



Governance Accountability Project
Projekat upravne odgovornosti

Appendix 2

PERFORMANCE-BASED MONITORING PLAN (P-BMP)

GOVERNANCE ACCOUNTABILITY PROJECT, PHASE II
FOR THE PERIOD 11 December 2007 TO 10 December 2008

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**Koninkrijk
der Nederlanden**



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INTRODUCTION

Background

USAID, Sida and EKN's Government Accountability Project (GAP), Phase II, for Bosnia and Herzegovina (BiH) is designed to dramatically and visibly improve the ability of municipalities to better serve their Bosnians citizens and to support a policy and fiscal framework which is conducive to accountable democratic governance. GAP will continue to build on the achievements of previous efforts, draw relevant expertise and assistance from ongoing programs and the previous phase of project. Local government is at the crux of many of the current political, economic and social developments in Bosnia and Herzegovina. This level of government presents a rare opportunity for optimism in Bosnia's public sector and provides real life examples of the benefits of public administration reform. In the last few years, through their own efforts and with moderate amounts of foreign assistance, municipal governments have undertaken numerous reforms, which are beginning to pay dividends. In public opinion surveys, municipal governments in BiH are consistently viewed by citizens as the most trustworthy level of government, and the second most trustworthy public institution behind the police. In USAID-sponsored polling, indicators of confidence in and satisfaction with local governments have marked steady increases since 2001.¹

Indeed, in USAID's Strategic Statement for Bosnia and Herzegovina, the following observation was made:

"USAID programs will seek to make local governments more efficient, accountable, and better able to promote local economic development by dramatically improving customer service provision, modernizing budget and finance methods, and encouraging public-private partnerships. Efforts will also focus on improving the overall governance financing system by helping to clarify government service responsibilities and financial flows to local governments. Local governments in both entities are increasingly realizing that they share similar problems that can best be addressed by working together. Developing ways for municipalities to work together will demonstrate ways to cooperate and to share power between ethnic groups. Local government will increase its effectiveness, and the percentage of total government revenue going to municipalities will increase. Specific systems for indirect tax allocation will be developed to favor the expansion of municipal services."²

¹ Request for Proposal No.168-07-108, Technical Assistance for Governance Accountability Project, Phase II (GAP2) in Bosnia and Herzegovina (BIH)

² FY2006 Strategy Statement, USAID BIH

Accordingly, the second phase of GAP will offer targeted local and policy interventions in conjunction with mayors and municipal associations to improve the transparency, accountability and effectiveness of Bosnia-Herzegovina's governance structures. The Local Self-Governance Strategy, drafted by Bosnian mayors and policy experts, will form the basis for policy interventions. Priority policy goals include Functional Decentralization (clearer definition of roles and responsibilities) and Fiscal Decentralization (predictable and adequate finances for service provision). Local ownership of GAP2 will rest primarily at the municipal level.

Measuring GAP Project Results

As envisioned, the GAP project integrates two main streams of activities 1) local interventions that will be provided to forty-one legacy municipalities and thirty new partner municipalities; and 2) policy interventions at the state and entity level. In addition, these main activities will be cross-cut by activities on improving the municipal borrowing environment and capacity, developing a market for local government consulting services and promoting gender equity in municipal government. To be sure, these activities are in many ways quite diverse as well as complicated.

From project startup, careful attention is being addressed to developing procedures for carefully monitoring and evaluating (M&E) of all project activities for determining the pace and kinds of results being achieved by GAP. The GAP management team will employ three strategies to measure project performance of the life of the project (LOP). These strategies include:

- A Municipal Capacity Index (MCI) protocol for collecting information at the municipal level on governance and institutional change resulting from GAP local and policy interventions. The MCI also serves to function as a timely management tool to GAP managers.
- Conducting periodic citizen surveys to gauge citizens' reaction to and satisfaction with municipal service delivery and whether they perceive changes are taking place in their communities in the area of governance or in the institutional structure of their local government. The specific issues determined in Municipal Action Plans (MAP) might be surveyed by polls as well. These issues will be seriously considered after completion and adoption of MAPs. Annual surveys will permit comparison findings with the baseline data results for documenting attitudinal changes over time; and
- Lastly, a Performance-Based Monitoring Plan (P-BMP) has been designed wherein key performance indicators have been identified to track project activities in each of the GAP component areas. The P-BMP has two important objectives; 1) to provide useful, timely information for results-based management decision-making, accountability, and mutual learning experiences; and 2) to increase the

plausibility of impact attribution over the project life. The PMP goes beyond simply assuming that program outcomes produce impact, but allows each Component Manager to identify areas requiring more focus or additional intervention.

The balance of the information provided in this section shall focus on Performance-Based Monitoring Plan - its development, performance indicators, and implementation.

Guiding Principles of Performance-Based Monitoring

The Performance-Based Monitoring Plan (PMP) is an important tool for managing and documenting portfolio performance. It enables timely and consistent collection of comparable performance data, which allows project managers to make informed decisions on the overall management of the project as well as any necessary changes in the project design.

As defined in **ADS 200.6, performance management** is:

“...the systematic process of monitoring the results of activities; collecting and analyzing performance information to track progress toward planned results; using performance information to influence program decision making and resource allocation; and communicating results achieved, or not attained, to advance organizational learning and tell the project story.”

Performance management represents the commitment to manage programs with greater accountability and for the most advantageous development outcomes. The principles governing P-BMP design and development are based on the USAID's guidelines for assessing and learning (see ADS 203.3.2.1). These are:

- ***The PMP is primarily a tool for self-assessment:*** The GAP P-BMP has been developed to enable GAP managers as well as USAID, Sida and EKN to actively and systematically monitor GAP progress in achieving its objectives therein enabling either party to take corrective action when necessary in improve project performance;
- ***Performance-informed decision-making:*** The P-BMP is also designed to ensure that management decisions at all levels are informed by the best available information on project performance at specific junction points in the life of the project;
- ***Candor and transparency:*** To increase transparency, indicator and data quality assessments will be conducted annually to determine any obvious limitations in the quality of the data being collected in the P-BMP; and

- ***Economy of effort:*** When selecting P-BMP indicators, efforts were made to streamline and minimize the burden of data collection and reporting. With few exceptions, indicators were selected that emphasized the collection of information that can be quantified in deference to qualitative data. Moreover, the identified P-BMP indicators are those determined to be most useful for decision-makers regarding project progress.

GAP PERFORMANCE-BASED MONITORING PLAN (P-BMP)

The purpose of the GAP project is clearly stated in the summary of the Statement of Work: “to dramatically and visibly improve the ability of municipalities to better serve their Bosnians citizens and to support a policy and fiscal framework which is conducive to accountable democratic governance.” The milestones enumerated in the GAP (phase 2) work plan are established as steps toward realizing this purpose. GAP program objectives that support USAID’s Strategic Objective [SO 2.1] are displayed in Figure 1. This figure also presents the respective components, cross-cutting issues and key results areas of GAP (phase 2).

Levels of Performance Data

The P-BMP measures performance data are at three levels: at the program objective(s) level with an emphasis on project results, at activity outcomes, and at the broader contextual ramifications of GAP.

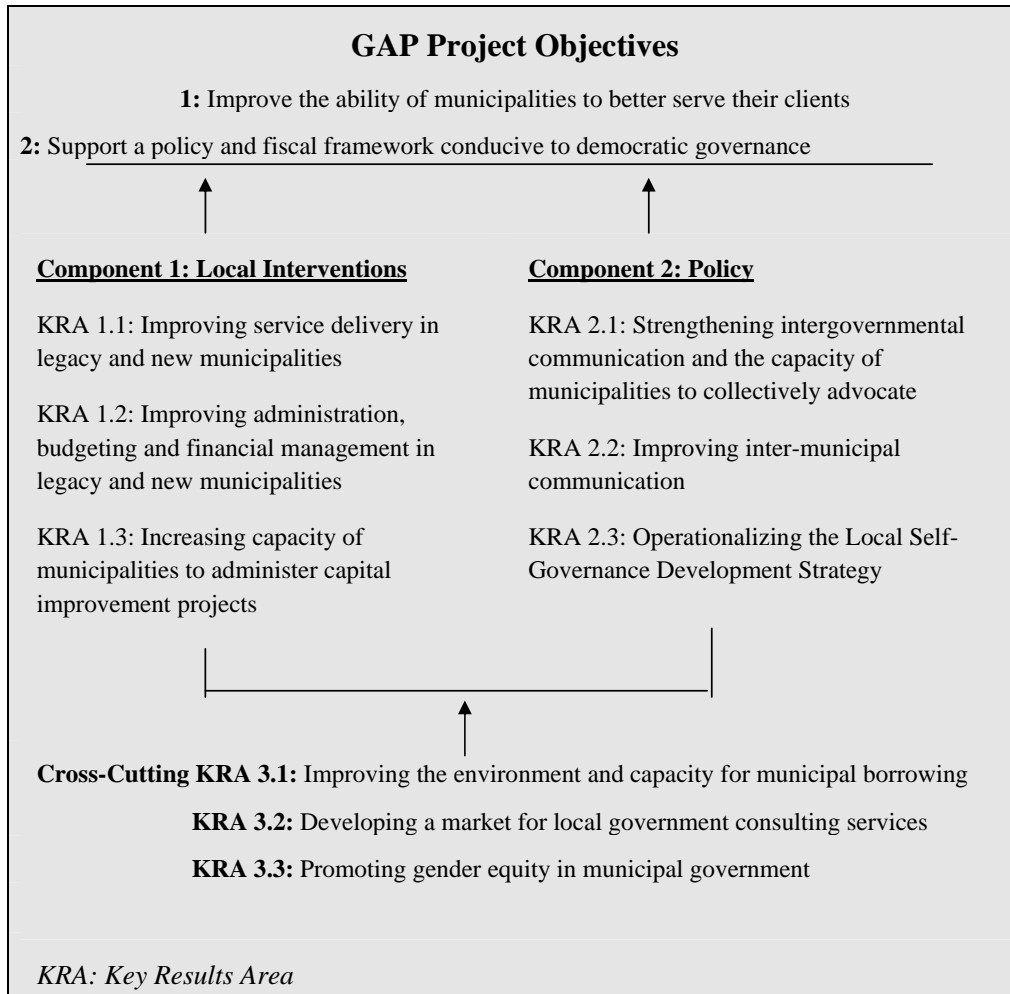
- ***Results-level*** indicators refer to indicators of program results that can be reasonably attributable to the GAP efforts. Attribution exists when the causal linkages between project activities and measured results are clear and significant. These indicators are critical guideposts to project performance and serve as the basis for performance reporting to USAID/BiH, Sida and EKN.
- ***Activity-level*** indicators refer to indicators that provide useful data for ongoing, continuous management of activities by the GAP Management Team. These indicators generally provide more operational data than results-oriented data. Activity-level data can therefore be used to assess performance and address operational issues.
- ***Context*** indicators are measures that provide a broader perspective on the context within which project assistance is being provided. Sometimes they are indicators of development results that are influenced by multiple factors, such as donor assistance, government action, or climatic conditions, and therefore cannot be directly attributed to donor project assistance. Context indicators could also be measures of assumptions that underpin USAID/Sida/EKN’s development strategy

in a given country. In general, context indicators are macro-statistics that provide valuable information on the environment in which project operate.

Collectively, these types of indicators represent the performance data needed for both reporting and management purposes.

GAP Results Framework

Figure 1



GAP Performance Monitoring Matrices

GAP Performance Monitoring Plan (2008-2012)

Performance Indicator	Unit of Measurement	Definition of Indicator	Data Source	Method of Collection	Schedule of Collection	Reporting Responsibility
Objective 1: Improve the Ability of Municipalities to Better Serve Their Clients						
Component 1: Local Interventions						
KRA 1.1 - Improving service delivery in legacy and new municipalities						
1.1-1 Number of Municipal Citizens Service Centers (CSC)s established and/or improved to serve local citizens	Number	Establishment of CSC provides a focal point for citizen and municipal interaction	Municipal officials and citizens	Site visit and interviews with local citizens and municipal officials	Semi-Annually	RC/MC
1.1-2 Number of complaints made by citizens regarding municipality issues	Number	Written complaints filed with the CSC and formally submitted to municipal departments	CSC records	Audit of CSC records	Quarterly	RC/MC
1.1-3 Proportion of complaints submitted to municipalities resolved	Percentage	Measures responsibility and accountability and efficiency of the local governments	CSC records	Audit of CSC records and interviews with CSC manager and respective municipal official	Quarterly	RC/MC
1.1-4 Municipality is more responsive to delivering services to the public	Time Number	Number of services provided to clients and average time needed to deliver these services	Municipal and department records	Review of municipal records	Quarterly	RC/MC
1.1-5 Percentage of citizens satisfied with service delivery	Percentage	Tracks citizens satisfaction with delivery of municipal services	Citizens, Municipal Services Users	Attitudinal survey	Annually	M&E Specialist
1.1-6 Percentage of citizens satisfied with service outcomes in individual municipalities	Percentage	Specifics TBD in MAPs	TBD	TBD	TBD	TBD

Performance Indicator	Unit of Measurement	Definition of Indicator	Data Source	Method of Collection	Schedule of Collection	Reporting Responsibility
Objective 1: Improve the Ability of Municipalities to Better Serve Their Clients						
Component 1: Local Interventions						
KRA 1.2 Improving administration, budgeting and financial management in legacy and new municipalities						
1.2-1 Number of municipalities that have modern, formalized and integrated budget and finance systems in place and efficiently used	Number	Modern computerized systems for double entry accounting, budgeting and financial reporting leads toward a common set of higher standards	Municipal records	Review of municipal budgets/financial systems	Semi-Annually	RC/MC IT Management Specialist
1.2-2 Percentage change in municipal own-revenue generation (non-tax revenues) adjusted for inflation	Percentage	Reveals degree of independence from central government or canton authority	Municipal financial records	Review of municipal budget execution reports	Annually	RC/MC IT Management Specialist
1.2-3 Rate of collection for each major revenue source	Percentage	Percent of taxes and fees collected of the budgeted total potential amount	Municipal financial records	Review of municipal budget execution reports	Annually	RC/MC IT Management Specialist
1.2-4 Ratio of capital outlays to operating expenditures	Ratio	Total capital outlays as a percentage of total municipal expenditures	Municipal financial records	Review of municipal budget execution reports	Annually	RC/MC IT Management Specialist

Performance Indicator	Unit of Measurement	Definition of Indicator	Data Source	Method of Collection	Schedule of Collection	Reporting Responsibility
Objective 1: Improve the Ability of Municipalities to Better Serve Their Clients						
Component 1: Local Interventions						
KRA 1.3 - Increasing capacity of municipalities to administer capital improvement projects						
1.3-1 Number of GAP2 municipalities implementing capital improvement plans	Number	Demonstrates degree of skills in project identification, selecting and ranking, timing and allocation of resources for improvement of physical infrastructure	GAP Records Municipal Records	Training follow up questionnaires, examination of municipal records	Semi - Annually	GAP CP Team
1.3-2 Number and amount of grants (i.e. “co-financing”) awarded to municipalities through CIP or similar existing bodies	Number and Amount	GAP Grant program is important tool supporting all GAP activities, related to improvement of municipal services, transparency, physical infrastructure and general community development	GAP Grant Reports & Records	Review of GAP Grant Records, Interviews w/Grant Coordinators	Semi-Annually	GAP CP Team
1.3-3 Number of applications submitted to CIP or similar bodies for capital improvement projects (disaggregated by categories)	Number	Displays citizens and other groups’ participation, transparency and their inclusion in decision-making process in representing common interests in municipality	GAP Grant Reports & Records	Review of GAP Grant Records, Interviews w/Grant Coordinators	Semi-Annually	GAP CP Team

Performance Indicator	Unit of Measurement	Definition of Indicator	Data Source	Method of Collection	Schedule of Collection	Reporting Responsibility
Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance						
Component 2: Policy Interventions						
KRA 2.1 - Strengthening inter-governmental communication and the capacity of municipalities to collectively advocate						
2.1-1 Number of GAP partner municipalities that actively participate in advocacy process for policy reform	Number	Municipalities that are able to effectively advocate collectively for necessary legislative, administrative, and policy changes	Municipal Capacity Index (MCI)	Review and analysis of MCI, indicator 4.1	Semi-annually	Policy Director
2.1-2 Number of GAP partner municipalities that are actively involved in the work of municipal associations	Number	Associations, municipalities and mayors will position themselves as equal partners, which will enhance joint efforts to take a lead in setting up the reform agenda. Mayors will have genuine ownership of the GAP policy agenda	Municipal Capacity Index (MCI)	Review and analysis of MCI, indicator 4.2	Semi-annually	Policy Director
2.1-3 Number of reforms independently drafted and proposed by associations to cantonal, entity and state governments	Number Type	Reforms that are drafted and proposed by the associations of cities and municipalities with or without GAP support	Associations' Records, GAP Records	Review and analysis of Associations and GAP Records	Semi-annually	Policy Director

Performance Indicator	Unit of Measurement	Definition of Indicator	Data Source	Method of Collection	Schedule of Collection	Reporting Responsibility
Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance						
Component 2: Policy Interventions						
KRA 2.2 - Improving inter-municipal communications						
2.2-1 Legislative reforms enacted that allow for electronic document processing	Number Type	Milestone that legislative framework is in place in both entities to allow for e-document processing	GAP Policy Records	Review of GAP Policy Records	Semi-annually	Policy Director
2.2-2 Legislative reforms enacted that allow for transfer of vital records between municipalities	Number Type	Milestone that legislative framework is in place in both entities to allow for vital records (birth and death records, marriage licenses, etc.) transfer to other municipalities	GAP Policy Records	Review of GAP Policy Records	Semi-annually	Policy Director
2.2-3 Number of partner municipalities processing documents electronically	Number	Municipalities entering and storing vital records electronically	GAP Policy Records	Review of GAP Policy Records	Semi-annually	Policy Director
2.2-4 Number of partner municipalities transferring vital records to other municipalities	Number	Municipalities exchange vital records (birth and death records, marriage licenses, etc.) with other municipalities	GAP Policy Records	Review of GAP Policy Records	Semi-annually	Policy Director
KRA 2.3 - Operationalizing the Local Self-Governance Development Strategy						
2.3-1 Number of activities/reforms proposed in process to increase local autonomy	Number Type	Activities, laws and amendments prepared or supported that reassign functions and finances to increase local autonomy	GAP Policy Records	Review of GAP Policy Records	Semi-annually	Policy Director
2.3-2 Percentage of total public sector revenue accruing to the municipal sector	Percentage	Total revenues excluding health and pension funds directed to municipal budgets via revenue allocation models	GAP Policy Records	Review of GAP Policy Records	Semi-annually	Policy Director

Performance Indicator	Unit of Measurement	Definition of Indicator	Data Source	Method of Collection	Schedule of Collection	Reporting Responsibility
Objective 1: Improve the Ability of Municipalities to Better Serve Their Clients and Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance						
3. Cross Cutting Initiatives						
KRA 3.1 Improving the environment and capacity for municipal borrowing						
3.1-1 Number and amount of loans secured by municipalities to finance capital improvement projects	Number Amount	Loans from commercial and development banks and/or investors provided to municipalities	GAP Records	Review of GAP Records	Semi-annually	GAP CP Team
KRA 3.2 Developing a market for local government consulting services						
3.2-1 Number of GAP partner municipalities engaging STTA	Number	Measures those municipalities that either independently or through co-financing hire consultants or firms to provide technical assistance	GAP records	Review of GAP Records	Semi-annually	GAP CP Team
3.2-2 Number of GAP partner municipalities actively mentoring new or non-GAP municipalities	Number	Mentoring municipalities serve as an active resource to their peers, voluntarily providing targeted technical assistance	GAP records	Review of GAP Records	Semi-annually	GAP CP Team
KRA 3.3 Promoting gender equity in municipal government						
3.3-1 Number of GAP municipalities (municipal councils, women's NGOs, committees etc.) that received training in gender budgeting and capital improvements and report the value of received trainings	Number	Gender awareness of municipal councils, gender centers and other stakeholders is a crucial pre-condition for any gender sensitive decision making process	Gender Centers, GAP Records	Review of Gender Centers Records and GAP Records	Semi-annually	GAP LI Director and CP Team

COLLECTING PERFORMANCE DATA

Data Collection Responsibilities

A designated GAP M&E Specialist will have the responsibility for collecting data on the progress and performance of the GAP activities. The on-site M&E Specialist works closely with Regional and Municipal Coordinators, GAP Specialists, and GAP Component Directors to collect monitoring data in accordance with the data collection schedule. Table 1 displays the projected assignment of data collection responsibilities.

Table 1 Data Collection Responsibilities

MAJOR STEPS	RESPONSIBILITY
Collecting performance data	GAP M&E Specialist
Reviewing performance information	GAP Management and JMC
Reporting performance results (<i>Annual Report process</i>)	GAP M&E Specialist, GAP Component Directors, and GAP COP
Assessing data quality	GAP M&E Specialist and GAP Component Directors
Reviewing and updating the PMP	M&E Specialist.

Additional Data Collection Activities

Regular, scheduled performance monitoring requires a level of simplicity and practicality in data collection efforts that in some instances make it difficult to assess more complex issues of management concern. While the GAP P-BMP matrices (see pages 8-13) certainly emphasize the collection of data and presentation of performance activities in a quantifiable manner, there may also be situations that call for the collection of process data that in all likelihood will be generated by doing direct observation, on-site interviews with key informants and informal group interviews. These techniques usually result in generating very useful qualitative information on project processes. To be sure, these data are usually difficult to replicate but are nonetheless invaluable sources of project performance.

Thus, while performance indicators are able to “indicate” progress being achieved by the project, some of these findings may need to be complemented with some qualitative data to flesh out “why” a certain result is occurring. It is anticipated that the GAP M&E Specialist conducts additional data collection activities to tease out some of the underlying dimensions of performance outcomes. In short, more rigorous, in-depth analysis on topics of special interest requested by GAP Management complements the project’s routine/formal performance monitoring efforts.

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PRESENTING & REVIEWING PERFORMANCE DATA

Performance Data Presentation

The GAP project is designed to collect data quarterly, semi-annually or annually on project activities, project outcomes as they are taking place, and the interpretation of project results at specific timelines. Findings are presented to USAID/Sida/EKN project managers in such a way that a clear “telling of the GAP story” is told reinforced with appropriate tables and charts integrated into the findings narrative. While the M&E Specialist develops a Project Monitoring Report semi-annually, the GAP management uses these reports as the basis for submitting quarterly reports to USAID/Sida to comply with their respective agency reporting guidelines. By way of summation, the Project Monitoring Report includes:

- Progress achieved towards GAP program objectives in support of USAID’s SO 2.1;
- Adequacy of inputs for producing activity outputs and efficiency of processes leading to outputs;
- Status and timeliness of input mobilization efforts;
- Status of critical assumptions and causal relationships defined in the GAP Technical Proposal, along with related implications for performance towards USAID/Sida/EKN project expectations; and
- Status of related partner efforts that contribute to the positive achievements of GAP performance.

Reviewing and Updating the P-BMP

The PMP serves as a “living” document that the GAP management team will use to guide overall project performance. One of the key principles of the P-BMP is that it is a useful tool for management and organizational learning; the P-BMP is *not* merely a mechanism to fulfill USAID/Sida/EKN reporting requirements. As such, it is updated as necessary to reflect changes in GAP strategy and ongoing project activities.

P-BMP implementation is therefore not a one-time occurrence, but rather an ongoing process of review, revision, and re-implementation. The P-BMP is reviewed and revised annually - guided largely by suggestions generated during the GAP management and JMC. When reviewing the P-BMP, the following issues shall be taken into account:

- Are the performance indicators working as intended in the design process?
- Are the performance indicators providing the information needed to properly gauge GAP activities in each component (i.e., local interventions, and policy interventions conducive to accountable democratic governance)? and
- How can the P-BMP be improved?

The M&E Specialist documents any major changes to the P-BMP regarding indicators or data sources, along with the rationale for these adjustments. If more minor P-BMP elements, such as indicator definition or responsible individual change, are appropriate the P-BMP will be updated to reflect these changes.

Assessing Data Quality

It is important that in the data collection process appropriate standards for data quality are in place for use by external users (e.g., International Agencies, the Government of FBiH, and the general public). Poor-quality data can create two problems: 1) providing poor information to project decision-makers; and (2) skewing information used for reporting purposes. In order to measure and attribute results accurately - for both reporting and management needs - the GAP M&E Specialist ensures that collected data on GAP meet certain standardized evaluation criteria.¹ The M&E Specialist is responsible for carrying out annual data quality assessment reviews as well as ensuring the quality of any data collected by any partners. Finally, Table 2 shows the anticipated timeline for when data will be collected on each GAP component.

PERFORMANCE DATA TABLES AND INDICATOR REFERENCE SHEETS

The following section contains Performance Indicator Reference Sheets for each indicator presented in the Performance-Based Monitoring Plan. If current results-level indicators are refined and/or additional indicators are developed, the M&E Specialist will create new indicator sheets based on the template provided in this section. Each reference sheet provides information on:

- Indicator definition, unit of measurement, and any data breakout requirements;
- Data acquisition method, data sources, timeline for data acquisition, and person responsible for data acquisition;
- Plans for data analysis, review, and reporting;
- Any data quality issues, including any actions taken or planned to address data limitations; and
- Notes on baselines, targets, and data calculation methods.

A summary of GAP performance indicators are provided in Figure 2 along with Project Performance Indicator Targets presented in Table 3 followed by Performance Indicator Sheets for each indicator.

¹ These criteria as discussed in USAID's ADS 203 include validity, reliability, timeliness, precision, and integrity.

TABLE 2: Performance Management Task Schedule

KEY TO SYMBOLS: “☑” = scheduled task; “E” = episodic task; “V” = varies by activity

PERFORMANCE MANAGEMENT TASKS	TASK Number	CY 2008				CY 2009				CY 2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
COLLECT P-BMP DATA	Component												
Improving service delivery in legacy and new municipalities	1.1		☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
Improving administration, budgeting and financial management in legacy and new municipalities	1.2		☑		☑ ¹		☑		☑ ¹		☑		☑ ¹
Increasing capacity of municipalities to administer capital improvement projects	1.3		☑		☑		☑		☑		☑		☑
Strengthening inter-governmental communication and capacity of municipalities to collectively advocate	2.1		☑		☑		☑		☑		☑		☑
Improving inter-municipal communications	2.2		☑		☑		☑		☑		☑		☑
Operationalizing the Local Self-Governance Development Strategy	2.3		☑		☑		☑		☑		☑		☑
Improving the environment and capacity for municipal borrowing	3.1		☑		☑		☑		☑		☑		☑
Developing a market for local government consulting services	3.2		☑		☑		☑		☑		☑		☑
Promoting gender equity in municipal government	3.3		☑		☑		☑		☑		☑		☑
Conduct Evaluations & Special Studies													
Mid-Term and Final Evaluation													
Other Special Studies-TBD													
Review Performance Information													
Annual P-BMP review							☑				☑		
lity Review													
Review data quality procedures													

¹ Just for performance indicator 1.2-1

PERFORMANCE INDICATOR REFERENCE SHEETS

USAID/BiH Strategic Objective 2.1: A More Participatory, Inclusive Democratic Society

Component 1: Local Interventions

1.1 Improving service delivery in legacy and new municipalities

- Indicator 1.1-1 Number of Municipal CSCs established and/or improved to serve local citizens
- Indicator 1.1-2 Number of complaints made by citizens regarding municipality issues
- Indicator 1.1-3 Proportion of complaints resolved
- Indicator 1.1-4 Municipality is more responsive to delivering services to the public
- Indicator 1.1-5 Percentage of citizens satisfied with municipal service delivery
- Indicator 1.1-6 Percentage of citizens satisfied with service outcomes in individual municipalities

1.2 Improving administration, budgeting and financial management in legacy and new municipalities

- Indicator 1.2-1 Number of municipalities that have modern, formalized and integrated budget and finance systems in place and efficiently used
- Indicator 1.2-2 Percentage change in municipal own-revenue generation adjusted for inflation
- Indicator 1.2-3 Rate of collection for each major revenue source
- Indicator 1.2-4 Ratio of capital outlays to operating expenditures

1.3 Increasing capacity of municipalities to administer capital improvement projects

- Indicator 1.3-1 Number of GAP2 municipalities implementing capital improvement plans
- Indicator 1.3-2 Number and amount of grants (i.e. “co-financing”) awarded to municipalities through CIP or similar existing bodies
- Indicator 1.3-3 Number of applications submitted to CIP or similar bodies for capital improvement projects (disaggregated by categories)

Component 2: Policy Interventions

2.1 Strengthened inter-governmental communication and capacity of municipalities to collectively advocate

- Indicator 2.1-1 Number of GAP partner municipalities that actively participate in advocacy process for policy reform
- Indicator 2.1-2 Number of GAP partner municipalities that are actively involved in the work of municipal associations
- Indicator 2.1-3 Number of reforms independently drafted and proposed by associations to cantonal, entity and state governments

2.2 Improving inter-municipal communications improved

- Indicator 2.2-1 Legislative reforms enacted that allow for electronic document processing
- Indicator 2.2-2 Legislative reforms enacted that allow for transfer of vital records between municipalities
- Indicator 2.2-3 Number of partner municipalities processing documents electronically
- Indicator 2.2-4 Number of partner municipalities transferring vital records to other municipalities

2.3 Operationalizing the Local Self-Governance Development Strategy

- Indicator 2.3-1 Number of activities/reforms proposed in process to increase local autonomy
- Indicator 2.3-2 Percentage of total public sector revenue accruing to the municipal sector

3. Cross Cutting Initiatives

3.1 Improving the environment and capacity for municipal borrowing

- Indicator 3.1-1 Number and amount of loans secured by municipalities to finance capital improvement projects

3.2 Developing market for local government consulting services

- Indicator 3.2-1 Number of GAP partner municipalities engaging STTA
- Indicator 3.2-2 Number of GAP partner municipalities actively mentoring new or non-GAP municipalities

3.3 Promoting gender equity in municipal government

- Indicator 3.3-1 Number of GAP municipalities (municipal councils, women's NGOs, committees etc.) that received training in gender budgeting and capital improvements and report the value of received trainings

Figure 2 - Summary of GAP Performance Indicators

Table 3: GAP Performance Indicators' Targets

GAP comp.	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
1.1	1.1-1 Number of Municipal CSCs established/improved to serve local citizens ¹	Number	HUBs FED/RS	41	All third cohort CSC/UPCs opened by April 2009	56	71	71	71
1.1	1.1-2 Number of complaints by citizens on municipality issues ²	Number	Type, Source, Gender HUBs, FED/RS	Legacy municipal.1013 III Cohort - 275 IV Cohort -TBD	-5% -2%	-10% -15 %	-10% -15 % -15%	NOTE: Targets for these years to be determined after assessing the success of the trends predicted by CY 2010	
1.1	1.1-3 Percentage of citizen complaints resolved ³	Percentage	Type, Source Gender HUBs, FED/RS	Legacy municipal. III Cohort - 33% IV Cohort -TBD	+2% +3%	+5 ind. pts. +10 ind. pts	+5 ind.pts. +10 ind.pts. +10 ind.pts.		
1.1	1.1-4 Municipality is more responsive to delivering services to the public	Time Number	Type, Gender, HUBs, FED/RS	Time to deliver services: Legacy municipalities 13days III Cohort - 16 days IV Cohort -TBD Number of services: Legacy municipalities 411,852 III Cohort - 86,064 IV Cohort -TBD	-5% -5%	-10 % -15 %	-15 % -20 % -15 %		
					+3% +5%	+ 10% + 25 %	+ 20% + 50 % +25 %		

¹ Targets for 2010, 2011 and 2012 are based on the assumption that GAP's Cohort contains 15 new municipalities which will need a new CSC/UPC

² Note that a percentage of the complaints is filed regarding the issues which are not within the direct responsibility of the municipality. Further, GAP is promoting the practice of citizens' complaints, which may induce the number to rise showing the increase in citizen awareness and the municipality's transparency rather than malfunctioning of the municipality per se.

³ Same remark as for the indicator 1.1-2

GAP comp.	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
1.1	1.1-5 Percentage of citizens satisfied with municipal service delivery	Percentage	Gender HUBs FED/RS	Legacy municipalities (83.8% satisfied in 2007) III Cohort - TBD IV Cohort -TBD	Data for 2008 will be established based upon attitudinal survey that will be conducted in summer 2008	+ 5 % + 10 %	+5% + 15% +10%		
1.1	1.1-6 Percentage of citizens satisfied with service outcomes in individual municipalities	Percentage	TBD	TBD	TBD	TBD	TBD	TBD	TBD
1.2	1.2-1 Number of municipalities that have modern, formalized and integrated budget and finance systems in place and efficiently used ¹	Number	HUBs FED/RS	35	40	43	51	51	51
1.2	1.2-2 Percentage change in municipal own-revenue generation adjusted for inflation	Percentage	FED/RS	(27.18 % of total revenues in 2006) III Cohort - TBD IV Cohort -TBD	Data for 2007 will be established based upon the municipal budgets survey that will be conducted in summer 2008	+5%	+ 15%	+ 25%	
1.2	1.2-3 Rate of collection for each major revenue source	Percentage	FED/RS		Data for 2007 will be established based upon the municipal budgets survey that will be conducted in summer 2008	TBD	TBD	TBD	TBD
1.2	1.2-4 Ratio of capital outlays to operating expenditures	Ratio	FED/RS	Legacy municipalities (0.75 in 2006) III Cohort - TBD IV Cohort -TBD	Data for 2007 will be established based upon the municipal budgets survey that will be conducted in summer 2008	3%	7%	10%	

¹ Targets for this item may vary, due to introduction of the centralized Oracle-based treasury system in Republika Srpska which, where implemented, may cause a well functioning IABS to cease operating in an integrated manner, or to be put out of function completely.

GAP comp.	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
1.3	1.3-1 Number of GAP2 municipalities implementing capital improvement plans	Number	HUBs FED/RS	25	30	30+7	37+7	44	44
1.3	1.3-2 Number and amount of grants (i.e. "co-financing") awarded to municipalities through CIP or similar existing bodies	Number Amount	TBD	0	0	60	60+22	82+22+ +15	119 totaling \$7.4mil.
1.3	1.3-3 Number of applications submitted to CIP or similar bodies for capital improvement projects (disaggregated by categories)	Number	By source, by type of projects, gender	0 ¹	TBD	TBD	TBD	TBD	TBD

¹ Data will be provided once application process is completed

GAP comp	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
2.1	2.1-1 Number of GAP partner municipalities that actively participate in advocacy process for policy reform	Number	HUB, FED/RS	37	40	45	55	60	All partner munis
2.1	2.1-2 Number of GAP partner municipalities that are actively involved in the work of municipal associations	Number	HUB, FED/RS	35	38	43	55	60	All partner munis

GAP comp	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
2.1	2.1-3 Number of activities /reforms independently drafted and proposed by associations to cantonal, entity and state governments	Number	HUB, FED/RS	Activities done 3 Reforms done 0 Activities done: Activities 1, 2 and 3 completed Reforms done: None	Activities Targeted 7 Reforms Targeted 0 Targeted Activities: 1) Associations to draft and propose number of amendments to the draft Law on Cadastre that has entered parliamentary procedure in February 2008; 2) Associations to draft and propose the Law on Status of Employees in Local Self-Government Units and the Law on changes of the Law on Governance Organization; 3) RS municipal association proposed changes and amendments to the RS Law on Local Self-government and forwarded it to the RS Ministry for LSG and RS government; 4) Definition of an initial list of policy priorities; 5) Draft policy agenda developed with GAP assistance; 6) Advocacy strategy for policy goals developed with GAP assistance; 7) Draft of the Code on Intergovernmental Cooperation with GAP assistance. No reforms envisaged by WP in CY 2008	TBD	TBD	TBD	TBD

GAP comp	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
2.2	2.2-1 Legislative activities/ reforms enacted that allow for electronic document processing	Number	Type, FED/RS	Activities done 0 Reforms done 0	Activities Targeted 2 Reforms Targeted 0 Activities Targeted: 1) Analysis of the issues concerning electronic documents processing produced 2) Produce a draft legislative proposals to the municipal associations related to the electronic documents processing No reforms envisaged by WP in CY 2008	TBD	TBD	TBD	TBD
2.2	2.2-2 Legislative activities/ reforms enacted that allow for transfer of vital records between municipalities	Number	Type, FED/RS	Activities done 0 Reforms done 0	Activities Targeted 2 Reforms Targeted 0 Activities Targeted: 1) Analysis of legislative barriers related to the transfer of vital records between municipalities produced 2) Draft technical and legal solutions for vital records transfer between municipalities No reforms envisaged by WP in CY 2008	TBD	TBD	TBD	TBD

GAP comp	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
2.2	2.2-3 Number of partner municipalities processing documents electronically	Number	HUB, FED/RS	GAP Municipalities RS: 17 FED: 26 GAP 43 BIH Municipalities RS: 39 out of 62 FBiH: 50 out of 80 BIH 89 out of 142	43	50	58	62	All partner munis
2.2	2.2-4 Number of partner municipalities transferring vital records to other municipalities	Number	HUB, FED/RS	0	0	0	TBD Based on the adoption of legal and technical solutions TBD	TBD	TBD

GAP comp	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
2.3	2.3-1 Number of activities/reforms proposed in process to increase local autonomy	Number	Type, FED/RS	<p>Activities done 1 Reforms done 0</p> <p>Activities done:</p> <p>1) Initial list of policy priorities established on meeting with Mayors (Feb,22, 2008)</p> <p>(Note: P-BMP includes activities done or reforms achieved in GAP2 only)</p>	<p>Activities Targeted 7 Reforms Targeted 1</p> <p>Activities Targeted:</p> <p>1) Establishment of list of policy priorities 2) Action Plan for the implementation of the Law on LSG in FBiH developed 3) A draft report on Municipal Property issues produced 4) Expenditure Reporting Format produced 5) Training in costing of functions provided to Ministries of Finance 6) Draft the Law on Status of Employees in Local Self-Government Units and the Law on changes of the Law on Governance Organization; 7) Draft of the Code on Intergovernmental Cooperation with GAP assistance.</p> <p>Reforms targeted:</p> <p>1) Law on Real Rights in RS adopted</p>	TBD based on the Association Policy agenda which will be produced in September 2008	TBD	TBD	TBD
2.3	2.3-2 Percentage of total public sector revenue accruing to the municipal sector	Percentage		14% in 2006	The data for the total public sector revenue accruing to municipal sector for year 2007 will be made available probably in June 2008.	TBD	TBD	TBD	16%

GAP comp.	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
3.1	3.1-1 Number and amount of loans secured by partner municipalities to finance capital improvement projects	Number Amount	HUB, FED/RS	86,123,383.09 KM	<p>Process:</p> <ul style="list-style-type: none"> • Assist FBiH MoF in presenting the bylaws to local governments and cantons. • Work with municipalities on issues relating to municipal borrowing, reporting and creditworthiness as part of CIP training for non-CIP legacy municipalities and ongoing monitoring for CIP legacy municipalities • Results of the credit market research available to municipalities • Training and information on municipal borrowing provided legacy CIP municipalities • Training and information on municipal borrowing provided legacy non-CIP municipalities • CIPs adopted in all selected legacy municipalities • Sub-regulations for the RS Debt Law in place 	+ 5%	TBD	TBD	+ \$ 23 mil
3.2	3.2-1 Number of GAP partner municipalities engaging STTA	Number	HUB, FED/RS, Type	7	<p>Process:</p> <ul style="list-style-type: none"> • Conduct a needs assessment with municipal associations • Compile data on consultants and experience • Develop structure and specification of the database 	10	TBD	TBD	TBD

GAP comp.	Performance Indicator	Unit of Measure	Disaggregate by	Baseline Value Q2/2008	Target CY 2008	Target CY 2009	Target CY 2010	Target CY 2011	Target CY 2012
3.2	3.2-2 Number of GAP partner municipalities actively mentoring new or non-GAP municipalities	Number	HUB, FED/RS	11	11	The first mentoring event will take place in the second quarter of year 2; a more detailed schedule of activities will be provided in the year 2 work plan.	TBD	TBD	TBD
3.3	3.3-1 Number of GAP municipalities (municipal councils, women's NGOs, committees etc.) that received training in gender budgeting and capital improvements and report the value of received trainings	Number	HUB, FED/RS	0	Trainings will be incorporated within trainings for budget and assistance for new and legacy municipalities, as well as CIP training and follow CIP/grant	10	TBD	TBD	TBD

Performance Indicator Reference Sheets

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Clients
Name of Component: Local Interventions
Key Results Area: 1.1 - Improving service delivery in legacy and new municipalities
Name of Indicator 1.1-1: Number of Citizens Service Centers (CSCs) established and/or improved to serve local citizens
Report Frequency: Quarterly ___ Semi-Annual <u>X</u> Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition: Establishment of a CSC will provide a focal point for government and citizen interaction
Unit of Measure: Number
Disaggregated by: HUBs, FED/RS
Justification & Management Utility: CSCs are critical tests of whether municipalities are motivated to support true transparency for municipal actions vis à vis its citizens.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Interview with MCs, Citizens Service Specialist and CSC Managers
Data Source: MCs, Citizens Service Specialist and CSC Managers
Method of data acquisition by GAP: Reports
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2008
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None anticipated
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Simple geographic distribution and summary of efforts to establish CSCs
Presentation of Data: Narrative report
Review of Data: End of the project year
Reporting of Data: Contractor quarterly reports
OTHER NOTES
Notes on Baselines/Targets: P-BMP Table, Page 19
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
Key Results Area: 1.1 - Improving service delivery in legacy and new municipalities
Name of Indicator 1.1-2: Number of complaints made by citizens regarding municipality issues
Report Frequency: Quarterly <u> X </u> Semi-Annual <u> </u> Annually <u> </u> , for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition: Number of written complaints filed with the CSC that can be tracked in terms of final disposition of the complaint
Unit of Measure: Number of complaints
Disaggregated by: Type of complaint, source of complaint within municipality, gender, HUBs, FED/RS
Justification/Management Utility: This indicator will document the number and type of complaints made at the CSC.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Use of standardized forms to continuously audit Citizens' Service Centers performance
Data Source: CSC records and logs
Method of data acquisition by GAP: Compilation of CSC records and logs
Frequency and timing of data acquisition by GAP: Quarterly
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): Will depend on the quality control exercised by the CSC manager and ongoing follow-up by the GAP M&E Specialist.
Actions Taken or Planned to Address Data Limitations: Periodic audits of CSC records by M&E Specialist
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be broken-out by source of complaints, complaint types, and gender source.
Presentation of Data: Data will be presented in graphic formats and narrative reports
Review of Data: Local Interventions and M&E Specialist will review data on an annual basis
Reporting of Data: Contractor quarterly reports
OTHER NOTES
Note on Baselines/Targets: P-BMP Table, Page 19
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
Key Results Area: 1.1 - Improving service delivery in legacy and new municipalities
Name of Indicator 1.1-3: Proportion of complaints resolved
Report Frequency: Quarterly <u> X </u> Semi-Annual <u> </u> Annually <u> </u> , for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Focus is on how complaints are processed and subsequently resolved by municipality
Unit of Measure: Percentage
Disaggregated by: Type, gender, source, and resolution categories, FED/RS/HUBs
Justification & Management Utility: This indicator will capture information on the number and types of complaints being made by citizens intended for municipal officials.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Use of standardized forms to continuously audit Citizens' Service Centers performance
Data Source: CSC's records and logs
Method of data acquisition by GAP: Quarterly audits of Compilation of CSC records and logs
Frequency and timing of data acquisition by GAP: Quarterly
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): Assumes that complaints are tracked are through their resolution stage
Actions Taken or Planned to Address Data Limitations: Periodic audits of CSC records by M&E Specialist
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be broken-out by source of complaints, complaint types, and gender source.
Presentation of Data: Data will be presented in table and graphic formats and narrative reports
Review of Data: Local Interventions and M&E Specialist will review data on an annual basis
Reporting of Data: Contractor quarterly reports
OTHER NOTES
Notes on Baselines/Targets: P-BMP Table, Page 19
Location of Data Storage: GAP M&E Office
Other Notes; Once complaints are forthcoming, attention will be given to devising more rigorous categories of how complaints are resolved or disposed of by the municipality
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
Key Results Area: 1.1 - Improving service delivery in legacy and new municipalities
Name of Indicator 1.1-4: Municipality is more responsive to delivering services to the public
Report Frequency: Quarterly <u>X</u> Semi-Annual ___ Annually ___, for Reporting Year(s) 2008-20012
DESCRIPTION
Precise Definition(s): This indicator seeks to directly measure responsiveness to applications for municipal services posed by citizens to their municipal officials.
Unit of Measure: Time (i.e., average time to respond to citizens applications) and Number (of services provided)
Disaggregated by: By type, HUBs, FED/RS and gender
Justification & Management Utility: There is latent assumption that with the establishment of CSCs municipalities will be more responsive to citizen applications—of course, in some municipalities, officials may even be indifferent to addressing or responding to citizen applications. Assuming municipalities want to be responsive, the time to respond to citizens should decrease as municipalities and citizens increase their interaction through established CSCs
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of standardized application forms services for municipal by Citizens' Service Centers—from initial application to resolution.
Data Source: CSC's records and logs
Method of data acquisition by GAP: Audits of CSC's records and logs
Frequency and timing of data acquisition by GAP: Quarterly
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): Contingent on accurate record keeping by CSC manager
Actions Taken or Planned to Address Data Limitations: Training with CSC managers and ongoing data quality at CSCs
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be broken-out by source of application types, and gender source, and average time required from filing a application to resolving same.
Presentation of Data: Data will be presented in table and graphical formats and narrative reports
Review of Data: Local Interventions and M&E Specialist will review data on an annual basis
Reporting of Data: Contractor quarterly reports
OTHER NOTES
Notes on Baselines/Targets: P-BMP Table, Page 19
Location of Data Storage: GAP M&E Office
Other Notes: None
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
Key Results Area: 1.1 - Improving service delivery in legacy and new municipalities
Name of Indicator 1.1-5 Percentage of citizens satisfied with municipal service delivery
Report Frequency: Quarterly ___ Semi-Annually ___ Annually <u>X</u> _, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): This indicator tracks citizens satisfaction with delivery of municipal services
Unit of Measure: Percentage
Disaggregated by: Gender, HUBs, FED/RS
Justification & Management Utility: This indicator (actually findings from a citizen survey) will gauge and track the views expressed by citizens on their level of satisfaction with municipal governance.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Stratified attitudinal survey of citizens (direct users of municipal services more than twice a year)
Data Source: Citizens satisfaction survey
Method of data acquisition by GAP: Survey conducted by GAP
Frequency and timing of data acquisition by GAP: Initial baseline survey and then annually
Estimated Cost of Data Acquisition: Moderate to high depending on sample size; cost will increase over the life of the project as more municipalities are added to the survey.
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): Possible sampling error and unwillingness of citizens to provide honest answers to questions—also possible lack of understanding regarding basic issues and goals of GAP.
Actions Taken or Planned to Address Data Limitations: It is critical that proper sampling be done for conducting any survey including care given to questionnaire design and subsequent data analysis.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be analyzed by survey demographic categories and cross-tabulated by municipality and region.
Presentation of Data: Data will be presented in table formats, figures as appropriate and narrative reports
Review of Data: Local Interventions and M&E Specialist will review survey findings annually
Reporting of Data: Annual reports to CTO
OTHER NOTES
Notes on Baselines/Targets: TBD
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
Key Results Area: 1.1 - Improving service delivery in legacy and new municipalities
Name of Indicator 1.1-6 Percentage of citizens satisfied with service outcomes in individual municipalities
Report Frequency: Quarterly ___ Semi-Annually ___ Annually <u>X</u> , for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): This indicator tracks citizens satisfaction with specific outcomes in individual municipalities that will be defined in Municipal Action Plans
Unit of Measure: Percentage, Number
Disaggregated by: Gender, HUBs, FED/RS
Justification & Management Utility: This indicator (surveyed by different methods) will gauge and track the views expressed by citizens on their level of satisfaction with municipal governance and individual municipal outcomes.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Combination of methods
Data Source: Combination of sources
Method of data acquisition by GAP: Analyses of MAP monitoring reports
Frequency and timing of data acquisition by GAP: Initial baseline survey and then annually
Estimated Cost of Data Acquisition: Moderate to high
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): Possible weak municipal resources in techniques of monitoring and objectivity of monitoring results
Actions Taken or Planned to Address Data Limitations: Training of municipalities and their officials in monitoring techniques and follow up
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be analyzed by outcomes and categories
Presentation of Data: Data will be presented in table formats, figures as appropriate and narrative reports
Review of Data: Local Interventions and M&E Specialist will review survey findings annually
Reporting of Data: Annual reports to CTO
OTHER NOTES
Notes on Baselines/Targets: TBD
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
KRA 1.2: Improving administration, budgeting and financial management in legacy and new municipalities
Name of Indicator: 1.2-1 Number of municipalities that have modern, formalized and integrated budget and finance systems in place and efficiently used
Report Frequency: Quarterly ___ Semi-Annual <u>X</u> Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Number of municipalities that have modern, formalized and uniform budget and finance systems that will enable double entry accounting and enable realistic revenue based budgeting with improved and transparent financial reporting
Unit of Measure: Number
Disaggregated by: Municipality, FED/RS, HUBs
Justification and Management Utility: The introduction of an up-to-date MIS into a municipality will demonstrate increased levels of productivity, accountability, and overall efficiency in local governance.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Review of IT Specialist reports
Data Source: IT Specialist reports
Method of data acquisition by GAP: Reports collected for individual municipalities
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Annual review of data against established milestones
Presentation of Data: Narrative research report
Review of Data: Local Interventions and M&E Specialist will review survey findings annually
Reporting of Data: Semi-annual reports
OTHER NOTES
Notes on Baselines/Targets: P-BMP Table, Page 20
Location of Data Storage: GAP M&E Office
Other Notes: None
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
KRA 1.2: Improving administration, budgeting and financial management in legacy and new municipalities
Name of Indicator: 1.2-2 Percentage change in municipal own-revenue (non-fiscal revenues) generation adjusted for inflation
Report Frequency: Quarterly ___ Semi-Annual ___ Annually <u>X</u> , for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Increase in municipal own-revenue generation reveals degree of independence from central government or canton authority
Unit of Measure: Percentage
Disaggregated by: Municipality, FED/RS, HUBs
Justification and Management Utility: Identification of all municipal revenue sources and ensuring that all revenues are responsibly collected, monitored and structurally spent with its purposes will provide more municipal capabilities and independence in creating better quality of life and environment for their citizens, economy etc.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Review of Municipal Budget Execution Reports
Data Source: Municipal Budget Execution Reports
Method of data acquisition by GAP: Reports collected for individual municipalities
Frequency and timing of data acquisition by GAP: Annually
Estimated Cost of Data Acquisition: Low to Moderate
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): Timely adoption of municipal budget report by Municipal Councils or Assemblies
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Annual review of data against established milestones
Presentation of Data: Narrative and graphical research report
Review of Data: Local Interventions and M&E Specialist will review survey findings annually
Reporting of Data: Annual reports
OTHER NOTES
Notes on Baselines/Targets: P-BMP Table, Page 20
Location of Data Storage: GAP M&E Office
Other Notes: None
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
KRA 1.2: Improving administration, budgeting and financial management in legacy and new municipalities
Name of Indicator: 1.2-3 Rate of collection for each major revenue source
Report Frequency: Quarterly ___ Semi-Annual ___ Annually <u>X</u> , for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Percent of taxes and fees collected of the estimated total potential amount
Unit of Measure: Percentage
Disaggregated by: Municipality, FED/RS, HUBs
Justification and Management Utility: Budget Plans need to be based on realistic revenue collections and hence more stable. Increased efficiency of work in finance departments will ensure appropriate decision making based on realistic financial data.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Review of Municipal Budget Execution Reports
Data Source: Municipal Budget Execution Reports
Method of data acquisition by GAP: Reports collected for individual municipalities
Frequency and timing of data acquisition by GAP: Annually
Estimated Cost of Data Acquisition: Low to Moderate
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): Timely adoption of municipal budget report by Municipal Councils or Assemblies
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Annual review of data against established milestones
Presentation of Data: Narrative and graphical research report
Review of Data: Local Interventions and M&E Specialist will review survey findings annually
Reporting of Data: Annual reports
OTHER NOTES
Notes on Baselines/Targets: P-BMP Table, Page 20
Location of Data Storage: GAP M&E Office
Other Notes: None
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
KRA 1.2: Improving administration, budgeting and financial management in legacy and new municipalities
Name of Indicator: 1.2-4 Ratio of capital outlays to operating expenditures
Report Frequency: Quarterly ___ Semi-Annual ___ Annually <u>X</u> , for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Total capital outlays as a percentage of total municipal expenditures
Unit of Measure: Percentage
Disaggregated by: Municipality, FED/RS, HUBs
Justification and Management Utility: For communities to budget sustainably and adequately plan for future needs, it is essential that they take into account necessary capital costs through a capital improvement plan. Such plans allow for coordination between the annual budget and capital budgets, allow capital projects to be evaluated and prioritized, and can provide an opportunity for public input into public investments.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Review of Municipal Budget Execution Reports
Data Source: Municipal Budget Execution Reports
Method of data acquisition by GAP: Reports collected for individual municipalities
Frequency and timing of data acquisition by GAP: Annually
Estimated Cost of Data Acquisition: Low to Moderate
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): Timely adoption of municipal budget report by Municipal Councils or Assemblies
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Annual review of data against established milestones
Presentation of Data: Narrative and graphical research report
Review of Data: Local Interventions and M&E Specialist will review survey findings annually
Reporting of Data: Annual reports
OTHER NOTES
Notes on Baselines/Targets: P-BMP Table, Page 20
Location of Data Storage: GAP M&E Office
Other Notes: None
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
KRA 1.3 - Increasing capacity of municipalities to administer capital improvement projects
Name of Indicator 1C-5: Number of municipalities that introduced Capital Improvement Plan Cycle
Report Frequency: Quarterly ___ Semi-Annual __X__ Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Demonstrates degree of skills in project identification, selecting and ranking, timing and allocation of resources for improvement of physical infrastructure
Unit of Measure: Number
Disaggregated: HUBs, FED/RS
Justification & Management Utility: Introducing of Capital improvement Plan Cycle will improve capital improvement of planning, from the prioritization of the municipal investment project to the procurement, monitoring and execution of contracts
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Review of municipal records and interviews with municipal officials
Data Source: Municipal Records, Municipal Officials, GAP Records
Method of data acquisition by GAP: Analyses of Reports
Frequency and timing of data acquisition by GAP: Semi-Annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Semi-annually
Presentation of Data: Narrative report
Review of Data: CP Team and M&E Specialist will review survey findings semi-annually
Reporting of Data: Semi-annual reports to CTO
OTHER NOTES
Notes on Baselines/Targets: P-BMP Table, Page 20
Location of Data Storage: GAP M&E Office
Other Notes: None
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
KRA 1.3 - Increasing capacity of municipalities to administer capital improvement projects
Name of Indicator: 1.3-2 Number and amount of grants (i.e. "co-financing") awarded to municipalities through CIP or similar existing bodies
Report Frequency: Quarterly ___ Semi-Annual __X_ Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): GAP Capital Projects financing program is important tool supporting all GAP activities, related to improvement of municipal services, transparency, physical infrastructure and general community development
Unit of Measure: Number and amount
Disaggregated by: HUBs, FED/RS, Type
Justification & Management Utility: All municipalities that applies CIP have significantly increased their capacities in project/grant proposal writing, environmental issues, and have better understanding of conditions and criterion of EU pre-accession funds. These municipalities are successfully identifying, prioritizing, and planning strategically for capital investments.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: CP Team Records Analysis
Data Source: CP Team
Method of data acquisition by GAP: CP Team Records Analysis
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None planned
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Per type and amount of grants
Presentation of Data: Data will be presented in table formats or graphs and narrative reports
Review of Data: CP Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 20
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Serve Their Citizens
Name of Component: Local Interventions
KRA 1.3 - Increasing capacity of municipalities to administer capital improvement projects
Name of Indicator: 1.3-3 Number of applications submitted to CIP or similar bodies for capital improvement projects (disaggregated by categories)
Report Frequency: Quarterly ___ Semi-Annual __X_ Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Displays citizens and other groups' participation, transparency and their inclusion in decision-making process in representing common interests in municipality
Unit of Measure: Number and amount
Disaggregated by: HUBs, FED/RS, Type, underrepresented groups, NGOs
Justification & Management Utility: Most municipalities at present do not have a means of ensuring a participatory planning process and implementation of capital projects. It is therefore not surprising that citizens are often dissatisfied with the capital projects undertaken by their municipality and by the community participation during the planning and decision-making processes.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: CP Team and Municipal Records Analysis
Data Source: CP Team and Municipalities
Method of data acquisition by GAP: Review of CP Team Records Analysis
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): Updated municipal records? (potential failure in data updating)
Actions Taken or Planned to Address Data Limitations: None planned at this moment
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in table formats or graphs and narrative reports
Review of Data: CP Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 20
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
Name of Component: Policy Interventions
KRA 2.1 - Strengthening inter-governmental communication and the capacity of municipalities to collectively advocate
Name of Indicator: 2.1-1 Number of GAP partner municipalities that actively participate in advocacy process for policy reform
Report Frequency: Quarterly ___ Semi-Annual <u>X</u> Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Municipalities that are able to effectively advocate collectively for necessary legislative, administrative, and policy changes
Unit of Measure: Number
Disaggregated by: FED/RS
Justification & Management Utility: In an environment where a number of issues which concern local governments remain unresolved, and without a clear guidance or reform agenda from the government, municipalities have not been able to place themselves at the core of the process of defining policy priorities. Associations, mayors and GAP will position themselves as equal partners, which will enhance joint efforts to take a lead in setting up the reform agenda. Mayors will have genuine ownership of the GAP policy agenda.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of Policy Team Reports
Data Source: GAP Policy Team and Associations of cities and municipalities
Method of data acquisition by GAP: Review of Analysis of Policy Team Reports
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: Policy Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 21
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
Name of Component: Policy Interventions
KRA 2.1 - Strengthening inter-governmental communication and the capacity of municipalities to collectively advocate
Name of Indicator: 2.1-2 Number of GAP partner municipalities that are actively involved in the work of municipal associations
Report Frequency: Quarterly ___ Semi-Annual __X_ Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Positioning of associations, municipalities and mayors as equal partners enhances joint efforts to take a lead in setting up the reform agenda.
Unit of Measure: Number
Disaggregated by: FED/RS
Justification & Management Utility: Representation of collective interest of local governments remains to be lacking, in spite of significant changes in the operation of both municipal associations. This is partly due to the lack of technical capacity and mechanisms to define policy priorities, but also due to a lack of ownership of policy agenda, which is still mainly driven by international representatives. Mayors needs to become an important part of the policy making process and develop a sense of ownership of policy agenda.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of Policy Team Reports
Data Source: GAP Policy Team and Associations of cities and municipalities
Method of data acquisition by GAP: Review of Analysis of Policy Team Reports
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: Policy Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 21
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
Name of Component: Policy Interventions
KRA 2.1 - Strengthening inter-governmental communication and the capacity of municipalities to collectively advocate
Name of Indicator: 2.1-3 Number of reforms independently drafted and proposed by associations to cantonal, entity and state governments
Report Frequency: Quarterly ___ Semi-Annual <u>X</u> Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Reforms that are drafted and proposed by the associations of cities and municipalities with or without GAP support
Unit of Measure: Number
Disaggregated by: FED/RS, Type
Justification & Management Utility: In an environment where a number of issues which concern local governments remain unresolved, and without a clear guidance or reform agenda from the government, municipalities have not been able to place themselves at the core of the process of defining policy priorities. Associations, mayors and GAP will position themselves as equal partners, which will enhance joint efforts to take a lead in setting up the reform agenda. Mayors will have genuine ownership of the GAP policy agenda.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of Policy Team Reports
Data Source: GAP Policy Team and Associations of cities and municipalities
Method of data acquisition by GAP: Review of Analysis of Policy Team Reports
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: Policy Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 21
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
Name of Component: Policy Interventions
KRA 2.2 - Improving inter-municipal communications
Name of Indicator: 2.2-1 Legislative reforms enacted that allow for electronic document processing
Report Frequency: Quarterly ___ Semi-Annual <u>X</u> Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Milestone that legislative framework is in place in both entities to allow for e-document processing
Unit of Measure: Number, Type
Disaggregated by: FED/RS, Type
Justification & Management Utility: Without an improved legislative framework for e-document processing, municipalities will continue to operate in a legal vacuum.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of Policy Team Reports
Data Source: GAP Policy Team and Associations of cities and municipalities
Method of data acquisition by GAP: Review of Analysis of Policy Team Reports
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: Policy Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 21
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
Name of Component: Policy Interventions
KRA 2.2 - Improving inter-municipal communications
Name of Indicator: 2.2-2 Legislative reforms enacted that allow for transfer of vital records between municipalities
Report Frequency: Quarterly ___ Semi-Annual <u>X</u> Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Milestone that legislative framework is in place in both entities to allow for e-document processing
Unit of Measure: Number , Type
Disaggregated by: FED/RS, Type
Justification & Management Utility: Local governments have the closest communication with citizens and serve as the repository for many vital records and important documents. Considering that the storage of vital records is a new phenomenon, the existing legislation which dates before the war does not account for any aspect of electronic data processing.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of Policy Team Reports
Data Source: GAP Policy Team and Associations of cities and municipalities
Method of data acquisition by GAP: Review of Analysis of Policy Team Reports
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: Policy Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 21
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
Name of Component: Policy Interventions
KRA 2.2 - Improving inter-municipal communications
Name of Indicator: 2.2-3 Number of partner municipalities processing documents electronically
Report Frequency: Quarterly ___ Semi-Annual <u>X</u> Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Municipalities entering and storing vital records electronically
Unit of Measure: Number
Disaggregated by: FED/RS
Justification & Management Utility: The municipal communication with citizens and businesses is significantly improved if e-document processing is enabled in order to lessen administrative burdens
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of Policy Team Reports
Data Source: GAP Policy Team and Associations of cities and municipalities
Method of data acquisition by GAP: Review of Analysis of Policy Team Reports
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: Policy Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 21
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
Name of Component: Policy Interventions
KRA 2.2 - Improving inter-municipal communications
Name of Indicator: 2.2-4 Number of partner municipalities transferring vital records to other municipalities
Report Frequency: Quarterly ___ Semi-Annual <u>X</u> Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Municipalities exchange vital records (birth and death records, marriage licenses, etc.) with other municipalities
Unit of Measure: Number
Disaggregated by: FED/RS
Justification & Management Utility: The inter-municipal communication will be improved enabling vital records sharing in order to lessen administrative burdens on citizens and businesses.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of Policy Team Reports
Data Source: GAP Policy Team and Associations of cities and municipalities
Method of data acquisition by GAP: Review of Analysis of Policy Team Reports
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: Policy Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 21
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
Name of Component: Policy Interventions
KRA 2.3 - Operationalizing the Local Self-Governance Development Strategy
Name of Indicator: 2.3-1 Number of activities/reforms proposed in process to increase local autonomy
Report Frequency: Quarterly ___ Semi-Annual <u>X</u> Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Activities, laws and amendments prepared or GAP supported that reassign functions and finances to increase local autonomy
Unit of Measure: Number, Type
Disaggregated by: FED/RS
Justification & Management Utility: Due to the fractured governance structure in FBiH, implementation of the Law on Principles of Local Self-Governance in FBiH has proven to be intricate and has brought to the surface numerous deficiencies of the system. As such, it has not resulted in achieving functional decentralization with clear definitions of responsibilities and functions. The policy framework needs to be improved and implemented to allow for increased local autonomy in decision making and clearer distinction of responsibilities and functions.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of Policy Team Reports
Data Source: GAP Policy Team and Associations of cities and municipalities
Method of data acquisition by GAP: Review of Analysis of Policy Team Reports
Frequency and timing of data acquisition by GAP: Semi-annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: Policy Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 21
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
Name of Component: Policy Interventions
KRA 2.3 - Operationalizing the Local Self-Governance Development Strategy
Name of Indicator: 2.3-2 Percentage of total public sector revenue accruing to the municipal sector
Report Frequency: Quarterly ___ Semi-Annual ___ Annually <u>X</u> , for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Total revenues excluding health and pension funds directed to municipal budgets via revenue allocation models
Unit of Measure: Percentage
Disaggregated by: None
Justification & Management Utility: The share of total public sector revenue accruing to municipalities has already seen an increase from approximately 8 to 14 percent in the past year. As a result of GAP support to reallocate functional responsibilities to the local level, it is anticipated this percentage will continue to rise. It is critical that additional transfers of functions and finance include a certain level of discretion for local governments in allocation of these funds to ensure optimal use of resources in accordance with the specific needs of each municipality.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of Policy Team Reports
Data Source: GAP Policy Team and Government records
Method of data acquisition by GAP: Review of Analysis of Policy Team Reports and Government records
Frequency and timing of data acquisition by GAP: Annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: Policy Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 21
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Better Serve Their Clients and
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
3. Cross Cutting Initiatives
KRA 3.1 Improving the environment and capacity for municipal borrowing
Name of Indicator: 3.1-1 Number and amount of loans secured by municipalities to finance capital improvement projects
Report Frequency: Quarterly ___ Semi-Annual __X_ Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Loans from commercial and development banks and/or investors provided to municipalities
Unit of Measure: Number and Amount
Disaggregated by: Purpose, Banks
Justification & Management Utility: The responsible management of debt to finance capital investments is an essential feature of a well-functioning local government. A number of municipalities have institutionalized CIP process, however, the availability of external financing for improvements is still quite limited due to legal and administrative limitations, the absence of adequate and clearly titled collateral, and, at the municipal level, the absence of requisite skills in debt management and understanding of the concepts and rationale for debt management.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of GAP Records and Municipal Records
Data Source: GAP and Municipal Records
Method of data acquisition by GAP: Review and Analysis
Frequency and timing of data acquisition by GAP: Semi-Annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports
Review of Data: CP Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 22
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Better Serve Their Clients and
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
3. Cross Cutting Initiatives
KRA 3.2 Developing a market for local government consulting services
Name of Indicator: 3.2-1 Number of GAP partner municipalities engaging STTA
Report Frequency: Quarterly ___ Semi-Annual __X_ Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Measures those municipalities that either independently or through co-financing hire consultants or firms to provide technical assistance
Unit of Measure: Number, Type
Disaggregated by: Type, FED BiH/RS, HUBs
Justification & Management Utility: Advanced local governments often find it necessary or preferable to call on outside experts to help them address specific issues and problems. These consultants can provide specialized expertise in areas such as debt management, finance, construction and engineering, program evaluation and similar subjects, expertise not available internally. Through access to information about consultants' availability, skills and qualifications, municipalities will be better able to utilize consulting services. Consultants will have a means of marketing their skills, indirectly assisting the growth of this industry. Further, by providing a means of checking references through a work history, consultants will also be held more accountable for past performance.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of GAP Records and Municipal Records
Data Source: GAP and Municipal Records
Method of data acquisition by GAP: Review and Analysis
Frequency and timing of data acquisition by GAP: Semi-Annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports and tables
Review of Data: CP Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 22
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Better Serve Their Clients and
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
3. Cross Cutting Initiatives
KRA 3.2 Developing a market for local government consulting services
Name of Indicator: 3.2-2 Number of GAP partner municipalities actively mentoring new or non-GAP municipalities
Report Frequency: Quarterly ___ Semi-Annual __X_ Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Mentoring municipalities serve as an active resource to their peers, voluntarily providing targeted technical assistance
Unit of Measure: Number,
Disaggregated by: FED BiH/RS, HUBs
Justification & Management Utility: Although GAP has significantly improved the profiles of its legacy municipalities, skills and capacities developed in various sectors in those municipalities have not always been effectively disseminated among them nor diffused to non-GAP municipalities. Creation of better sense of community, collegiality and cooperation among the GAP municipalities, while knowledge and skills are transferred from more advanced municipalities to the less developed ones will provide significant spill-over affect among municipalities instituted.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of GAP Records and Municipal Records
Data Source: GAP and Municipal Records
Method of data acquisition by GAP: Review and Analysis
Frequency and timing of data acquisition by GAP: Semi-Annually
Estimated Cost of Data Acquisition: Low
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports and tables
Review of Data: CP Team and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 22
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

Performance Indicator Reference Sheet
GAP Program Objective 1: Improve the Ability of Municipalities to Better Serve Their Clients and
GAP Program Objective 2: Support a Policy and Fiscal Framework Conducive to Democratic Governance
3. Cross Cutting Initiatives
KRA 3.3 Promoting gender equity in municipal government
Name of Indicator: 3.3-1 Number of GAP municipalities (municipal councils, women's NGOs, committees etc.) that received training in gender budgeting and capital improvements and report the value of received trainings
Report Frequency: Quarterly ___ Semi-Annual __X_ Annually ____, for Reporting Year(s) 2008-2012
DESCRIPTION
Precise Definition(s): Gender awareness of municipal councils, gender centers and other stakeholders is a crucial pre-condition for any gender sensitive decision making process
Unit of Measure: Number,
Disaggregated by: FED BiH/RS, HUBs
Justification & Management Utility: Gender awareness of municipal councils is a crucial pre-condition for any gender sensitive decision making process, especially including the annual budget. Since the council is the one to decide on the mandate (scope of work) and the budget of the gender committees, their role cannot be fulfilled or accomplished without understanding what gender sensitive policies really mean. Also, experience has shown that women and men have different priorities and preferences in relation to municipal infrastructure capital projects (and have different access and control over the infrastructure services) based on their socially ascribed roles, responsibilities and ownership over assets and financial resources. By recognizing these differences the municipalities will be able to provide appropriate and accessible infrastructural services that meet the needs of both women and men.
PLAN FOR DATA ACQUISITION BY GAP
Data collection method: Analysis of GAP Records and Municipal Statutes
Data Source: GAP, Municipal and Gender Action Centers' Records
Method of data acquisition by GAP: Review and Analysis
Frequency and timing of data acquisition by GAP: Semi-Annually
Estimated Cost of Data Acquisition: Low to Moderate
Individual responsible at USAID: CTO
Individual responsible for providing data to USAID: GAP COP
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Ongoing
Known Data Limitations and Significance (if any): None
Actions Taken or Planned to Address Data Limitations: None
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Ongoing
Presentation of Data: Data will be presented in narrative reports and tables
Review of Data: CP Team, LI Director and M&E Specialist will review findings on an annual basis
Reporting of Data: Semi-annual reports to CTO
PERFORMANCE INDICATOR VALUES
Notes on Baselines/Targets: P-BMP Table, Page 22
Location of Data Storage: GAP M&E Office
Other Notes: None at this time
THIS SHEET LAST UPDATED ON: 05/21/2008

