicator <i>(optional)</i> :
PLAN FOR DATA COLLECTION
Data Source: Taqarib
Method of Data Collection and Construction: Of the total CSOs awarded grants, Taqarib will count only those that are engaged in advocacy around municipalities’ VIS processes. This will be determined from the Expressions of Interest (EOIs).
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director

TARGETS AND BASELINE
Baseline Timeframe: 0
Rationale for Targets <i>(optional)</i> :
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD
Date of Future Data Quality Assessments <i>(optional)</i> : TBD
Known Data Limitations: TBD
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID PERFORMANCE INDICATOR REFERENCE SHEET	
Name of Indicator:	Percent change in OPI scores over baseline of partner CSOs
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.):	Improved capacity and performance of local partner organizations (Project outcome)
Is this a Performance Plan and Report Indicator?	No
If yes, link to foreign assistance framework:	N/A
DESCRIPTION	
Definitions:	<ul style="list-style-type: none">) The OPI assessment is a tool that assesses an organization’s performance in four domains: Effectiveness, Efficiency, Relevance, and Sustainability. It is used to establish a baseline, and the replication of the OPI assessment measures performance change over time. Taqarib will draw on USAID’s Human and Institutional Capacity Development Handbook, and the OPI to guide capacity development on the activity.) A CSO is defined to include all non-market and nonstate organizations outside of the family in which people organize themselves to pursue shared interests in the public domain. Examples include community-based organizations and village associations, environmental groups, women’s rights groups, farmers’ associations, faith-based organizations, labor unions, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media.
Unit of Measure:	Percentage change
Data Type:	Percent
Disaggregated by:	Municipality, Type of CSO
Rationale for Indicator (optional):	
PLAN FOR DATA COLLECTION	
Data Source:	Taqarib
Method of Data Collection and Construction:	Once a CSO is selected, Taqarib will rapidly assess its capacity using the OPI tool, which will include interviews and reviews of the organization’s records, processes, and systems. Organizations will be required to produce documented evidence such as program reports; human resource, financial, and governance processes; meeting minutes, etc. The OPI assessment will then be implemented annually to monitor partner CSO’s progress in meeting performance and capacity goals. It will be calculated using the following formula: $(\text{Recent score} - \text{Baseline score}) / \text{Baseline score} * 100$.
Reporting Frequency:	Annually
Individual(s) Responsible at USAID:	AOR of Taqarib
Individual(s) Responsible at Taqarib:	MEL Director
TARGETS AND BASELINE	
Baseline Timeframe:	5-7 CSOs assessed by 30 Sept 2020
Rationale for Targets (optional):	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s):	TBD
Date of Future Data Quality Assessments (optional):	TBD
Known Data Limitations:	TBA

CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID PERFORMANCE INDICATOR REFERENCE SHEET

Name of Indicator: Percent of U.S. Government-assisted organizations with improved performance (CBLD-9)

Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Improved capacity and performance of local partner organizations (Project outcome)

Is this a Performance Plan and Report Indicator? Yes
If yes, link to foreign assistance framework: (CBLD-9)

DESCRIPTION

Definitions:

This indicator measures whether USG-funded capacity development efforts have led to improved organizational performance in organizations receiving organizational capacity development support. Capacity is the ability of people, organizations and society as a whole to manage their affairs successfully. Capacity development is the process of unleashing, strengthening and maintaining such capacity. Capacity is a form of potential; it is not visible until it is used. Therefore, performance is the key consideration in determining whether capacity has changed. Organizational performance improvement reflects a deliberate process undertaken to improve execution of organizational mandates to deliver results for the stakeholders it seeks to serve.

This indicator should only be used when an activity intentionally allocates resources (human, financial, and/or other) toward strengthening organizational capacity and undergoes a deliberate performance improvement process that is documented. The activity's theory of change should reflect how the process of performance improvement is predicted to improve the delivery of products or services that an organization produces. With support from the implementing partner, each organization being supported should determine how it will define and monitor performance improvement based on its own organizational mandate, mission, and strategic priorities.

The implementing partner sets annual targets for this indicator based on how many organizations will achieve improved organizational performance each year. An organization can be counted as having improved organizational performance if it meets the following conditions.

1. As reflected in the activity theory of change, resources (human, financial, and/or other) were allocated for organizational capacity development.
2. An organization demonstrates that it has undergone and documented a process of performance improvement, including the following four steps:
 - a. Obtaining organizational stakeholder input to define desired performance improvement priorities,
 - b. Analyzing and assessing performance gaps (the difference between desired performance and actual performance),
 - c. Selecting and implementing performance improvement solutions (or the development interventions), and
 - d. Monitoring and measuring changes in performance.
3. An organization demonstrates that its performance on a key performance indicator has improved.

Organizations may choose their preferred approach and/or tools for documenting the process and achievement of performance improvement. The approach and/or tool may be one that has been or is being used by the organization prior to the implementation of USG-funded support. One example of a broad performance improvement monitoring tool that USAID has endorsed is the Organizational Performance Index (OPI), which can be used for assessing performance across multiple domains. Other examples include university accreditation self-assessments, a balanced scorecard approach, Six Sigma, and many others. The data quality, including reliability and validity of the approach and/or tool should be documented to the extent possible in the Activity MEL Plan for USAID.

Targets should be set and results should be reported using this formula for the overall indicator and each of the disaggregates :

Numerator = number of organizations with improved performance

Denominator = number of USG-assisted organizations receiving organizational capacity development support

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Only one organization type should be selected for each organization receiving USG-funded capacity development assistance. Organization type should reflect the primary type of organization with which an organization identifies.

Unit of Measure: Percentage change
Data Type: Percent
Disaggregated by: Municipality, Type of organization
Rationale for Indicator (optional):
PLAN FOR DATA COLLECTION
Data Source: Taqarib
Method of Data Collection and Construction: (.Taqarib will calculate this indicator using MPI and OPI scores. Any municipality or CSO supported by the project that has a positive change in its score will be counted. Therefore, the calculation will be: Sum of municipalities and CSOs with improved scores / Total number of municipalities and CSOs supported * 100
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe:
Rationale for Targets (optional):
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD
Date of Future Data Quality Assessments (optional): TBD
Known Data Limitations: TBA
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes (optional):

USAID PERFORMANCE INDICATOR REFERENCE SHEET
Name of Indicator: Number of CSO-led multi-stakeholder meetings, town halls, or similar events held as part of municipal planning, budgeting, oversight, and other service-delivery processes
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Increased participation of civil society in public sector planning and decision-making (Project Output)
This a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A
DESCRIPTION
Definitions: <ul style="list-style-type: none">) CSO-led means the Taqarib-supported CSO hosted the event) Multi-stakeholder here refers to people or organizations with an interest or concern in local governance. This includes persons and organizations from the same stakeholder type, allowing the capture of internal deliberations under this indicator.) Town halls or similar events refers to events where citizens can voice their opinions, concerns, priorities, etc. to their local government representatives. These can also include <i>iftaars</i> and other gatherings around local festivals.
Unit of Measure: Number
Data Type: Integer
Disaggregated by: Region, Municipality, Type of Event, Type of CSO
Rationale for Indicator (optional):
PLAN FOR DATA COLLECTION
Data Source: Partner CSOs
Method of Data Collection and Construction: Taqarib will require CSOs to inform the activity of planned meetings in order to track this indicator. Agendas, sign-in sheets, and event reports will also be requested and saved as evidence of the events.
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe: 0
Rationale for Targets (optional):
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD
Date of Future Data Quality Assessments (optional): TBD
Known Data Limitations: TBD
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes (optional):

USAID PERFORMANCE INDICATOR REFERENCE SHEET	
Name of Indicator: Number of grants awarded to advocate for or to hold government institutions accountable	
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Civil society empowered to engage in accountability and oversight initiatives related to service delivery (Project output)	
Is this a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A	
DESCRIPTION	
Definitions:	
<ul style="list-style-type: none">) Advocate refers to engaging in a series of strategic, interconnected, integrated activities designed to achieve a goal. It may include a wide range of activities such as, lobbying, public interest litigation, letter writing campaigns, civil disobedience, etc. Advocacy here should be understood as a means for organizations to shape public agendas, change public policies, and influence other processes that impact local governance.) Government institutions meaning municipalities, local line ministry offices, MoLG and other local government related local public services providers.) Accountability here refers to the answerability of local government to the public for the delivery of public services. 	
Unit of Measure: Number	
Data Type: Integer	
Disaggregated by: Type of Recipient, Value of Grant, Purpose of Grant	
Rationale for Indicator (optional):	
PLAN FOR DATA COLLECTION	
Data Source: Taqarib	
Method of Data Collection and Construction: Of the total awards granted, Taqarib will count only those with a goal of advocating for or leading or participating in a social accountability initiative. This will be determined from the EOIs.	
Reporting Frequency: Annually	
Individual(s) Responsible at USAID: AOR of Taqarib	
Individual(s) Responsible at TAQARIB: MEL Director	
TARGETS AND BASELINE	
Baseline Timeframe: 0	
Rationale for Targets (optional):	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD	
Date of Future Data Quality Assessments (optional): TBD	
Known Data Limitations: TBD	
CHANGES TO INDICATOR	
Changes to Indicator:	
Other Notes (optional):	

USAID Performance Indicator Reference Sheet
Name of Indicator: % change in social accountability monitoring scores
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Overall increase in accountability of municipalities to deliver through use of social accountability tools (Project outcome)
Is this a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A
DESCRIPTION
Definitions: <ul style="list-style-type: none">) Social accountability refers to the various actions, tools and mechanisms are used by CSOs, the media, citizens and other stakeholders to hold both elected and non-elected public officials accountable.) Monitoring is the act of effectively engage MCs over how well (or not) the municipality is fulfilling its mandate.) Scores is the index that measures the increase/decrease in social accountability tools
Unit of Measure: Percentage Change
Data Type: Outcome
Disaggregated by: Municipality
Rationale for Indicator <i>(optional)</i> :
PLAN FOR DATA COLLECTION
Data Source: Taqarib Quarterly Perception Survey
Method of Data Collection and Construction: Taqarib will include questions in the quarterly perceptions survey regarding municipality citizen engagement in identify needs and priorities, inclusion in municipality planning, and transparency of budget planning and reporting.
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe:
Rationale for Targets <i>(optional)</i> :
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBA
Date of Future Data Quality Assessments <i>(optional)</i> : TBA
Known Data Limitations: TBA
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID Performance Indicator Reference Sheet	
Name of Indicator:	Number of participants in the Champions for Change (C4C) program
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.):	Youth, minorities, and women play active role in municipal governance (Project outcome)
Is This a Performance Plan and Report Indicator?	No
If yes, link to foreign assistance framework:	
DESCRIPTION	
Definitions:	<ul style="list-style-type: none">) Participants: Libyan men and women, including youth and minority groups) Completing meaning here participants attended all training events and meeting all requirements of C4C trainings) C4C is Champions for Change program, structured for capacity building training and mentorship to build confidence and skills of emerging leaders to engage with each other and with the government in areas such as vision-setting, advocacy, intercommunal relations, grassroots mobilization, social accountability tools, communication, polling/policy research, citizen responsibilities, and participatory planning and budgeting.
Unit of Measure:	Number
Data Type:	Output
Disaggregated by:	Type of Training/ Activity, Municipality of Participant, Gender, Age Group, Race/Ethnicity, PWD
Rationale for Indicator (optional):	
PLAN FOR DATA COLLECTION	
Data Source:	Taqarib, C4C Implementer(s)
Method of Data Collection and Construction:	Taqarib will keep a record of C4C participants selected from each municipality, the training Attendance sign up sheets and use it to track this indicator.
Reporting Frequency:	Annually
Individual(s) Responsible at USAID:	AOR of Taqarib
Individual(s) Responsible at Taqarib:	MEL Director
TARGETS AND BASELINE	
Baseline Timeframe:	
Rationale for Targets (optional):	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s):	TBA
Date of Future Data Quality Assessments (optional):	TBA
Known Data Limitations:	TBA
CHANGES TO INDICATOR	
Changes to Indicator:	
Other Notes (optional):	

USAID PERFORMANCE INDICATOR REFERENCE SHEET
Name of Indicator: Number of public policies introduced, adopted, repealed, changed, or implemented with citizen input
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Improved capacity of policy makers to diagnose policy weaknesses, regulatory gaps, and inefficiencies related to service delivery and develop evidence-based policy (Project outcome)
Is this a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A
DESCRIPTION
<p>Definitions:</p> <ul style="list-style-type: none">) Public policies include any laws, regulations, policies, or similar directives that are formally adopted by either the legislative branch or a unit of the executive branch at any level.) Introduced here refers to the presentation of laws, policies, regulations, or similar directives by policymakers, political parties, CSOs, or private citizens to a legal assembly, the MoLG, or the municipality, and they do not necessarily have to be accepted for consideration in) Adopted here refers to the acceptance of a law, policy, regulation or similar directive regulation being (new policy or one existing one been changed), through an official decree, passage of law, or other formal process.) Repealed here refers to the formal cancellation of a law, policy, regulation or similar directive through an official decree, passage of law, or other formal process.) Changed here refers to the amending of an existing law, policy, regulation or similar directive.) Implemented here refers to carrying out of a law, policy, regulation or similar directive.
Unit of Measure: Number
Data Type: Integer
Disaggregated by: Stakeholder, Policy Stage (e.g., introduced, adopted, repealed, changed, or implemented)
Rationale for Indicator (optional):
PLAN FOR DATA COLLECTION
Data Source: Taqarib, Partner municipalities, the MoLG, activity reports, Legislative body publications, Executive authority publications, Traditional and Social media, and CSO/Coalition publications
Method of Data Collection and Construction: Taqarib will monitor legislative and executive bodies' publications, traditional and social media, as well as local CSO publications and activity reports to identify laws, policies, regulations or similar directives introduced as drafts, modifications, and/or laws. This is in addition to Taqarib-supported efforts, such as decentralization pilots, which will include technical assistance to national-level ministries to increase the capacity of policy makers in the functional review process. Only movement on policies, regulations, or similar directives resulting from Taqarib support will be counted in the indicator.
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe:

Rationale for Targets <i>(optional)</i> :
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD
Date of Future Data Quality Assessments <i>(optional)</i> : TBD
Known Data Limitations: TBA
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :

USAID PERFORMANCE INDICATOR REFERENCE SHEET	
Name of Indicator: Number of Taqarib-supported multi-stakeholder dialogues among national actors regarding the decentralization agenda	
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Taqarib-sponsored multistakeholder dialogues regarding subnational governance held twice-annually (Project output) Improved coordination among national-level institutions on Law 59 (Project outcome)	
Is this a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A	
DESCRIPTION	
Definitions:	
<ul style="list-style-type: none">) National actors here refers to including MoLG, Ministry of Planning, Ministry of Finance, national CSOs or advocacy platforms, and select sector line ministries or central service providers) Decentralization is the transfer of responsibilities or authorities from the central to local government. 	
Unit of Measure: Number	
Data Type: Integer	
Disaggregated by: Meeting host, Type(s) of Stakeholders in Attendance	
Rationale for Indicator <i>(optional)</i> :	
PLAN FOR DATA COLLECTION	
Data Source: Taqarib, MoLG, LGHC	
Method of Data Collection and Construction: As a facilitator, Taqarib will have preparatory materials for the dialogues, such as written agendas, which will be used to track this indicator.	
Reporting Frequency: Annually	
Individual(s) Responsible at USAID: AOR of Taqarib	
Individual(s) Responsible at Taqarib: MEL Director	
TARGETS AND BASELINE	
Baseline Timeframe: 0	
Rationale for Targets <i>(optional)</i> :	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD	
Date of Future Data Quality Assessments <i>(optional)</i> : TBD	
Known Data Limitations: TBA	
CHANGES TO INDICATOR	
Changes to Indicator:	
Other Notes <i>(optional)</i> :	

USAID PERFORMANCE INDICATOR REFERENCE SHEET	
Name of Indicator: Number of decentralized business processes mapped and analyzed	

Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Improved understanding of ongoing decentralization initiatives (Project Output)
Is this a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework: N/A
DESCRIPTION
Definitions: <ul style="list-style-type: none">) Decentralized business process mapped aims to articulate work processes and instructions, more comprehensive than a simple process diagram, including key position descriptions, staff responsibilities, and business rules.) Analyze is to examine methodically and in detail the constitution or structure of processes for purposes of explanation and interpretation.
Unit of Measure: Number
Data Type: Integer
Disaggregated by: Municipality, Type of business
Rationale for Indicator (<i>optional</i>):
PLAN FOR DATA COLLECTION
Data Source: MoLG, other GoL institutions
Method of Data Collection and Construction: Taqarib will use reports analyzing the selected decentralized business processes to track this indicator.
Reporting Frequency: Annually
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe: 0
Rationale for Targets (<i>optional</i>):
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBD
Date of Future Data Quality Assessments (<i>optional</i>): TBD
Known Data Limitations: TBD
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes (<i>optional</i>):

USAID PERFORMANCE INDICATOR REFERENCE SHEET	
Name of Indicator:	Number of national advocacy initiatives supported by Taqarib
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.):	National-level CSOs and associations successfully apply tools and resources to advance the subnational governance agenda at the national level (Project outcome)
Is this a Performance Plan and Report Indicator?	No
If yes, link to foreign assistance framework:	N/A
DESCRIPTION	
Definitions:	<ul style="list-style-type: none">) National advocacy platforms refer to coalitions and CSOs conducting advocacy at the national-level) The subnational governance agenda here refers to priorities, needs and challenges raised by local governance stakeholders and can include appeals to clarify/modify existing legal laws, increasing budgets, transferring authority to local government, etc.
Unit of Measure:	Number
Data Type:	Integer
Disaggregated by:	CSO/Platform, Type of Initiative
Rationale for Indicator (optional):	
PLAN FOR DATA COLLECTION	
Data Source:	Taqarib
Method of Data Collection and Construction:	Of the total number of grants disbursed, Taqarib will count only those awarded to CSOs and national advocacy platforms operating at the national level and engaged in advocacy around the subnational governance agenda. This will be determined from the EOIs.
Reporting Frequency:	Annually
Individual(s) Responsible at USAID:	AOR of Taqarib
Individual(s) Responsible at Taqarib:	MEL Director
TARGETS AND BASELINE	
Baseline Timeframe:	TBD
Rationale for Targets (optional):	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s):	TBD
Date of Future Data Quality Assessments (optional):	TBD
Known Data Limitations:	TBD
CHANGES TO INDICATOR	
Changes to Indicator:	
Other Notes (optional):	

USAID Performance Indicator Reference Sheet
Name of Indicator: % change in citizen perceptions regarding advancement of the decentralization agenda
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): National-level CSOs and associations successfully apply tools and resources to advance the subnational governance agenda at the national level (Project outcome)
Is This a Performance Plan and Report Indicator? No If yes, link to foreign assistance framework:
DESCRIPTION
Definitions: <ul style="list-style-type: none">) Citizen is a Libyan resident of an Taqarib partner municipality) Perceptions refers to opinions/views of citizens regarding decentralization agenda) Decentralization is the shift of executive decision making to the local authorities.
Unit of Measure: Percentage Change
Data Type: Outcome
Disaggregated by: by Region, by Municipality
Rationale for Indicator (optional):
PLAN FOR DATA COLLECTION
Data Source: Taqarib Quarterly Perception Survey
Method of Data Collection and Construction: . On a quarterly basis, Taqarib will conduct Quarterly Perception Surveys to measure public perceptions/opinions regarding municipality service delivery, decentralization agenda and other to inform programing activities. These surveys will provide data on which changes in public perceptions/opinions can be measured. This indicator will measure percentage changes in citizen perceptions regarding advancement of the decentralization agenda.
Reporting Frequency: Quarterly
Individual(s) Responsible at USAID: AOR of Taqarib
Individual(s) Responsible at Taqarib: MEL Director
TARGETS AND BASELINE
Baseline Timeframe: TBA
Rationale for Targets (optional):
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s): TBA
Date of Future Data Quality Assessments (optional): TBA
Known Data Limitations: TBA
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes (optional):

USAID PERFORMANCE INDICATOR REFERENCE SHEET	
Name of Indicator:	Number of municipalities for which profiles have been completed and for which service delivery and public perception data is tracked over time
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.):	Programming is informed by a robust learning and analysis agenda (Project outcome)
Is this a Performance Plan and Report Indicator?	No
If yes, link to foreign assistance framework:	N/A
DESCRIPTION	
Definitions:	<ul style="list-style-type: none">) Profiles refers to background information such as demographic, historical and economic data that can be used to better understand municipality strengths, weaknesses, opportunities and challenges.) Service delivery data tracked as part of the annual MPI to evaluate municipal performance and capacity used to build internal management capability and performance.) Public perception data is primary satisfaction surveys that will be collected by Altai and used to populate the Taqarib dashboard. Altai will conduct bi-annually perceptions surveys to feed in to the MPI tool.
Unit of Measure:	Number
Data Type:	Integer
Disaggregated by:	by region, by municipality, by topic
Rationale for Indicator (optional):	
PLAN FOR DATA COLLECTION	
Data Source:	Taqarib
Method of Data Collection and Construction:	Taqarib will present profiles of partner municipalities and track their service delivery data and public perceptions on the web-based learning platform, which will be used to track progress on this indicator.
Reporting Frequency:	Annually
Individual(s) Responsible at USAID:	AOR of Taqarib
Individual(s) Responsible at Taqarib:	MEL Director
TARGETS AND BASELINE	
Baseline Timeframe:	0
Rationale for Targets (optional):	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s):	TBD
Date of Future Data Quality Assessments (optional):	TBD
Known Data Limitations:	TBD
CHANGES TO INDICATOR	
Changes to Indicator:	
Other Notes (optional):	

USAID PERFORMANCE INDICATOR REFERENCE SHEET	
Name of Indicator:	Number of strategic review sessions conducted
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.):	Programming is informed by a robust learning and analysis agenda (Project outcome)
Is this a Performance Plan and Report Indicator?	No
If yes, link to foreign assistance framework:	N/A
DESCRIPTION	
Definitions:	<ul style="list-style-type: none">) Strategic review sessions are meetings intended to assess performance and determine whether any adjustments in strategy or execution are warranted.
Unit of Measure:	Number
Data Type:	Integer
Disaggregated by:	Type of learning activity
Rationale for Indicator (optional):	
PLAN FOR DATA COLLECTION	
Data Source:	Taqarib
Method of Data Collection and Construction:	Taqarib will hold quarterly SRS with USAID following the collection of public perception data. Meetings notes and post-SRS reports will be used as evidence for this indicator.
Reporting Frequency:	Annually
Individual(s) Responsible at USAID:	AOR of Taqarib
Individual(s) Responsible at Taqarib:	MEL Director
TARGETS AND BASELINE	
Baseline Timeframe:	0
Rationale for Targets (optional):	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s):	TBD
Date of Future Data Quality Assessments (optional):	TBD
Known Data Limitations:	TBD
CHANGES TO INDICATOR	
Changes to Indicator:	
Other Notes (optional):	