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IRAQ GOVERNANCE PERFORMANCE AND ACCOUNTABILITY PROJECT (IGPA)

MONITORING AND EVALUATION PLAN

IRAQ GOVERNANCE PERFORMANCE AND ACCOUNTABILITY PROJECT (IGPA) MONITORING AND EVALUATION PLAN

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ACRONYMS

AFAD	Administrative and Financial Affairs Directorate
AMEP	Activity Monitoring, Evaluation and Learning Plan
AWP	Annual Work Plan
CLA	Collaboration, Learning and Adaptation
COP	Chief of Party
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
DFID	Department for International Development, United Kingdom Government
DID	Difference in Differences
DNH	Do No Harm
DP	Development Partners
FY	US Government Fiscal Year
GOI	Government of Iraq
GRI	Gender Resources Inc.
HIPP	High-impact Priority Project
HO	DAI Home Office
IGPA	Iraq Governance Performance and Accountability Project
IMF	International Monetary Fund
KRG	Kurdistan Regional Government
LOP	Life of Project
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
OH	Outcome Harvesting
OM	Outcome Mapping
ODK	Open Data Kit
PEA	Political Economy Analysis
PED	Performance Evaluation Department
PFM	Public Finance Management
PI	Performance Indicator
PIRS	Performance Indicator Reference Sheet
PMI	Process Monitoring of Impacts
PMP	Performance Management Plan
POS	Public Opinion Survey
PPR	Performance Plan and Report
RFP	Request for Proposals
SDGs	Sustainable Development Goals
SDIP	Service Delivery Improvement Plan
SOO	Statement of Objectives
SOP	Standard Operating Procedures
SOW	Scope of Work
TA	Technical Assistant
TAMIS	Technical and Administrative Management Information System
TPM	Third Party Monitoring
USG	United States Government

1 INTRODUCTION

Performance monitoring is critical to USAID/Iraq's ability to track progress toward the results identified in its Mission-wide Performance Management Plan (PMP) and/or Performance Plan Report (PPR). This Activity Monitoring and Evaluation Plan¹ (AMEP) presents the details of the DAI Monitoring and Evaluation (M&E) System. The Mission's PMP is currently being developed so this AMEP will not reference linkages between indicators in the AMEP and the Mission's PMP. Likewise, the Government of Iraq (GOI) is preparing new national development documents (National Development Plan and Poverty Reduction Strategy). Once these documents are released this AMEP will, as far as is possible (in terms of data suitability, availability, and quality standards), align performance indicators with relevant national and/or provincial government indicators and corresponding data collected by the GOI and/or other Development Partners (DP) active in similar support programs at National and Provincial levels.

This AMEP will serve multiple purposes, but primarily describes how USAID, the GOI, and DAI will know whether an activity is making progress toward stated results. For USAID, it ensures adequate information is available for activity management and that data collection is consistent with data and learning needs of the PMP, and the Mission's annual PPR. For the GOI and for DAI, the plan describes the process for monitoring, evaluating, and learning from implementation progress to adapt and achieve results.

Following a brief overview of the Iraq Governance Performance and Accountability Project (IGPA) the AMEP describes the overall Monitoring Plan, with proposed indicators against each of the expected results of the Activity's respective objectives. The AMEP describes the selection process used to identify indicators that focused on selection of a limited number, high-level performance indicators that fully capture the essence of each objective. While some of these performance indicators track performance at the output level, the identification and selection process was heavily biased in favor of indicators at the outcome level.

After the Monitoring Plan description, the AMEP describes arrangements for evaluation and then details in the Learning Plan the processes to ensure a continuous iterative learning process and adaptive decision-making. Finally, the AMEP describes institutional arrangements for ensuring the implementation of the AMEP.

Annexed to the AMEP, Performance Indicator Reference Sheets (PIRS) provide a comprehensive description for each indicator, expanding on the indicator overview provided in the Performance Indicator Table within the Monitoring Plan section, which includes the indicators and targets for the Activity.

The AMEP is intended to be a dynamic and flexible document that will be updated throughout the Activity's implementation, based on activity performance and results, and changes in the Mission's priorities.

Aligned with Federal Acquisition Regulation subpart 46.4, our AMEP also serves as our Quality Assurance Surveillance Plan. Quality assurance is also bolstered by additional guidance in our Field Operations Manual, Procurement Manual, and Grants Manual.

¹ The DAI contract under which IGPA is being implemented specifies under heading F.5.5 development and annual updating of an Activity Monitoring and Evaluation Plan (AMEP), in accordance with ADS 203. Following a 2016 review ADS 203 was incorporated into ADS 201 and since then ADS 203 is no longer in force. ADS 201 (ADS 201.3.4.10) uses the title 'Activity Monitoring, Evaluation and Learning Plan (Activity MEL Plan)'. To ensure consistency with the DAI contract this document will use the terminology of the contract. Notwithstanding, this AMEP was prepared in full compliance with the requirements of ADS 201 as well as following guidance provided in the November 2017 *How-to Note: Activity Monitoring, Evaluation & Learning (MEL) Plan*.

2 IGPA OVERVIEW

For Iraq, a nation developing and progressing despite successive iterations of conflict and an ongoing fiscal crisis, improved governance is seen as key to national unity, stabilization in areas liberated from Da'esh, and ultimately the transition to socio-economic recovery and sustainable growth. With poor service delivery and citizen disaffection being major issues, the challenge is to ensure that democracy delivers for ordinary people. IGPA aims to improve service delivery and public financial management, and strengthen the monitoring and oversight of both. It will also serve as the United States Government's (USG) primary project for supporting Iraq's key champions for change and reform.

2.1 IGPA Project Purpose

The main purpose of USAID/Iraq's programming is to assist the GOI at central and provincial levels to be more responsive, inclusive, equitable, and accountable in delivering public services to its people. The GOI has identified their ability to improve the delivery of public services to the citizens of Iraq as one of their greatest risks to social stability. Public discontent continues to grow over the perceived and actual lack of progress in improving service delivery.

IGPA's goal is to **Improve Government Response to Citizens' Needs** by improving service delivery functions, public financial management, and open government initiatives.

2.2 Development Hypothesis and Theory of Change

If GOI service delivery capacities are enhanced, public financial management is improved, monitoring and oversight of service delivery and public expenditures are strengthened, and key champions for change in Iraq are supported, then the GOI's response to its citizens' needs will be improved at the local and national level.

The modernization of public sector service delivery requires a strong set of public institutions with clarity of roles and responsibilities to serve the nation's people most effectively, efficiently, inclusively, transparently, and accountably. These institutions require a cadre of public servants capable of carrying out their roles and adjusting to institutional change as reforms unfold. IGPA will address capacity gaps in key central level institutions and throughout the provinces, to enhance their combined ability to perform and improve their essential functions in response to citizens' needs in the short, medium, and long term.

Efficiently generating funds from domestic tax and fee resources and allocating these to economically and socially productive investments will be critical. Domestic Resource Mobilization under IGPA will play the critical role in helping GOI to increase tax and fee collection and establish systems for transparent revenue allocation at the provincial and central levels. To support the effective mobilization of domestic resources, the IGPA Project Team will work closely with other USAID/GOI partners, including the IMF, the World Bank, and other bilateral and multilateral donors.

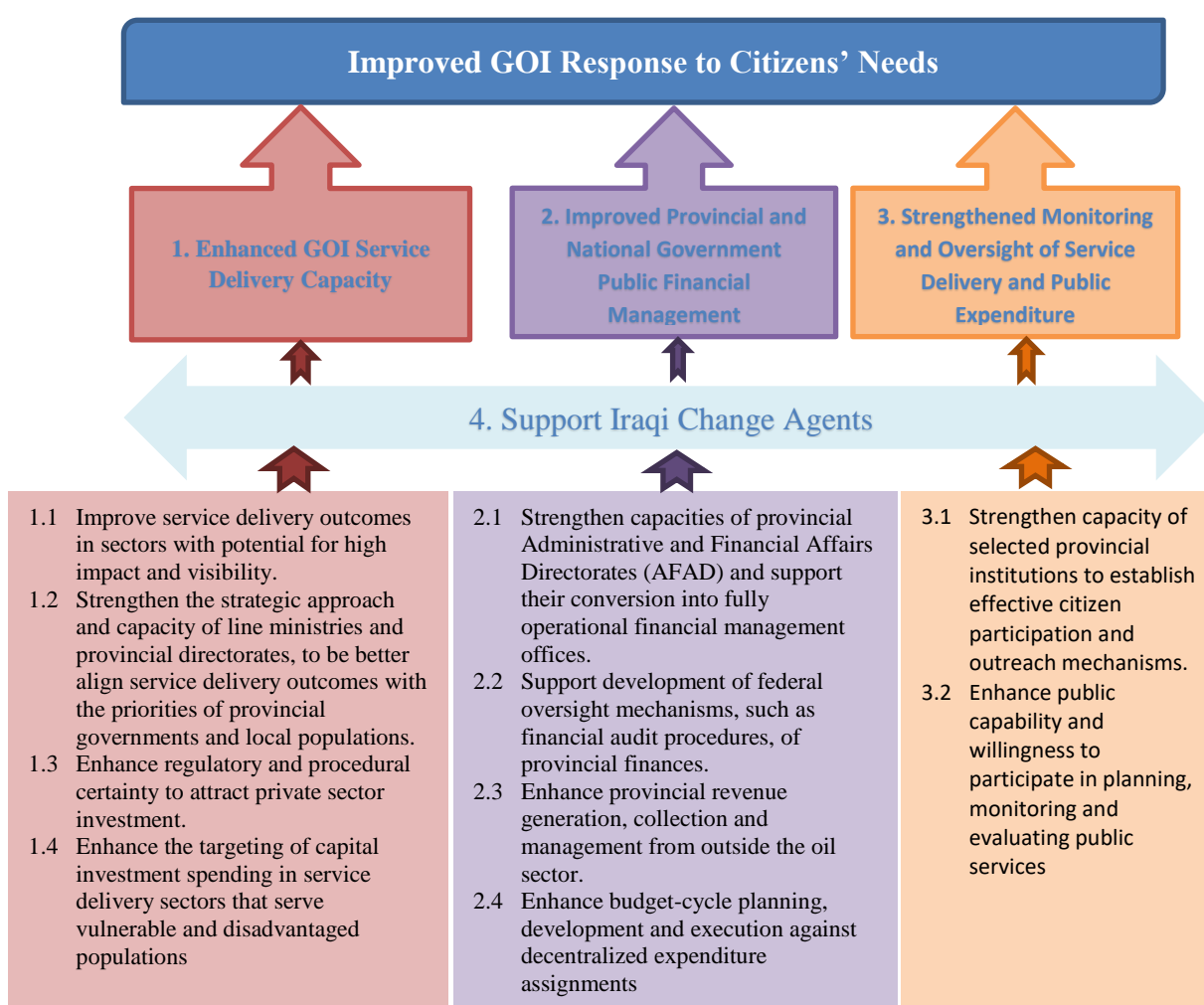
Aligned with Government of Iraq budget cycles and planning rhythms, IGPA assistance activities will target budget and development planning as well as fiscal management and internal and external controls. It will likewise address upwards and downwards accountability, particularly in light of ongoing decentralization/de-concentration reforms and implementation. Finally, this project will bolster the national reform agenda, particularly those reforms that are essential to strengthening service delivery, by supporting Iraqi public-sector change agents, where they are identified. Through this project, USAID will provide technical expertise, mentoring, and coaching to key Iraqi actors to enable them to apply

newly acquired skills, implement strategies, and facilitate behavior change (institutional and individual) that will lead to sustainable improvements in Iraq's governance and service delivery to citizens.

2.3 Results Framework

In order to achieve the Project Goal of improved responsiveness to citizens' needs, the IGPA project will aim to deliver against three objectives, each with specified results. All three objectives will incorporate support to Iraqi Change Agents to ensure sustainability of Activity results. The objectives with corresponding results are captured in the graphic presentation of the results framework below (Figure 1) and shows how activities in the Work Plan developed for each Result, with corresponding indicators, support the achievement of these objectives, and serve the project Goal in a simplistic, linear causal and logical relationships between different levels of results and their associated indicators.:

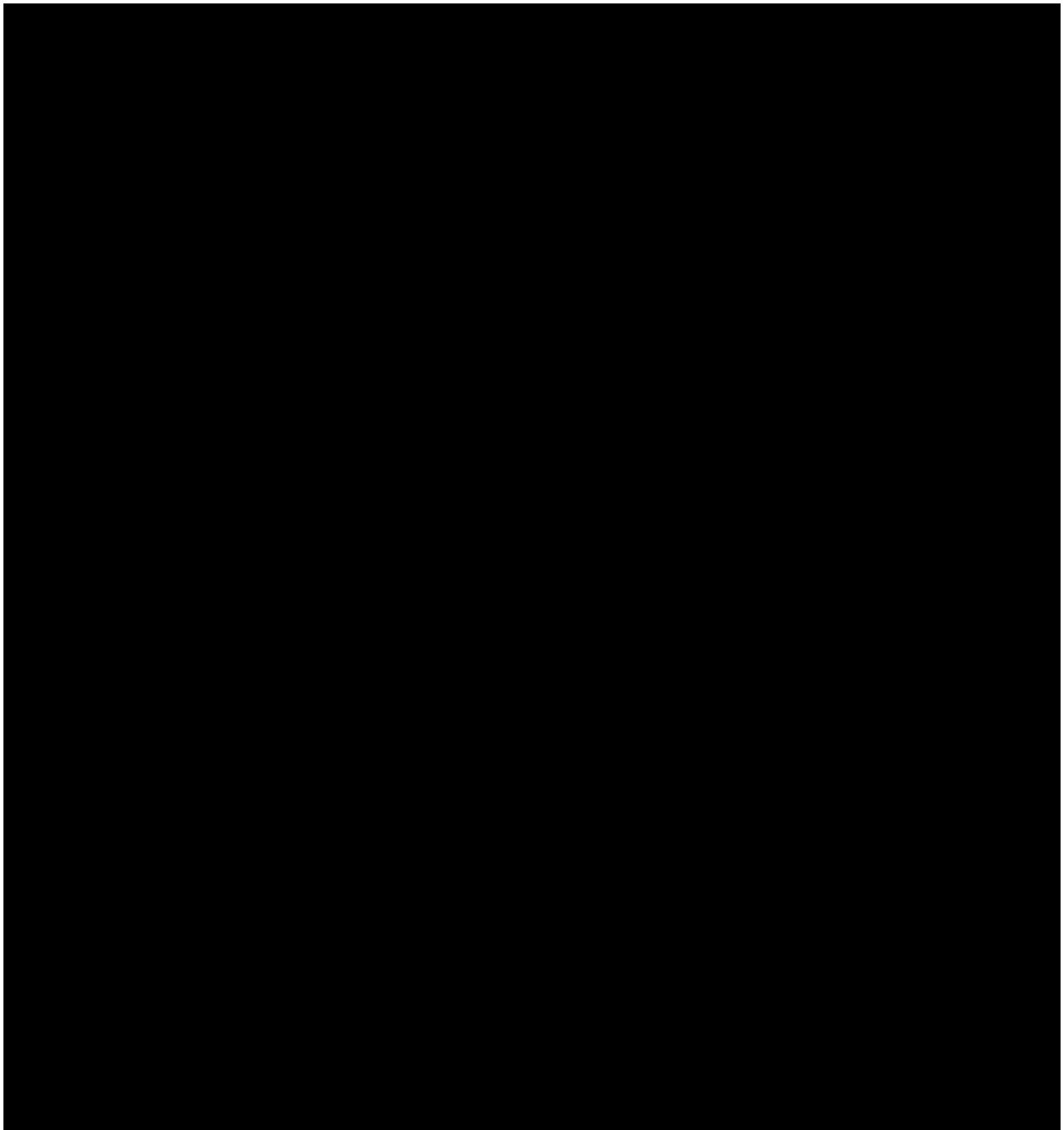
Figure 1: Activity Results Framework



2.4 Location and Institutional Context

This is the first AMEP developed for IGPA. The institutional framework is thus still forming, but for the purposes of monitoring, evaluation and learning, the anticipated structure to be established is illustrated below (Figure 2), with positions still to be filled indicated below.

The DAI main office is situated in the Babylon Hotel in Baghdad, with two regional offices (Baghdad Province and Basrah) already operational, although the MEL Specialist for the Basrah office is yet to be recruited. Another regional office is likely to be established in Erbil, once conditions allow for implementing IGPA in the areas of the Kurdistan Regional Government (KRG). In addition, and given the wide scope of IGPA and the need for complexity aware M&E, a third MEL Specialist will be added to the Team in the Babylon Hotel.



2.5 Critical Assumptions

The IGPA theory of change outlined under heading 2 above is based on the following assumptions:

- Devolution of authorities for public service delivery from central ministries to governorates will continue, notwithstanding slow implementation, and despite changes that may result from the upcoming elections;
- Manpower from deconcentrated central government ministries will transition to the Governorates, with staff compensation and employment status remaining the same in the transition from national to Governorate staff;
- Government (central and provincial levels) take active measures to reduce trust deficit between government and citizenry;
- IGPA assistance, if agreed to through collaborative stakeholder engagement, will be accepted by central line ministries;
- Economic conditions, already unfavourable, do not further decline, as this will increase the budget deficit and impact directly on government's ability to deliver services, as well as providing justification to those who oppose decentralization/de-concentration;
- Political and Administrative buy-in to public finance management (PFM) reforms, including for internal controls.

The use of sentinel indicators to track the extent to which these assumptions hold true are further elaborated under the discussion on complexity aware M&E (heading 16) below.

3 MONITORING PLAN

Deliberate, close monitoring of our project performance will allow us to test and validate our development hypothesis, identify areas where adjustments to project activities are needed to reflect new knowledge, and maximize our impact by understanding what works and why. In order to ensure comprehensive MEL, DAI will track IGPA progress at four different levels. This DAI MEL System can be conceptualized as a pyramid where each level lays the foundation for the next:

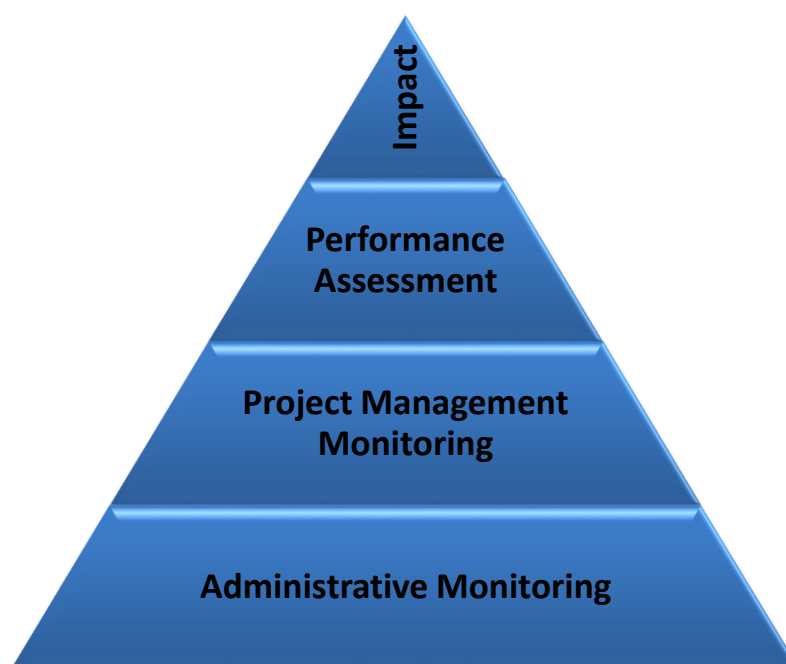


Figure 3: DAI M&E System

Level 1: Administrative Monitoring:

Monitoring at this lowest level of the pyramid will primarily focus on inputs and outputs at the activity level with activity-level indicators designed to ensure data collection directly relevant to inputs and outputs for activities contained in the Annual Work Plan. Data and analyses resulting from the tracking of these indicators will feed into DAI quarterly and annual progress reports (as well as serve as verification for these reports) and will contribute directly to the IGPA Learning Plan described under heading 5 below. These indicators will not have predetermined targets and are likely to be adapted or updated frequently, reflecting learning and adaptive management during implementation. Examples of indicators that will be tracked at this level include (non-exhaustive list):

- Number of government officials trained (disaggregated by central/provincial/KRG, department/directorate, employment scale, educational attainment, age and gender)
- Number of members of civil society organizations (CSO) trained (disaggregated by central/provincial/KRG, organization, employment sector, educational attainment, age and gender)
- Relevance of selection criteria used for identification of training participants
- Participants' ex-ante assessments of training
- Training participants' satisfaction level with training provided by IGPA
- Number of IGPA-supported high-impact priority projects (HIPP) brought to financial close
- Number of IGPA-supported initiatives to introduce innovative technology aimed to more efficiently and transparently provide public services
- Number of oversight or internal accountability mechanisms strengthened or adopted
- Number of IGPA-supported initiatives to use innovative technology to enhance citizen consultation and engagement
- Number of annual working days of embedded Technical Assistants (TA) at central and at provincial level (disaggregated by specialization area/sector)
- Submission or progress against deliverables contained in Scopes of Work (SOW) of embedded TA
- Submission or progress against deliverables of DAI partners and subcontractors
- Development of a system for data capture, analysis and public reporting on relevant changes in national decentralization laws and policies
- Research methodology of number of studies that include participatory methods
- Number of joint strategy/review meetings with other donors active in decentralization and/or support to PFM

Level 2: Project Management Monitoring:

Building upon the monitoring carried out at the Administrative level, indicators at this level will seek to (i) monitor and assess Project Management effectiveness, and (ii) monitor and investigate change processes that convert IGPA outputs to outcomes, i.e. Process Monitoring of Impact. Monitoring and assessment at this level will contribute directly to continuous learning and adaptive management. Examples of indicators that will be tracked at this level include (non-exhaustive list):

Project Management effectiveness

- Percentage deliverables produced in context of sub-contracts in accordance with contract schedule and technical requirements;
- Percentage sub-contract payments executed in accordance with contractual provisions;

- Percentage Project activities reflect appropriate measures to ensure equity (gender and vulnerable populations²)
- Percentage TA recruited and mobilized within number of days of agreed SOW
- Percentage customer satisfaction with support provided under CLIN005³ activities. This will be tracked through periodic mutual assessment tools to ensure participation of both (embedded) TA and relevant counterparts in the beneficiary organization;
- Ratio expenditure (actual & commitments): available budget per project objective and total
- Number per period internal learning events based on complexity and other reports
- Number of reports submitted to USAID on or before due date; and percentage of reports re-submitted after amendments
- Percentage of IGPA supported HIPP that address priority needs of vulnerable population compared to those not specifically aimed at equity factors; and percentage value of HIPP projects that address priority needs of vulnerable population;
- Percentage customer satisfaction with support provided under CLIN001⁴ activities (central government, provincial government, and CSO). This will be tracked through periodic mutual assessment tools to ensure participation of both (embedded) TA and relevant counterparts in the beneficiary organization;

Process Monitoring of Impact

- Participatory Impact Pathway Analysis to assess the impact of IGPA-supported training to government officials and members of CSO
- Assess the level of uptake of e.g. innovative mechanisms to improve public service effectiveness and transparency; internal and external audit recommendations submitted to Governors and Provincial Councils; awareness-raising on importance of paying for services received in IGPA-supported service delivery areas, e.g., impact on revenue generation strategies; etc.
- Examine the impact of increased CSO advocacy on the availability of planning, budgeting, procurement and expenditure information and data
- Number of recommendations provided to Iraqi reformers responsible for improvements in service delivery, public financial management, and monitoring and oversight to number of technical and policy recommendations implemented by the GOI at central and provincial levels

Indicators in blue text in the above sections (Administrative and Project Management Monitoring) are indicators that were included in the Contract's Statement of Objectives (RFP Annex X). Further detail is provided after the presentation of the AMEP Performance Indicators as well as in Annex III.

Level 3: Performance Assessment

At this level, high-level, mostly outcome-level tracking of progress towards achieving IGPA objectives and goal will be done using performance indicators contained in this AMEP. A full description of the performance indicators is provided under heading 3.1 below.

Level 4: Impact Assessment:

The AMEP contains one impact-level indicator taken from the SOO to measure progress towards Government's responsiveness to citizens' needs, i.e. percentage citizens reporting improvements to

² According to the SOO, 'vulnerable' groups may include the disabled, widows, internally placed persons, and religious and ethnic minorities. For the purposes of this AMEP, vulnerable populations will include any disadvantaged sub-segment of a given community requiring utmost or special care, specific ancillary considerations and augmented protections.

³ These are activities carried out under Objective 4, by specific Task Order

⁴ These are activities included in the IGPA Annual Work Plan

service delivery platforms for which data will be collected by means of annual surveys. While not a performance indicator in this AMEP, DAI will in addition use another survey that will measure access to service delivery purely for Learning purposes (refer heading 5.1 below). Data and analyses from these surveys will form a crucial pillar of IGPA's Learning Plan and the methodologies to be used for data collection will be further elaborated upon under heading 4 (IGPA Evaluation Plan).

3.1 Performance Indicators

Performance indicators were developed in collaboration with Objective Teams and the Regional Integration Director. In order to retain a focus on indicators tracking progress at the outcome level to ensure performance monitoring (as opposed to activity monitoring), an effort was made to limit the number of performance indicators to those indicators that will contribute directly to the respective objectives. In addition to the objective-linked indicators, one indicator was selected to track progress towards the IGPA goal.

The process to determine the most suitable indicators included standard criteria for both selection and validation of indicators as outlined below (Figure 4: Indicator Criteria):

Figure 4: Indicator Criteria

Indicator Selection Criteria	Indicator Validation Criteria
<ul style="list-style-type: none"> ✓ Data availability: How frequently available and from what source? ✓ Is data likely to be accurate/credible? ✓ Resources required to collect data (staff capacity & time, beneficiary capacity & time and money)? ✓ How often will we have to collect data? ✓ Does it require baseline information? If so, is this available? ✓ To what extent can the indicator reflect project interventions? ✓ Is the indicator likely to provide information on something not yet known? ✓ Will it support learning and adaptation? ✓ Will it support accountability in respect of project implementation and progress? 	<ul style="list-style-type: none"> ✓ The indicator describes how achievement of the result will be measured ✓ Each and every variable included in the indicator statement is measurable with reasonable cost and effort ✓ The indicator lends itself to aggregation ✓ The indicator can be disaggregated by gender, ethnicity, age and religion ✓ A baseline value can be provided for each and every variable included in the indicator statement ✓ There is a target during a specified timeframe for each and every variable included in the indicator ✓ The indicator is not repeated in any of the

Error! Reference source not found. below provides a summary of the Performance Indicators (PI) for this AMEP. A Performance Reporting Table is annexed to this AMEP (Annex IV) and Performance Indicator Reference Sheets (PIRS) are provided for each of the PI in the table below in Annex I.

Table 1: Performance Indicator Summary Table

PI No.	Performance Indicator	PI Level	Result
IGPA Goal: Improved GOI response to citizens' needs			
1	Percentage of citizens reporting improvements to service delivery platforms.	Impact	
Objective 1: Enhanced GOI service delivery capacity			
2	Number of functional Provincial Planning and Development Councils (PPDC) in IGPA-supported provinces.	Outcome	1.1 Improve service delivery outcomes in sectors with potential for high impact and visibility.
3	Score on Provincial Evaluation Departments' Index.	Outcome	1.2 Strengthen the strategic approach and capacity of line ministries and provincial directorates, to be better align service delivery outcomes with the priorities of provincial governments and local populations.
4	Percentage of participants who report improved knowledge and capacity in public procurement as a result of IGPA capacity building activities	Output	1.3 Enhance regulatory and procedural certainty to attract private sector investment.
5	Number of IGPA-supported functional Provincial Gender Departments.	Outcome	1.4 Enhance the targeting of capital investment spending in service delivery sectors that serve vulnerable and disadvantaged populations
Objective 2: Improved Provincial and National Government Public Financial Management			
6	Number of standard operating procedures (SOP) that are implemented by central, federal and provincial governments to manage PFM functions as a direct result of IGPA support.	Outcome	2.1 Strengthen capacities of provincial AFAD and support their conversion into fully operational financial management offices.
7	Number of mechanisms for external oversight of public resource use supported by USG assistance. (Standard Foreign Assistance Indicator DR.2.4-2)	Outcome	2.2 Support development of federal oversight mechanisms, such as financial audit procedures, of provincial finances.
8	Percentage increase in the rate of collection of fees imposed by Provincial Governments on services delivered in IGPA-supported service delivery platforms.	Outcome	2.3 Enhance provincial revenue generation, collection and management from outside the oil sector.
9	Number of provincial in-year budget reports published in accordance with law/best practice	Outcome	2.4 Enhance budget-cycle planning, development and execution against decentralized expenditure assignments
Objective 3: Strengthened Monitoring and Oversight of Service Delivery and Public Expenditure			
10	Number of mechanisms developed or improved, and implemented, to establish effective citizen participation, outreach and communication.	Outcome	3.1 Strengthen capacity of selected provincial institutions to establish effective citizen participation and outreach mechanisms.
11	Number of Civil Society Organizations (CSO) receiving USG assistance engaged in advocacy interventions. (Standard Foreign Assistance Indicator DR.4.2-2)	Outcome	3.2 Enhance public capability and willingness to participate in planning, monitoring and evaluating public services

Notes to the above Performance Indicators (PI):

- All indicators will be measured **specific to IGPA-supported locations/provinces and IGPA-supported public services**.
- Baseline data for the Goal-level survey will be collected during the third quarter of USG Fiscal Year 2018, and targets will be determined once baseline data are available.
- Where targets have not been indicated in the PIRS and the Performance Reporting Table, indicators will be determined as soon as relevant information is available.
- With only a few exceptions, either outcome-level concepts of indicators contained in the SOO have been incorporated in indicators proposed for the AMEP, or the indicators will be tracked at lower levels of the DAI MEL system. Annex III provides details on how SOO indicators are proposed to be represented within the MEL system.

3.2 Cross-cutting Issues

All indicators that could have gender and/or vulnerable group aspects will be disaggregated to the extent possible in data collection, analysis, and reporting. Where Performance Indicators are disaggregated by gender, specific gender targets will attempt to maintain a target reflective of the demographic within which activities are implemented for women's participation. This is, in the first instance, those indicators relating directly to persons involved in the activities as beneficiaries, trainees, heads of household, etc. But, even where activities are not obviously directed at different groups, DAI will attempt to look deeper to examine if there could be disparate effects on different genders and different societal groupings as a result.

Furthermore, our approach to the development of activities will be based on the principles that 1) a representative democracy must, by definition, be inclusive of and responsive to all citizens, and 2) a government with the capacity and willingness to be inclusive of its most vulnerable members will be more transparent, efficient, and less corrupt. IGPA believes that enhanced service delivery must mean enhanced for all citizens – men, women, and vulnerable populations, true improvement in PFM must mean improved for all citizens – men, women, and vulnerable populations, monitoring and oversight of service delivery and public expenditures can only be considered strong when all citizens – men, women, and the vulnerable – are able to monitor and oversee service delivery and public expenditure, and that support for key champions for change in Iraq must include champions that give a voice to diverse demographics of Iraqi society.

Lack of inclusion in governance has been a key driver of Iraqi citizens' disenchantment with their government. As per the SOO, IGPA will be infused with the principles of equity, representation, and participation. These principles are required to support efficient, effective, and inclusive governance aimed at improving the lives of Iraq's citizens and advancing political accommodation through the function of service delivery and the transparent, accountable stewardship of public funds.

With the support of our partner, Gender Resources Inc. (GRI), DAI will develop and regularly update Gender- and Vulnerable Populations Indexes as well as, to the extent possible, either track or incorporate into our M&E System the following indicators suggested by USAID in its Gender Empowerment Policy:

- The gap between men and women in access to targeted government services is reduced.
- Number of laws, policies, or procedures drafted, proposed, or adopted to promote gender equality at the regional, national or local level.
- Proportion of females who report increased self-efficacy at the conclusion of USG-supported training/ programming.
- Women and Vulnerable Populations have enhanced capacity to represent their own needs within government decision-making processes for service delivery

4 IGPA EVALUATION PLAN

DAI will provide all required cooperation, including unrestricted access to data collected, to the third-party monitoring firm, IBTCI and/or another third-party firm commissioned by USAID for the purposes of external evaluation of IGPA.

While DAI will not conduct internal evaluations per se, one indicator included in this AMEP will track performance at the impact level, i.e., the IGPA goal-level indicator as stipulated in the SOO will track

Government's responsiveness to citizens' needs through measuring citizens' satisfaction with service delivery in IGPA-supported service delivery platforms (Performance Indicator #1). Data collection will be done through Public Opinion Surveys (POS). Data collected for the POS will inform learning and adaptive management to ensure IGPA activities are targeted towards reducing disparity in access to services. This approach is fully aligned to the principle of 'no-one left behind' expressed in the Agenda 2030 that underlies the Sustainable Development Goals (SDGs).

Public Opinion Survey: Performance Indicator #1

The indicator associated with the IGPA goal is "Percentage citizens reporting improvements to service delivery platforms". DAI will commission a POS aimed at collecting data on the level of satisfaction of the population to the responsiveness of government to citizens' needs in respect of delivery of public services, as well as on the involvement of the population into the decision-making processes about prioritization of and resource allocation to specific public services that will form the basis for development of a baseline data base which will allow (i) analysis of citizens' opinions on service delivery and participatory decision-making at the time of the survey, and (ii) analyzing changes over time in citizens' opinions through annual surveys. This data and analysis will inform the planning of project activities, especially with regard to reaching specific target groups and targeting high-impact aspects of delivery of services in the areas of water and waste management and other IGPA-supported service delivery areas that may be added during implementation.

The POS is an annual DAI contractual obligation. It will be launched during the 3rd quarter of the USG 2018 fiscal year (FY), i.e. March to June 2018. This initial survey will provide the baseline for PI#1 as well as to inform setting targets for the life of the project (LOP). Subsequent surveys will be carried out annually, preferably at the same time each year (e.g. 3rd quarter of the FY) to inform the IGPA annual report and annual Project Learning sessions (refer heading 5 below). It is understood that the IGPA predecessor project, Iraq Governance Strengthening Project, also known as Taqadum, conducted a number of Citizen Satisfaction Surveys (2012, 2013, and 2014⁵), and that another survey is likely to be conducted as part of the final evaluation currently underway for Taqadum. The methodology described in the 2013 Survey Report⁶ indicates some form of stratification in the sampling approach in that specific individuals were targeted (students, education employees, health service employees, private sector workers, civil society workers, home-makers, government workers [non-military/police] and the unemployed) although it is not explained how sampling was done within these target groups. Stratified sampling (as opposed to simple random sampling) carries the risk of reduced (external) validity of survey findings, e.g. the extent to which the opinions of those surveyed can be generalized to be a representation of opinions of the entire population, and may also (unintentionally) introduce bias. Notwithstanding, the IGPA MEL Team will attempt to obtain more detailed information on the methodology used for these Citizen Satisfaction Surveys, and if deemed methodologically sound, and in close consultation with USAID Iraq, will make every attempt to maintain some level of consistency of methodology when collecting data for the IGPA POS, as this would allow some level of comparability over time.

Objectives of Survey:

- Evaluate the level/degree of trust of the population in the activities of provincial/local government to deliver services according to the needs of the population;
- Evaluate the level/degree of satisfaction of the population with the actions, activities and

⁵ The IGPA MEL Team obtained a copy of the survey report for data collected in 2013. This report indicates one earlier survey (2012) and one planned survey (2014). It may be possible that more surveys were conducted, but neither reports, nor data collected during these surveys are publicly accessible and the MEL Team has been unable to obtain further information.

⁶ Iraq Governance Strengthening Project. Citizen Satisfaction Survey (CSS) Final Report- Year Two, September 30, 2013

- performance of provincial/local government;
- Evaluate the opinion of the population regarding awareness about services provided and informational transparency of the provincial/local government activities;
- Advancing the state of knowledge on how local governance accountability and performance can best be achieved through high visibility, high-impact interventions;
- To break ground in terms of measuring and assessing the relationship between citizen participation in provincial/local decision-making and improved outcomes in terms of public financial management and use of resources to deliver needed services;
- Gain insight into diversity within the provinces where IGPA implements activities (e.g. gender, ethnicity, religious/sectarian identity, urban versus rural, household characteristics, age, educational background and occupation); and
- To measure public awareness of USAID, its brand recognition, and associated attitudes.

Object of Survey:

The populations of six provinces/regions of Iraq.

Subject of Survey:

Opinion of citizens of the activities of provincial and/or local government in six provinces/regions of Iraq.

Geographic coverage of the Survey:

The survey will be conducted in 6 provinces/regions of Iraq: Anbar, Babil, Baghdad, Basrah, Erbil and Ninewa.

5 IGPA LEARNING PLAN

DAI attaches great importance to continuous learning that will help to ensure that USAID, GOI, and the IGPA Team (including partners/sub-contractors) are able to learn from implementation and adapt activities accordingly. The IGPA Learning Plan will consist of two essential components: (i) performance monitoring, and (ii) complexity aware monitoring (including conflict sensitivity) to ensure adaptive management. The MEL System outlined above was designed in a way that will allow monitoring at the input/output level (Administrative Monitoring) to support tracing observed outcomes backward using an Outcome Harvesting (OH) approach (e.g. through impact pathway analysis) at the Project Management Monitoring level, to support understand of why and how change occurred within a system. This in turn will provide the input for using an Outcome Mapping (OM) approach to review the original, mostly linear IGPA theory of change, to take into account external and/or system factors identified, and to map how these can be either optimized to achieve and/or enhance desired outcomes or how activities should be adapted to mitigate and/or avoid adverse external and/or system influences that inhibit achieving the desired outcomes.

5.1 Performance Monitoring

Performance monitoring requires operationalizing concepts of Collaboration, Learning and Adaptation (CLA) throughout project implementation:

Collaboration

Collaboration will be inward looking as well as outward looking.

Internally, the IGPA MEL System will ensure collaboration between planning/programming, implementation, and assessment functions of the DAI Team as well as collaboration between the DAI Team and IGPA stakeholders and beneficiaries. In practice, this translates into:

- A circular feedback loop within the DAI Team, described in detail under the heading Learning and Adaptation below, that ensures analyses of data collected at all levels of the MEL System feed into activity programming, planning, design and implementation.
- Participatory assessments:
At the Project Management Monitoring level of the MEL System IGPA beneficiaries and stakeholders will participate together with the IGPA Team to (i) assess Project performance by carrying out periodic beneficiary satisfaction assessments, e.g., embedded TA, beneficiary institutions and/or counterparts and MEL Team jointly assess support provided to Iraqi Change Agents under CLIN 5/Objective 4; (ii) MEL Team carry out participatory training impact assessments followed by Participatory Pathway Analyses conducted jointly with relevant organizations to analyze why and how training did or did not contribute to improved organizational performance. In this regard, DAI is investigating the possibility of using the Organizational Performance Index developed by Pact and endorsed by USAID to institutionalize and streamline regular capacity development assessment within Provincial Governments where IGPA will be implementing capacity development activities.
- Participatory data collection:
Where possible (e.g. training impact assessments, customer satisfaction surveys, POS, etc.) data collection will be done together with project beneficiaries, using a mixture of quantitative and qualitative data.
- Coordination and knowledge-sharing with external actors such as other agencies (World Bank, IMF, UN organizations, DFID, and other bilateral Development Partners), national and international non-governmental organizations, Iraqi academic institutions and think-tanks to avoid duplication, exchange and draw on research, analyses and best/better practice to improve activity planning and programming, and to leverage inputs of other actors to maximize outcomes to the benefit of GOI and Iraqi citizens. An example of the latter is close cooperation with the World Bank-managed project Emergency Operation for Development that will support reconstruction in the water sector in Anbar and Nineveh, a service delivery area and two provinces in which IGPA will support improved service delivery.

Learning and Adaptation

Data collected at all four levels of the MEL System will be analyzed and used for learning purposes to ensure a circular feedback loop within the Project Team.

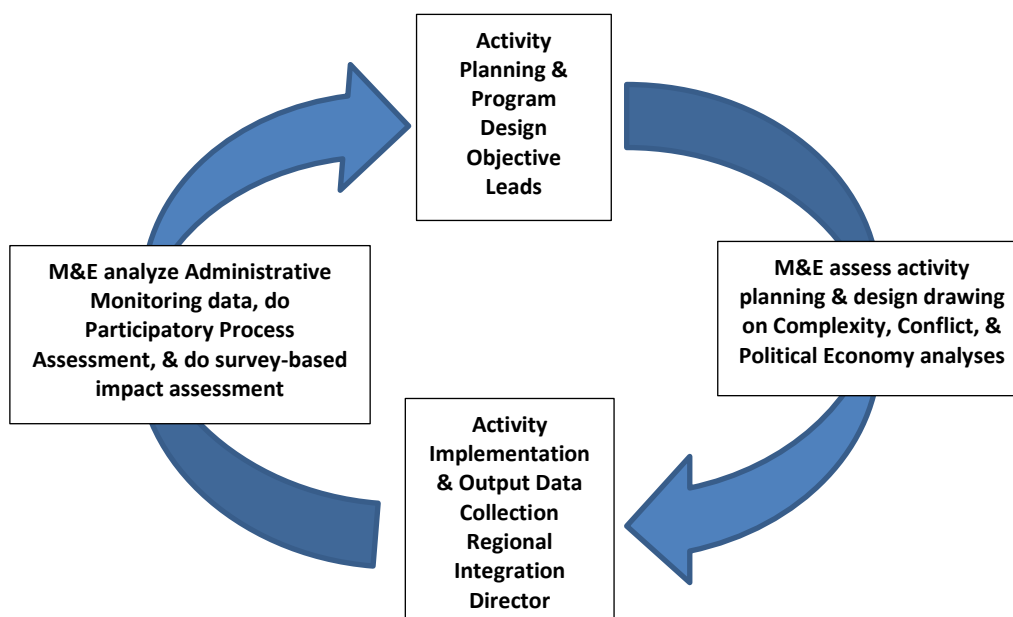


Figure 5: MEL circular feedback loop

Learning and adaptation throughout IGPA implementation will be done in two categories, synchronized with the preparation of quarterly and annual progress reports:

Quarterly 'HOW-we-do' review

Data and analyses at the first two levels of the MEL pyramid (Administrative Monitoring and Project Management Monitoring) will be used to conduct Objective-portfolio reviews. These reviews will focus on how activities in the Work Plan are implemented. Specific questions during these reviews will include:

- Are there any early warnings signs that implementation may not be going as planned, or that it is but it is not producing the results as expected?
- How is feedback or recommendations from monitoring site visits, data and analyses fed back into adaptive implementation? What is the current link between monitoring feedback and adaption and how can that be strengthened?
- Have wider changes in the selected provinces or service delivery platforms emerged, and if so, how can these observations be used to add rigor to implementation planning?
- Is it necessary, and if so, how should indicators being tracked at the first two levels of the MEL pyramid be adapted to reflect adaptive implementation and/or changes at implementation level?

Annual 'WHAT-we-do' review

USAID/Iraq will be invited to participate in annual reviews that will focus on assessing the validity of the IGPA theory of change based on data and analyses informing the performance indicators of the AMEP as well as complexity-aware indicators and conflict sensitivity analysis. Assessment of the validity of the theory of change will be driven by a backward then forward moving process that will

inform a review of the relevance of IGPA activities to the Objectives and to the project Goal so as to facilitative adaptive management:

- Examine changes in the values of the performance indicators from a systems-thinking perspective;
- Conduct an inquiry of the counterfactual, i.e. are changes observed the result of IGPA activities, or would such changes have occurred anyway;
- Assess the uniformity of changes that are deemed to be as a result of IGPA activities, across provinces and service delivery platforms supported by IGPA;
- Identify factors that drive the conversion of outputs to outcomes (people, systems, demographics, and processes) using OH techniques;
- Review the IGPA theory of change to see if the pathways that account for observed changes are reflected in the theory of change. If these are lacking, use OM techniques to incorporate new and/or revised outcome pathways into the theory of change;
- Examine how new or revised outcome pathways should be reflected in IGPA technical solutions/approaches for improving GOI responsiveness to citizens' needs and incorporate these into the programming and planning of activities;
- Analyze the impact of revised technical solutions/approaches from a Do-No-Harm (DNH) and Complexity Aware perspective;
- Assess the continued relevance of performance indicators and measurement/data collection approaches to revised programming and planning of activities.

The net effect of learning gained from this approach will allow IGPA to not only **do the 'right things'**, but also **do 'things the right way'**.

While being invaluable to learning, the wealth of data collected at regular intervals during the total implementation period of IGPA will also provide very useful inputs for eventual external evaluations – data that would not usually be available and could inform formulation of specific evaluation questions and contribute significantly to learning and improved targeting and design of IGPA activities.

Learning from Third Party Monitoring and External Evaluations

In close consultation with USAID Iraq, the IGPA MEL Team will work closely with the Third Party Monitoring (TPM) contractor to ensure that feedback and findings drawn from TPM contributes to quarterly and annual Project Learning events and adaptive management. This can be done in a variety of ways, including sharing monitoring tools to ensure the MEL Team is using the most appropriate tools, periodic meetings with the TPM contractor to review any concerns or problems observed, and inviting the TPM contractor to IGPA annual Project Learning events. In the same manner, the MEL Team will work closely and cooperatively with any external evaluations to ensure knowledge sharing and learning, both in the way in which such evaluations are conducted (i.e. methodological approach), as well as from evaluation findings.

5.2 Complexity-Awareness and Conflict Sensitivity

Given the level of detail regarding pre-determined expected results in the IGPA results framework (Figure 1) that is similarly reflected in the detailed activity planning illustrated in the Annual Work Plan, it is evident that, considering that decentralization is a means to an end rather than an end in itself (i.e. one option within a range, albeit a finite range, of options) IGPA meets criteria for complication rather than complexity as expressed in the CYNEFIN Framework⁷. That is not to say that there are not isolated aspects within IGPA that may at varying stages of implementation display aspects of complexity, or that complexity is absent in the project context.

DAI recognizes that IGPA will not be implemented in a vacuum and that the project environment requires both complexity aware M&E and conflict sensitivity (Figure 7 below). To implement comprehensive MEL under IGPA, we will employ a combination of traditional performance-based MEL as illustrated in the MEL System, linked with complexity-aware monitoring, a methodology that uses monitoring tools to better consider pace, unintended outcomes, relationships, perspectives, and boundaries in the discreet and the larger context within which DAI will collect data. Embedded in this methodology is the 'Do-No-Harm' principle of conflict sensitivity that requires understanding of:

- The IGPA context, especially the dynamics of relationships and balances of power;
- The details of how IGPA interventions is likely to interact with that context; and
- How to minimize the negative impacts and maximize positive impacts of IGPA interventions

Complexity aware monitoring with embedded conflict sensitivity will allow us to understand subtle shifts in political dynamics and the operating environment and to apply this understanding pro-actively (i.e. PEA analyses to plan & design activities) and retro-actively (i.e. using collaboration & learning to adapt / control) to anticipate, understand & mitigate as necessary unintended consequences of advancing a decentralization agenda and giving voice to citizens:

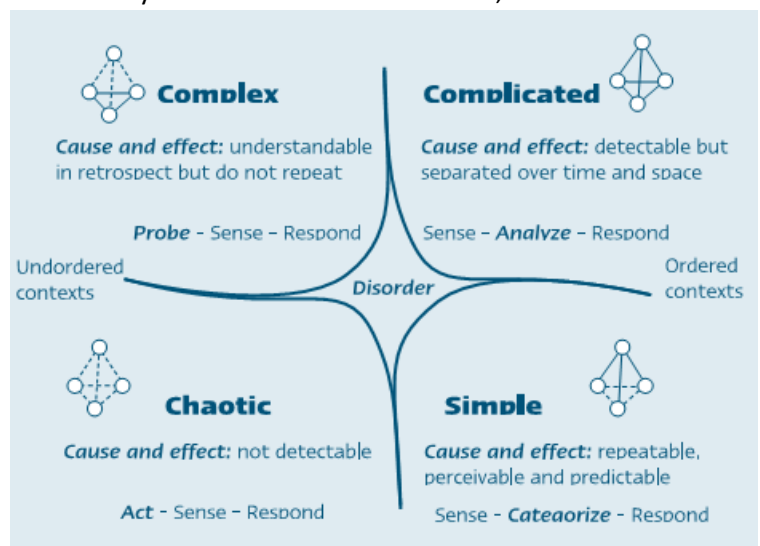


Figure 6: CYNEFIN Framework

- Administrative decentralization will be monitored from a perspective of dispersion of power and understanding if this is a vertical dispersion of power only, or if it will also see horizontal dispersion of power. For the former, considerations include the extent to which dispersion of power is likely to fragment existing power bases that may lead to new/different conflict. For the latter, considerations include the extent to which IGPA interventions may lead to localized power struggles (new and/or intensified).
- Strengthening citizen participation in decision-making and oversight over the distribution of resources in an environment where there is little or no culture of this practice requires monitoring the possibility that IGPA interventions may ignite existing conflict or even spark new conflict and analyzing the direction that such conflict may take, i.e. between civil society and provincial/local authority, or within groups in civil society if resources are limited.

⁷ USAID, 2016. *Complexity Aware Monitoring. Discussion Note*

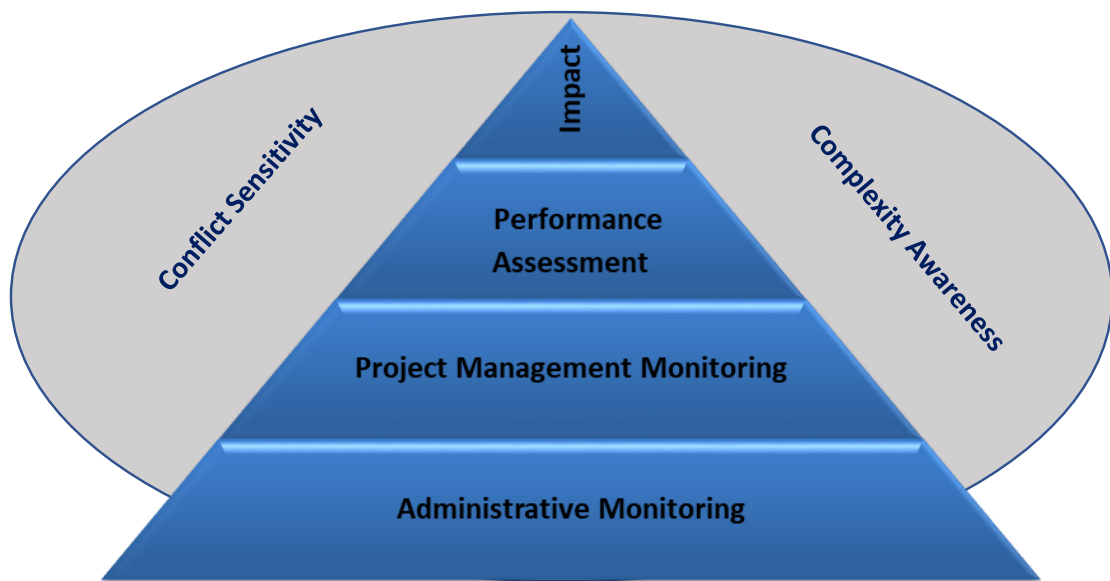


Figure 7: M&E in the context of conflict and complexity

To ensure complexity-aware monitoring in the Iraqi context, the MEL Team will apply the following complexity-aware monitoring tools and methodologies:

- **Sentinel indicators:** We will use sentinel indicators—proxy indicators used not to measure a result, but used as a bellwether for indicating that greater changes are occurring within a complex system—to monitor and inform the mutually influencing relationship between the project and its context. These indicators will allow us to obtain faster feedback than a traditional M&E system, let us know when something requires more investigation, and support adaptive management. Sentinel indicators include:
 - Devolution of authorities for public service delivery from central ministries to governorates continues, notwithstanding slow implementation, and despite upcoming elections
 - There will be a need for intensive development in newly liberated regions to promote local governance and accountability and service delivery
 - Government (central and provincial) take active measures to reduce trust deficit between government and citizenry
 - IGPA assistance, if agreed to through collaborative stakeholder engagement, will be accepted by central and line ministries
 - Economic conditions, already unfavorable, do not decline, as this will increase the budget deficit and impact directly on government's ability to deliver services
 - Political and Administrative buy-in to PFM reforms, including for internal controls
- **Stakeholder feedback:** These tools will help us obtain the diverse perspectives of partners and beneficiaries, including those excluded from IGPA. This helps us understand the variety of impacts and results from IGPA, rather than getting consensus on what is happening, which may exclude important data. Specific measures will include indicators to be used for

Performance Management (e.g. assessment of the impact of training, customer/beneficiary satisfaction assessments, etc.)

- **Process monitoring of impacts (PMI):** We will conduct regular, ongoing PMI, using data collected by both the project and external sources to assess how a result at one level is used by individuals or organizations to achieve results at the next level. Rather than measuring a single data point or indicator, PMI allows us to track the processes and interrelationships of actors and organizations within the local governance system. Such monitoring will enable IGPA staff to track results-producing processes, together with the influence of external and contextual factors, so that we can steer the project more effectively toward impact.
- **Outcome harvesting:** OH will help the project define its vision and develop progress markers to complement traditional metrics with anecdotal records to measure impact and behavior change. Combined with OM techniques, it will also allow the MEL Team to analyze data not captured by linear change models—capturing and situating different and/or unexpected impact outcome pathways into the project’s existing theory of change via the concept of “boundary partners” and coding the identified outcomes. OH methodology will allow IGPA to work with USAID to determine changes that occurred in service delivery, public financial management, and monitoring/oversight outcomes, and the extent of the contribution made by IGPA activities to these changes in behavior.

We will provide a detailed complexity-aware monitoring report using the methodologies described above as an appendix to each annual report and the final report. This will help to inform future programming by better demonstrating causal linkages and help USAID test the efficacy of complexity-aware monitoring. To complement the complexity-aware monitoring tools, we will also use data from the AMEP, Political Economy Analysis, sector assessments, and public opinion- and service delivery access surveys to inform program learning, adaptation, and implementation.

6 DATA AND INFORMATION MANAGEMENT

Data collection and analysis will be a highly participatory process between the project, USAID, and Iraqi counterparts. As required by the ADS, DAI’s Technical and Administrative Management Information System (TAMIS) maintains complete verification documentation, making it available on request. This documentation will be backed up by hard copies of data sources maintained by the Senior M&E Advisor, as well as other relevant program files as well as an MS-Access-based database where data from all participants to IGPA-supported trainings, meetings, workshops, conferences, etc. are stored, disaggregated by a variety of variables. These systems will ensure the reliability of the performance data reported to USAID, providing a solid foundation for adaptive management decisions. To ensure quality and data integrity, we will use a multi-layered system in TAMIS for data collection and verification—including the integration of global positioning system locators, site visits, before-and-after photos, and periodic data quality assessments by MEL Specialists and independent M&E consultants.

DAI will explore with its partners and/or sub-contractors the establishment of a local relational M&E database to facilitate collection and analyses of survey data, ensuring full interface with TAMIS, and integrating as appropriate the use of innovative technology to support data collection and quality verification, including geospatial information system analysis, web-enabled project dashboards, and open-source online and mobile-enabled survey tools that can easily be integrated with online mapping and our TAMIS system.

To ensure consistency, all data will be collected with uniform methods and monitored in TAMIS using standardized indicator reporting forms. We will train all IGPA staff and data collectors so that each reports data in a consistent format that complies with ADS standards. The IGPA team based in the Babylon Hotel also has capacity for the design, collection and analyses of data using android-based applications such as KoBoCollect and Open Data Kit (ODK).

7 ENSURING DATA QUALITY

A customized data quality assurance checklist is attached in Annex II.

IGPA will use a variety of techniques to maintain data quality and monitoring:

- Data quality training: DAI's Senior M&E Advisor, supported by DAI's in-house M&E experts, will provide training to program staff on data quality protocols, procedures for data collection, and input into the IGPA TAMIS.
- Random quality control reviews: The Senior M&E Advisor will conduct quality control reviews of program data, without a fixed schedule or advance warning. This will include both internal (led by IGPA M&E staff) and external (led by home office staff) quality control reviews. This will enable the Team to quickly mitigate any data quality problems that arise and improve the quality of procedures.
- Regular data quality assessments: The COP, with support from home office technical staff, will lead annual data quality assessments to provide the MEL Team and senior technical staff with an assessment of the strengths and weaknesses of performance data collected under their activities and units.
- Standardized field monitoring (site visit) reports: The Senior M&E Advisor and the Regional Integration Director will work with regional program staff and IGPA stakeholders to develop standardized formats for all data and monitoring efforts. The MEL Team will conduct site visits to ensure that data is being collected and reported appropriately. Site visits will also be used to verify data reported by partners.
- TAMIS-based data quality assurance: TAMIS will use drop-down menus and controls to ensure that data entry is consistent and aligned with the AMEP. Individual indicator data collection forms will be developed for different activities. They will include definitions, detailed descriptions for data collection and reporting, and built-in data quality controls (such as ensuring that all required form entries are completely filled before being submitted). In addition, a verification checklist is being implemented to ensure all relevant documents for each activity is uploaded to TAMIS. This will facilitate data quality assessments and external verifications/audits (see Annex IV).

8 ROLES AND RESPONSIBILITIES

At the start of the project, the Senior M&E Advisor will be the primary person responsible for implementing the AMEP. She will also be responsible for building the capacity of all program staff, reporting and supervising general monitoring and evaluation approaches, practices, and tools. The Senior M&E Advisor will also cooperate with relevant other role-players in GOI and the international community on the technical level to ensure that indicators and information are harmonized to the extent possible and are reported as needed by USAID.

The Chief of Party (COP) will have responsibility for overseeing implementation of the AMEP, assuring that the work of the Senior M&E Advisor and project M&E staff meet overall project needs and responds to Mission requests for information.

The IGPA Project Team will receive technical support from the home office (HO) M&E staff. From project start-up, the HO provides specialized assistance in finalizing the AMEP and provide specialized training to the MEL Team, when needed.

Staffing Structure

Project M&E will be supported by a broad team of staff. This includes:

- The Chief of Party (COP) who will promote high-quality data standards and learning by empowering all staff to actively contribute information and analysis; is also responsible for reporting data and information to USAID.
- The Senior M&E Advisor, who will supervise IGPA's MEL Specialists, has overall management responsibility to ensure high-quality data collection, analysis, and reporting.
- M&E Specialists who will help technical staff collect data, enter it into TAMIS, and conduct data quality checks.
- Communications Manager who will support data sharing and dissemination of program successes.
- Technical staff, including the Deputy Chief of Party (DCOP), Objective Leads, Regional Integration Director, and Regional Programming Managers, who will be at the frontlines of data collection, analysis, and learning; they will closely track data and use the information to improve technical programming.

The COP and Senior M&E Advisor will work closely with activity design and implementation staff to ensure that M&E is planned and conducted throughout implementation, not just at the end. They will also ensure that a culture of M&E is institutionalized that requires all technical staff to use M&E data in their daily work as they track activity outputs and outcomes, making adjustments as necessary in response to data collected.

The Senior M&E Advisor will lead IGPA's professional development in M&E to ensure that all staff have the requisite skills to conduct data collection and monitoring. As necessary, this will include conducting specialized training in data aggregation, data quality assurance, and report writing. MEL Specialists and technical staff will be responsible for entering monitoring data into TAMIS continuously as activities progress.

9 REPORTING

The Senior M&E Advisor is responsible for producing MEL reports on time, and in a technically valid, high-quality, and policy-relevant manner, with the purpose of providing firm grounds for management decisions. She is responsible for developing the protocols and standard procedures to ensure that data is gathered in a technically sound manner, is consistent and can be compared throughout project implementation.

ANNEX I: ACTIVITY PERFORMANCE INDICATOR REFERENCE SHEETS

PERFORMANCE INDICATOR REFERENCE SHEET				
Performance Indicator #: 1				
Name of Indicator: Percentage of citizens reporting improvements to service delivery platforms				
IGPA Objective: IGPA Goal: Improved GOI response to citizens' needs				
IGPA Result Measured: N/A				
Performance Plan & Report Indicator: No				
Link to Foreign Assistance Framework: This is not a Standard Foreign Assistance Indicator				
DESCRIPTION				
Precise Definition:	<p>DAI will commission a Public Opinion Survey to collect data on the level of satisfaction of citizens to the responsiveness of Provincial Government in respect of delivery of public services, and on the involvement of the population into the decision-making processes about delivery of public services. The survey will be conducted once every year in six provinces: Anbar, Babil, Baghdad, Basrah, Erbil, and Nineveh. Specific definitions:</p> <ul style="list-style-type: none"> • Citizen: The Head of a Household and/or an adult person who supports/contributes to the support of a Household • Reporting: Response to specific questions included on the survey questionnaire • Improvement: A positive change over time in the response of citizens to questions contained in the survey relating to the activities of provincial and/or local government in six provinces/regions of Iraq • Service delivery platform: Specific public service supported by IGPA (e.g. provision of water; trash collection; etc.) 			
Unit of Measure: Percentage				
Data Type:	<ul style="list-style-type: none"> • Percentage: Number of citizens reporting satisfaction with service delivery (numerator) divided by total number of citizens in the sample selected for each governorate (denominator) • Decimal: data will be tracked to two decimal places 			
Disaggregated by:	<ul style="list-style-type: none"> • Province • Specific public service supported by IGPA 			
Rationale for indicator:	Data collected will form the basis for development of a baseline data base which will allow (i) analysis of citizens' opinions on service delivery and participatory decision-making at the time of the survey, and (ii) analyzing changes over time in citizens' opinions through annual surveys. This data and analysis will inform the planning of project activities, especially with regard to reaching specific target groups and targeting high-impact aspects of delivery of services in the areas of water and solid waste management and other IGPA-supported service delivery areas that may be added during implementation			
PLAN FOR DATA COLLECTION				
Data Sources: Public Opinion Survey Analysis Report				
Method of Data Collection and Construction: Data will be collected by means of a Public Opinion Survey. A questionnaire will be used covering two service delivery platforms: Water, Waste Management				
Reporting Frequency: Annual				
Individual Responsible at USAID: Vladan Raznatovic, COR				
Individual(s) Responsible at DAI: Senior M&E Advisor				
DATA QUALITY ISSUES				
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A				
Date of Future Data Quality Assessments: FY 2019, Q2				
Known Data Limitations: To be determined following baseline survey				
TARGETS AND BASELINE				
Baseline timeframe: FY 2018, Q2				
Rationale for Targets: Rationale to be provided when targets determined after baseline survey				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
POS Total	TBD	TBD	TBD	
Province Total	TBD	TBD	TBD	
Water Sector Total	TBD	TBD	TBD	
Solid Waste Management Total	TBD	TBD	TBD	
TBD Sector Total	TBD	TBD	TBD	
TBD Sector Total	TBD	TBD	TBD	
CHANGES TO INDICATOR				
Changes to Indicator: N/A				
This Sheet last updated on: Indicator created December 2017				
This Sheet last updated by: N/A				
OTHER NOTES				
None				

PERFORMANCE INDICATOR REFERENCE SHEET				
Performance Indicator #: 2				
Name of Indicator:		Number of functional Provincial Planning and Development Councils (PPDC) in IGPA- supported provinces		
IGPA Objective:		Objective 1: Enhanced GOI service delivery capacity		
IGPA Result Measured:		Result 1.1: Improve Service Delivery Outcomes in sectors with High Impact/Visibility		
Performance Plan & Report Indicator: No				
Link to Foreign Assistance Framework: This is not a Standard Foreign Assistance Indicator				
DESCRIPTION				
Precise Definition:	<ul style="list-style-type: none"> Functional means all of the below criteria have been met: <ul style="list-style-type: none"> Required by-laws to support the establishment of the PPDC was approved by the Provincial Council and/or by the Governor; Members to the PPDC has been nominated; Meetings of the PPDC are held monthly; The PPDC is supported by a Secretariat, for which at least 75% of the staffing positions allocated have been filled; PPDC members have received IGPA-supported training Secretariat members have received IGPA-supported training IGPA-supported Provinces means all those provinces where IGPA is implementing activities and specifically where IGPA is providing support to the establishment and functioning of PPDCs. 			
Unit of Measure: PPDC				
Data Type: Number				
Disaggregated by: Province				
Rationale for indicator:	Functional PPDC's will be important to develop the Provincial Development Plan that will include all the provincial projects to develop and improve the public service delivery as well as providing vital avenues for participatory planning and implementation that is inclusive of all citizens.			
PLAN FOR DATA COLLECTION				
Data Sources:	Official documents (including organizational chart, regulation, employment records [this could mean a letter by the GO stating the names of persons appointed to the positions in the organizational chart], functional description of PPDC and Secretariat, job description for Secretariat staff and terms of reference for PPDC, etc.), Participant Registration Forms and Attendance Registers for training provided by IGPA.			
Method of Data Collection and Construction: Based on document and data review, the extent to which PPDC has been established and is functional will be determined according to the criteria set above.				
Reporting Frequency: Annual				
Individual Responsible at USAID: Vladan Raznatovic, COR				
Individual(s) Responsible at DAI: Senior M&E Advisor				
DATA QUALITY ISSUES				
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A				
Date of Future Data Quality Assessments: FY 2019, Q2				
Known Data Limitations: No apparent limitations				
TARGETS AND BASELINE				
Baseline timeframe: FY 2018, Q1				
Rationale for Targets: Targets for FY 2018 and 2019 are expected to be low, given uncertainty about upcoming elections and the time required to install newly elected positions following the elections				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
Total number of Provincial Planning and Development Councils in IGPA-supported provinces	0	1	2	
CHANGES TO INDICATOR				
Changes to Indicator: N/A				
This Sheet last updated on: Indicator created February 2018				
This Sheet last updated by: N/A				
OTHER NOTES				
This indicator is most closely associated to Workplan Activity # 1.1.8.				

PERFORMANCE INDICATOR REFERENCE SHEET																	
Performance Indicator #: 3																	
Name of Indicator:	Score on Performance Evaluation Departments index																
IGPA Objective:	Objective 1: Enhanced GOI service delivery capacity																
IGPA Result Measured:	Result 121: Strengthen the strategic approach and capacity of line ministries and provincial directorates, to better align service delivery outcomes with the priorities of provincial governments and local populations																
Performance Plan & Report Indicator: No																	
Link to Foreign Assistance Framework: This is not a Standard Foreign Assistance Indicator																	
DESCRIPTION																	
Precise Definition:	<p>This equal-weighted index will track establishment and functionality of Performance Evaluation Departments (PED) in IGPA-supported Federal and Provincial Governments. Specific definitions:</p> <ul style="list-style-type: none"> IGPA-supported Federal and Provincial Governments mean all government agencies at all levels of government, and including permanent Commissions, receiving support for the establishment of PEDs through implementation of IGPA activities. Specifically, this relates to Governor Offices (GO) in supported provinces and the Higher Commission for Coordinating among Provinces Secretariat (HCCPsec) Index means the average of the total score for the following indicators: 																
	<table border="1"> <thead> <tr> <th>No.</th> <th>Criteria</th> <th>Value based on Yes to Criteria</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Approved organizational design for the PED</td> <td>0.25</td> </tr> <tr> <td>2</td> <td>Approval and enactment of the required regulatory framework to facilitate establishment of the PED</td> <td>0.25</td> </tr> <tr> <td>3</td> <td>Appointment of staff to at least 50% of positions in the organizational chart for the PED reporting to the Governor</td> <td>0.25</td> </tr> <tr> <td>4</td> <td>Staff in the main PED (reporting directly to the Governor) have received IGPA-supported training</td> <td>0.25</td> </tr> </tbody> </table>	No.	Criteria	Value based on Yes to Criteria	1	Approved organizational design for the PED	0.25	2	Approval and enactment of the required regulatory framework to facilitate establishment of the PED	0.25	3	Appointment of staff to at least 50% of positions in the organizational chart for the PED reporting to the Governor	0.25	4	Staff in the main PED (reporting directly to the Governor) have received IGPA-supported training	0.25	
No.	Criteria	Value based on Yes to Criteria															
1	Approved organizational design for the PED	0.25															
2	Approval and enactment of the required regulatory framework to facilitate establishment of the PED	0.25															
3	Appointment of staff to at least 50% of positions in the organizational chart for the PED reporting to the Governor	0.25															
4	Staff in the main PED (reporting directly to the Governor) have received IGPA-supported training	0.25															
Unit of Measure: Composite Index Score																	
Data Type: Decimal value, tracked to two decimal places																	
Disaggregated by: Federal government entity, provincial government entity																	
Rationale for indicator:	Functional PEDs will be critical to measuring and reporting service delivery outcomes. The professionally developed structure, functional description and clear reporting channel will serve as a model for other Governor's Office departments to follow .																
PLAN FOR DATA COLLECTION																	
Data Sources:	Official documents (including organizational chart, regulation, employment records [this could mean a letter by the GO/HCCPsec stating the names of persons appointed to the positions in the organizational chart], functional description of department and units that fall under the department, job description for department and units staff, etc.), Participant Registration Forms and Attendance Registers for training provided by IGPA.																
Method of Data Collection and Construction: Based on document review, a score is awarded to each government entity where IGPA is operating for each indicator in the index. Where an indicator has not been met, a score of 0.0 is awarded. Where an indicator has been met, a score of 0.25 is awarded. The total score for the composite index is 0 and 1, with 0 indicating no progress towards establishing a functional PED and 1 indicating a functional PED. The overall Index Score is the average of scores awarded to <i>n</i> government entities.																	
Reporting Frequency: Annual																	
Individual Responsible at USAID: Vladan Raznatovic, COR																	
Individual(s) Responsible at DAI: Senior M&E Advisor																	
DATA QUALITY ISSUES																	
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A																	
Date of Future Data Quality Assessments: FY 2019, Q1																	
Known Data Limitations: No apparent limitations																	
TARGETS AND BASELINE																	
Baseline timeframe: FY 2018, Q1																	
Rationale for Targets: Targets for FY 2018 and 2019 are expected to be low, given uncertainty about upcoming elections and the time required to install newly elected positions following the elections																	

PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
Year 1 (June 2017-Sept 2018) Total Score	0	0.25		
<i>Year 1 Province n Score</i>				
<i>Year 1 Federal n Score</i>				
Year 2 (FY '19) Total Score	0.25		0.50	
<i>Year 2 Province n Score</i>				
<i>Year 2 Federal n Score</i>				
CHANGES TO INDICATOR				
Changes to Indicator: N/A				
This Sheet last updated on: Indicator created December 2017				
This Sheet last updated by: N/A				
OTHER NOTES				
Performance indicator #3, while measuring progress towards Result 2 under Objective 1, also relates to a number of activities to strengthen Provincial PEDs. It was chosen as indicator for Result 2, as the support to the HCCPSEC PED under Result 2 will enable this PED to provide direct support to Provincial PEDs.				

PERFORMANCE INDICATOR REFERENCE SHEET				
Performance Indicator #: 4				
Name of Indicator: Percentage of participants who report improved knowledge and capacity in public procurement as a result of IGPA capacity building activities				
IGPA Objective: Objective 1: Enhanced GOI service delivery capacity				
IGPA Result Measured: Result 1.3: Enhance regulatory and procedural certainty to attract private sector investment				
Performance Plan & Report Indicator: No				
Link to Foreign Assistance Framework: This is not a Standard Foreign Assistance Indicator				
DESCRIPTION				
Precise Definition:	Participants refer to government staff who participate in capacity building activities on public procurement delivered by IGPA. Capacity building activities include training, mentorship and coaching.			
Unit of Measure:	Percentage			
Data Type:	<ul style="list-style-type: none"> Percentage: Number of government staff/participants reporting improved knowledge and capacity in public procurement (numerator) divided by total number of government staff/participants attending IGPA training in public procurement (denominator) Decimal: data will be tracked to two decimal places 			
Disaggregated by:	Province			
Rationale for indicator:	This indicator will be used to gauge the effectiveness of IGPA in improving the knowledge and capacity of government staff in public procurement. Given that the government is not planning to procure goods and services in 2018, this indicator is a proxy to improved procurement practices in the future.			
PLAN FOR DATA COLLECTION				
Data Sources:	Questionnaires (retrospective pretest) administered once, after each training on public procurement			
Method of Data Collection and Construction: Data will be collected through a retrospective pretest (a self-evaluation of pre and post knowledge levels administered once after each capacity building activity.				
Each beneficiary will be asked to score his/her level of knowledge on the specific knowledge areas of public procurement covered by the specific training using a five-point scale where 1 refers to the lowest level of knowledge and 5 to the highest.				
Weighted average will be used to calculate an average value for all capacity building activities organized by IGPA during each reporting period.				
Reporting Frequency: Annual				
Individual Responsible at USAID: Vladan Raznatovic, COR				
Individual(s) Responsible at DAI: Senior M&E Advisor				
DATA QUALITY ISSUES				
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A				
Date of Future Data Quality Assessments: FY 2019, Q1				
Known Data Limitations: No apparent limitations				
TARGETS AND BASELINE				
Baseline timeframe: FY 2017				
Rationale for Targets: Targets for FY 2018 and 2019 are expected to be low, given uncertainty about upcoming elections and the time required to install newly elected positions following the elections				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
Overall Percentage all Provinces	0	50%	70%	
CHANGES TO INDICATOR				
Changes to Indicator: N/A				
This Sheet last updated on: Indicator created December 2017				
This Sheet last updated by: N/A				
OTHER NOTES				
This indicator relates to activities under Result 3 of Objective 1, but also in large part on capacity development included within activity # 1.1.6 under Result 1 of Objective 1.				

PERFORMANCE INDICATOR REFERENCE SHEET				
Performance Indicator #: 5				
Name of Indicator: Number of IGPA-supported functional Provincial Gender Departments.				
IGPA Objective: Objective 1: Enhanced GOI service delivery capacity				
IGPA Result Measured: Result 1.4: Enhance the targeting of capital investment spending in service delivery sectors that serve vulnerable and disadvantaged populations				
Performance Plan & Report Indicator: No				
Link to Foreign Assistance Framework: This is not a Standard Foreign Assistance Indicator				
DESCRIPTION				
Precise Definition:	<p>Provincial Gender Department is a Department established under Law 12 (2011) that organizes the establishment of departments and units inside the government entities.</p> <p>IGPA support means direct support to the selected Provinces.</p> <p>Functional means:</p> <ul style="list-style-type: none"> • Appointment of staff to at least 75% of positions in the organizational chart for the Gender Department reporting to the Governor • Operational budget approved as part of the Provincial Annual Budget • Staff in the Department received IGPA-supported training to (i) identify and report on the needs of women and girls for water and sanitation services; and (ii) use Gender and Inclusivity toolkits 			
Unit of Measure:	Department			
Data Type:	Number			
Disaggregated by:	Province			
Rationale for indicator:	This indicator captures the efforts of IGPA and Provincial Governments to address priorities of vulnerable population, so that they can benefit from improved services and increase their trust in their local governments.			
PLAN FOR DATA COLLECTION				
Data Sources:	Official documents (including organizational chart, regulation, employment records [this could mean a letter by the Governor Office stating the names of persons appointed to the positions in the organizational chart], functional description of department and units that fall under the department, job description for department and units staff, etc.), Participant Registration Forms and Attendance Registers for training provided by IGPA			
Method of Data Collection and Construction: Review official documents and IGPA reports as well as M&E site visit reports.				
Reporting Frequency: Annual				
Individual Responsible at USAID: Vladan Raznatovic, COR				
Individual(s) Responsible at DAI: Senior M&E Advisor				
DATA QUALITY ISSUES				
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A				
Date of Future Data Quality Assessments: FY 2019, Q1				
Known Data Limitations: No apparent limitations				
TARGETS AND BASELINE				
Baseline timeframe: FY 2018, Q1				
Rationale for Targets: No target is foreseen for FY 2018, as Gender Departments are still being set up within the Governor Offices, and implementation of training will start to be rolled out. Given the Iraqi context, targets for FY 2019 are moderate, as it will take more time to change prevailing attitudes and ensure functionality of established Departments.				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
Total number of Gender Departments	0	0	3	
CHANGES TO INDICATOR				
Changes to Indicator: N/A				
This Sheet last updated on: Indicator created January 2018				
This Sheet last updated by: N/A				
OTHER NOTES				
None				

PERFORMANCE INDICATOR REFERENCE SHEET	
Performance Indicator #: 6	
Name of Indicator:	Number of standard operating procedures (SOP) that are implemented by Federal and Provincial governments to manage PFM functions as a direct result of IGPA support
IGPA Objective:	Objective 2: Improved Provincial and National (Federal) Government PFM
IGPA Result Measured:	Result 2.1: Strengthen capacities of Provincial Administrative and Financial Affairs Directorates (AFAD) and support their conversion into fully operational financial management offices.
Performance Plan & Report Indicator: No	
Link to Foreign Assistance Framework: This is not a Standard Foreign Assistance Indicator	
DESCRIPTION	
Precise Definition:	<p>Standard Operating Procedures (SOP) is defined as detailed step-by-step instructions developed by a specialized and experienced subject matter individual or group of individuals within the Federal Government or Provincial Governments (with or without external support) to help employees and other users carry out routine operations in a consistent matter. The external support to develop SOP is unlikely to be provided by IGPA, however, IGPA will review SOP developed outside of IGPA support for relevance and applicability and may propose changes as and when necessary. SOPs aims to achieve uniformity of performance and reduce miscommunication and cases of non-compliance.</p> <p>Implemented means operationalized through/as a direct result of IGPA support. For a SOP to be considered operationalized it will meet all of the following criteria</p> <ul style="list-style-type: none"> • specific approval/instruction issued by the Federal and/or Provincial Government, and • disseminated to all concerned parties, and • formal and on the job training provided to employees on how to carry out the instructions. <p>Federal Government includes Ministry of Finance, Ministry of Planning, Federal Board of Supreme Audit, Commission of integrity (COI), Federal Line Ministries and Inspector General Office.</p> <p>Provincial Government includes the Governor's Office, the Provincial Council and any other provincial institution with legal authority to manage expenditure assignments.</p> <p>PFM functions: PFM refers to the set of laws, rules, systems and processes used by central government and provincial to mobilize revenue, allocate public funds, undertake public spending, account for funds and audit results.</p>
Unit of Measure:	Standard Operating Procedures
Data Type:	Number
Disaggregated by:	<ul style="list-style-type: none"> • Principal disaggregation: New during reporting period vs. ongoing during reporting • Province • Function: Planning, Revenue generation, Collections, Administration, budget preparation, execution, accounting, reporting and auditing
Rationale for indicator:	AFAD are newly established authorities, were created to assume the responsibilities of PFM functions in provinces. As more federal ministries will be decentralized, AFAD needs to step up and build its own capacity to handle all PFM functions within provinces. Under objective 2, IGPA project will support AFAD with TA, training, tools and systems to build their Capacities. Well-developed and implemented SOPs will demonstrate the abilities of AFAD and other federal government agencies and ministries to follow specific instructions and produce consistent and high quality financial reports and data. Using the NUMBER of SOPs will provide a way for IGPA to see which provinces are progressing faster than others, and where additional attention or support is required to ensure compliance with PFM legislation
PLAN FOR DATA COLLECTION	
Data Sources:	IGPA reports and documents, including site/field visits and monitoring reports, official reports and documents.
Method of Data Collection and Construction: Document review. Copies of SOPs will be collected. Implementation will be verified thorough PFM coordinators in the field using checklists	
Reporting Frequency: Annual	
Individual Responsible at USAID: Vladan Raznatovic, COR	
Individual(s) Responsible at DAI: Senior M&E Advisor	
DATA QUALITY ISSUES	
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A	
Date of Future Data Quality Assessments: FY 2019, Q2	
Known Data Limitations: No limitations apparent	

TARGETS AND BASELINE				
Baseline timeframe: 2017				
Rationale for Targets: Targets for FY 2018 and 2019 are expected to be low, given uncertainty about upcoming elections and the time required to install newly elected positions following the elections. During the first year of operation, the team will focus its efforts to restructure AFAD, training employees and building systems.				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
New this reporting period	0	6	6	
Ongoing this reporting period	0	0	6	
CHANGES TO INDICATOR				
Changes to Indicator: N/A				
This Sheet last updated on: Indicator created December 2017				
This Sheet last updated by: N/A				
OTHER NOTES				
This result in the SOO is indicated as focusing on provincial treasury offices. However, under Taqadum project, Administrative and Financial Affairs Directorates (AFAD) were established at provincial level and tasked with PFM functions. Hence this result and corresponding indicator will focus on the work of the AFADs.				

PERFORMANCE INDICATOR REFERENCE SHEET				
Performance Indicator #: 7				
Name of Indicator:		Number of mechanisms for external oversight of public resource use supported by USG assistance		
IGPA Objective:		Objective 2: Improved Provincial and National (Federal) Government Public Financial Management		
IGPA Result Measured:		Result 2.2: Support development of federal oversight mechanisms, such as financial audit procedures, of provincial finances		
Performance Plan & Report Indicator: No				
Link to Foreign Assistance Framework: DR.2.4 Anti-corruption Reforms. Standard Foreign Assistance Indicator DR.2.4-2				
DESCRIPTION				
Precise Definition:	<ul style="list-style-type: none"> Mechanisms are interventions or actions taken by parliaments, audit agencies, inspector(s) general, anti-corruption agencies, non-governmental organizations, provincial governments/councils, national government and federal agencies. External oversight refers to actions taken by those actors to monitor, disclose, highlight, discipline, investigate, or otherwise bring attention to public resource use in Iraq, directly related to provinces where IGPA is implementing activities. External oversight also includes audit reports produced by Internal Audit & Control functions within Provincial Government that is made accessible to the public and thus serves as a mechanism for (external) citizen oversight. In this context, Internal Audit Report means a formal written document produced by an Internal Audit & Control function inside the Provincial Government containing audit findings and recommendations, presented in an objective manner, designed to add value and improve the function of Provincial Government by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. 			
Unit of Measure: Mechanisms				
Data Type:		Number		
Disaggregated by:	<ul style="list-style-type: none"> Principal disaggregation: New during reporting period vs. ongoing during reporting Type of mechanism: external audit report, internal audit report submitted to Provincial Council, etc.) Government: Federal vs. Provincial Government, including at both levels the legislature and executive, or Civil Society Organization 			
Rationale for indicator:	Helps identify whether USG support is expanding the number of oversight interventions or actions of public resource use and can inform the project on what oversight interventions have been successful so that additional support can be provided. The capacities of oversight authorities to carry out their duties can be best demonstrated by their abilities to conduct regular audits based on an annual audit plan and express their opinion in an audit report submitted to governing bodies			
PLAN FOR DATA COLLECTION				
Data Sources:	IGPA reports and documents, official documents including official audit reports from internal audit units in provinces and from Federal Bureau of Supreme Audit, news media, CSO reports			
Method of Data Collection and Construction: Document review				
Reporting Frequency: Annual				
Individual Responsible at USAID: Vladan Raznatovic, COR				
Individual(s) Responsible at DAI: Senior M&E Advisor				
DATA QUALITY ISSUES				
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A				
Date of Future Data Quality Assessments: FY 2019, Q2				
Known Data Limitations: No limitations apparent				
TARGETS AND BASELINE				
Baseline timeframe: FY 2018, Q1				
Rationale for Targets: Targets for FY 2018 and 2019 are expected to be low, given uncertainty about upcoming elections and the time required to install newly elected positions following the elections. During year one our work will focus on establishing internal audit units within governorates and building capacities for federal oversight authorities to conduct audits at provincial level.				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
New this reporting period	0	0	4	
Ongoing this reporting period	0	0	0	
CHANGES TO INDICATOR				
Changes to Indicator: N/A				
This Sheet last updated on: Indicator created December 2017				
This Sheet last updated by: N/A				

OTHER NOTES

Where the mechanism is an external audit report, DAI reporting will have a 1-year lag as the DAI Annual Report is submitted in October, but GOI fiscal year ends December 31.

PERFORMANCE INDICATOR REFERENCE SHEET				
Performance Indicator #: 8				
Name of Indicator:		Percentage increase in the rate of collection of fees imposed by Provincial Governments on services delivered in IGPA-supported service delivery platforms.		
IGPA Objective:		Objective 2: Improved Provincial and National (Federal) Government Public Financial Management		
IGPA Result Measured:		Result 2.3: Enhance provincial revenue generation, collection and management from outside the oil sector.		
Performance Plan & Report Indicator: No				
Link to Foreign Assistance Framework: This is not a Standard Foreign Assistance Indicator				
DESCRIPTION				
Precise Definition:	<ul style="list-style-type: none"> • Rate of collection: Total value of fees collected within a given period for the delivery of a particular public service (e.g. water supply, trash collection, etc.). • Increase is the difference in year-on-year total collection rate, expressed as a percentage and may be as a result of expanded collection base, increases in the fee rate determined by the Provincial Government and/or improved collection methods. • IGPA-supported service delivery platforms are the specific service delivery areas supported in each of the provinces where IGPA will be implemented 			
Unit of Measure:		Percentage increase in collection rates		
Data Type:		Percentage: (Total current year collections from supported services – last year total collections from support services) divided by (last year total collections from supported services) * 100		
Disaggregated by:		Province and service type		
Rationale for indicator:		<p>Imposing fees for IGPA-supported services delivery will support local income generation that in turn can be used to support the improvement of service delivery. Measuring increases over time in the overall value of fees collected by the provincial governments is the most direct measure of assessing the extent to which provincial capacity for developing and implementing local revenue generation strategies has increased. An increasing rate of revenue collected is also evidence of improved taxpayer data, as such increases are most likely to result from an expanded tax base. This indicator is directly linked to Performance Indicator #20 of the Public Expenditure and Financial Accountability (PEFA) Framework that covers different dimensions of the management of revenue collection.</p>		
PLAN FOR DATA COLLECTION				
Data Sources:		Unaudited end-of-year financial reports (if audit reports were to be used there would be a reporting lag of at least three years).		
Method of Data Collection and Construction:		Document review		
Reporting Frequency:		Annual		
Individual Responsible at USAID:		Vladan Raznatovic, COR		
Individual(s) Responsible at DAI:		Senior M&E Advisor		
DATA QUALITY ISSUES				
Dates of Previous Data Quality Assessments and Name of Reviewer(s):		N/A		
Date of Future Data Quality Assessments:		FY 2019, Q2		
Known Data Limitations:		No limitations apparent		
TARGETS AND BASELINE				
Baseline timeframe:		FY 2018, Q2		
<p>Rationale for Targets: Targets for FY 2018 and 2019 are expected to be low, given uncertainty about upcoming elections and the time required to install newly elected positions following the elections. During the first year of operation, the team will focus its efforts to restructure AFAD, training employees and building systems. The FY 2018 targets are in line with government of Iraq (GOI) targets for overall annual increase in local revenues.</p>				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
Anbar	TBD	0	+2.5%	
Babil	TBD	0	+2.5%	
Baghdad	TBD	0	+2.5%	
Basrah	TBD	0	+2.5%	
Erbil	TBD	0	+2.5%	
Nineveh	TBD	0	+2.5%	
CHANGES TO INDICATOR				
Changes to Indicator: N/A				
This Sheet last updated on: Indicator created December 2017				
This Sheet last updated by: N/A				
OTHER NOTES				
None				

PERFORMANCE INDICATOR REFERENCE SHEET				
Performance Indicator #: 9				
Name of Indicator:		Number of provincial in-year budget reports produced in accordance with law/best practice.		
IGPA Objective:		Objective 2: Improved Provincial and National (Federal) Government Public Financial Management		
IGPA Result Measured:		Result 2.4: Enhance budget-cycle planning, development and execution against decentralized expenditure assignments.		
Performance Plan & Report Indicator: No				
Link to Foreign Assistance Framework: This is not a Standard Foreign Assistance Indicator				
DESCRIPTION				
Precise Definition:	In-year budget reports are <ul style="list-style-type: none"> Operational and investment budget preparation and/or execution reports prepared by the province and submitted to Ministry of Finance and/or the Ministry of Planning per the budget calendar and budget circular. Reports produced from the financial system data comparing the actual expenditures and revenue collections with budgeted figures and analyzing variances. The reports include notes explaining variances, assumptions and calculation methods. The reports can be monthly, quarterly, mid-year and annual reports. reports prepared in accordance with the Budget Law, and following the guidelines in the Budget circular and calendar. 			
Unit of Measure:		Budget Report		
Data Type:		Number		
Disaggregated by:	<ul style="list-style-type: none"> Province Report type: planning vs. execution Frequency: monthly, quarterly, annual 			
Rationale for indicator:	Publishing the budget reports will improve accountability and transparency and will support the development of budget planning. According to Transparency International's 2016 Corruption Perception Index, Iraq is ranked 166 out of 176 and has a score of only 17%. Hence improved access to information about public expenditure will contribute positively to and improves the score.			
PLAN FOR DATA COLLECTION				
Data Sources:	Official reports and documents from AFAD, Federal Ministry of Finance and Ministry of Planning; IGPA Progress Reports			
Method of Data Collection and Construction: Document review				
Reporting Frequency: Annual				
Individual Responsible at USAID: Vladan Raznatovic, COR				
Individual(s) Responsible at DAI: Senior M&E Advisor				
DATA QUALITY ISSUES				
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A				
Date of Future Data Quality Assessments: FY 2019, Q2				
Known Data Limitations: No limitations apparent				
TARGETS AND BASELINE				
Baseline timeframe: FY 2017				
Rationale for Targets: Targets for FY 2018 and 2019 are expected to be low, given uncertainty about upcoming elections and the time required to install newly elected positions following the elections. During the first year of operation, the team will focus its efforts to restructure AFAD, training employees and building systems.				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
Total for all Provinces	0	6	12	
CHANGES TO INDICATOR				
Changes to Indicator: N/A				
This Sheet last updated on: Indicator created December 2017				
This Sheet last updated by: N/A				
OTHER NOTES				
None				

PERFORMANCE INDICATOR REFERENCE SHEET				
Performance Indicator #: 10				
Name of Indicator:		Number of mechanisms developed or improved, and implemented, to establish effective citizen participation, outreach and communication		
IGPA Objective:		Objective 3: Strengthened Monitoring and Oversight of Service Delivery and Public Expenditure		
IGPA Result Measured:		Result 3.1: Strengthen capacity of selected provincial institutions to establish effective citizen participation and outreach mechanisms		
Performance Plan & Report Indicator: No				
Link to Foreign Assistance Framework: This is not a Standard Foreign Assistance Indicator				
DESCRIPTION				
Precise Definition:	<p>Mechanisms are interventions or actions taken by Provincial Government and civil society organizations to allow for public or CSO participation in decision-making at the provincial level, such as websites, service delivery desk, TV/radio talk shows, newsletter/posters/flyers, awareness campaigns, budget hearings/open meetings, relevant advisory boards or similar platforms, and mobile applications. Provincial Government includes the Legislative and Executive branches at provincial level.</p> <p>These mechanisms are considered developed when there are formal procedures (can include regulations, decisions, action plans or strategy approaches) that describe what the action/intervention is and how citizens can participate. Improved are considered those mechanisms that already exist but efforts are made to enhance them.</p> <p>A mechanism will be considered implemented when a) there are official orders issued by Provincial Government that recognize and promote these mechanisms; or 2) mechanisms is already in use and maintained in their relevant formal procedures.</p> <p>Effective citizen participation includes engagement in mechanisms where citizens are not only able to obtain information but are also able to provide feedback to the Provincial Government on service delivery issue. Effective outreach mechanisms are the ones where provincial government is aiming at reaching a specific target/segment of the population with a specific message. Effective communication includes efforts of provincial government to establish a two-way communication with the public.</p>			
Unit of Measure: Mechanism				
Data Type:		Number of mechanisms		
Disaggregated by:	<ul style="list-style-type: none"> Principal disaggregation: New during reporting period vs. ongoing during reporting period Secondary disaggregation: <ul style="list-style-type: none"> Province Status of mechanism (developed/improved vs. implemented) Type of mechanisms (participation vs outreach vs. communication) Mechanism platform (ICT-based, working groups; newsletter) Provincial Government (Governor Office vs. PC) 			
Rationale for indicator:	This indicator was designed to capture how the Provincial Governments will work to have a better communication lines, outreach and feedback mechanisms with the public, CSOs and informal/voluntary civil society groups.			
PLAN FOR DATA COLLECTION				
Data Sources:	Official documents explaining procedures of mechanisms and formal orders for their implementation, interviews with head of departments in the Provincial Governments, client service delivery interviews reports.; IGPA progress reports; other official documents.			
Method of Data Collection and Construction: Document review				
Reporting Frequency: Annual				
Individual Responsible at USAID: Vladan Raznatovic, COR				
Individual(s) Responsible at DAI: Senior M&E Advisor				
DATA QUALITY ISSUES				
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A				
Date of Future Data Quality Assessments: FY 2019, Q1				
Known Data Limitations: No apparent limitations				
TARGETS AND BASELINE				
Baseline timeframe: FY 2018, Q1				
Rationale for Targets: Given uncertainty about upcoming elections and the time required to install newly elected positions following the elections, it is anticipated that by the end of Year 1, at least 1 mechanisms will have been developed/improved in 3 provinces while by the end of Year 2, those 3 mechanisms will have been implemented.				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
Developed/improved this reporting period	0	3	3	
Implemented this reporting period	0	0	3	

CHANGES TO INDICATOR	
Changes to Indicator:	N/A
This Sheet last updated on:	Indicator created December 2017
This Sheet last updated by:	N/A
OTHER NOTES	
None	

PERFORMANCE INDICATOR REFERENCE SHEET				
Performance Indicator #: 11				
Name of Indicator:	Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions.			
IGPA Objective:	Objective 3: Strengthened Monitoring and Oversight of Service Delivery and Public Expenditure			
IGPA Result Measured:	Result 3.2: Enhance public capability and willingness to participate in planning, monitoring and evaluating public services			
Performance Plan & Report Indicator: No				
Link to Foreign Assistance Framework: DR4.2 Civil Society Organizational Capacity Development. Standard Foreign Assistance Indicator DR.4.2-2				
DESCRIPTION				
Precise Definition:	<ul style="list-style-type: none"> CSOs that receive USG assistance means those CSOs that receive support through IGPA activities. Initiate or participate in advocacy interventions should be understood as a means for individuals, constituencies, or organizations, at central- and/or provincial levels, to shape public agendas, change public policies, and influence other processes that impact their lives. Advocacy does not involve one isolated action but rather a series of strategic, interconnected, integrated activities designed to achieve a goal, i.e. a wide range of activities that tend to: <ul style="list-style-type: none"> Be strategic (a deliberate, planned action, not random); Involve a set of actions that are sustained in order to build and direct pressure; Be designed to persuade; Be targeted; Involve alliance building. Types of advocacy interventions can include: <ul style="list-style-type: none"> engagement with Provincial Government in monitoring and oversight of (i) service delivery, (ii) planning, and (ii) budgeting. Provincial Government includes Legislative and Executive branches campaign aimed at achieving a specific goal in respect of oversight and monitoring and includes activities such as lobbying, public interest litigation, letter writing campaigns, civil disobedience, etc. 			
Unit of Measure: Civil Society Organization				
Data Type:	Number			
Disaggregated by:	<ul style="list-style-type: none"> Organizations with primary focus on gender issues Organizations with primary focus on representation of vulnerable and/or disadvantaged groups, including the disabled, widows, internally placed persons, and religious and ethnic minorities. 			
Rationale for indicator:	This indicator captures the efforts of IGPA to support civil society organizations and working with civil society to assist them in having a voice in public decision-making on issues that impact their lives (including service delivery) and other political processes. This indicator will facilitate reporting on how IGPA is supporting Iraqi civil society. This would also be relevant for the Agency's USAID Forward reforms which include a component on strengthening civil society capacity to advance aid effectiveness. This is one of the few indicators that captures policy advocacy as a critical civil society function.			
PLAN FOR DATA COLLECTION				
Data Sources:	IGPA reports and documents, CSO's advocacy plans or strategies/implementation plans, social media such as blogs, twitter and Facebook, recording of press conference and other media reporting, copy of testimony or press release, advocacy campaign materials, etc.			
Method of Data Collection and Construction: Document review				
Reporting Frequency: Annual				
Individual Responsible at USAID: Vladan Raznatovic, COR				
Individual(s) Responsible at DAI: Senior M&E Advisor				
DATA QUALITY ISSUES				
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A				
Date of Future Data Quality Assessments: FY 2019, Q2				
Known Data Limitations: No limitations apparent				
TARGETS AND BASELINE				
Baseline timeframe: FY 2018, Q1				
Rationale for Targets: Targets for FY 2018 are expected to be negligible given delayed implementation and the fact that much of the activity of CSOs will be devoted to issues surrounding upcoming elections rather than service delivery monitoring and oversight. Through IGPA 5 CSO are going to be trained in each of the 6 selected governorates. Trainings will start in year 1 and the actual engagement will be observed/captured in year 2.				
PERFORMANCE INDICATOR VALUES				
Description (Disaggregation)	Baseline Value	Targets		Notes
		FY 2018	FY2019	
Year 1 (June 2017-Sept 2018)	0	0		
Year 2 (FY '19)	0		30	

CHANGES TO INDICATOR
Changes to Indicator: N/A
This Sheet last updated on: Indicator created December 2017
This Sheet last updated by: N/A
OTHER NOTES

ANNEX II: DATA QUALITY ASSESSMENT FORM

IGPA Objective:	
Title of Performance Indicator: <i>(Indicator should be copied directly from the Performance Indicator Reference Sheet)</i>	
Linkage to Foreign Assistance Standardized Program Structure, if applicable <i>(i.e. Program Area, Element, etc.)</i> :	
Result This Indicator Measures <i>(i.e., Specify the Development Objective, Intermediate Result, or Project Purpose, etc.)</i> :	
Data Source(s): <i>(Information can be copied directly from the Performance Indicator Reference Sheet)</i>	
Partner or Contractor Who Provided the Data: <i>(It is recommended that this checklist is completed for each partner that contributes data to an indicator– it should state in the contract or grant that it is the prime's responsibility to ensure the data quality of sub-contractors or sub grantees.)</i>	
Period for Which the Data Are Being Reported:	
Is This Indicator a Standard or Custom Indicator?	
Data Quality Assessment methodology: <i>(Describe here or attach to this checklist the methods and procedures for assessing the quality of the indicator data. E.g. Reviewing data collection procedures and documentation, interviewing those responsible for data analysis, checking a sample of the data for errors, etc.)</i>	
Date(s) of Assessment:	
Assessment conducted by:	
USAID Mission/OU Verification of DQA Team Leader Officer approval	

Data Quality Checklist

Category	Y	N	Comments (Not Applicable/ Insufficient information)
Validity - Data should clearly and adequately represent the intended result			
Does the indicator reflect the intended results of the activity – i.e. is it a useful indicator for activity management?			
Do the data being collected and reported match the intent or language of the indicator?			
Are the data collection methods (interviews, observation, etc.) appropriate to produce good data?			
Is there reasonable assurance that the data collection methods being used do not produce systematically biased data (e.g. consistently over- or under-counting)?			
Do results collected fall within a plausible range?			
Are the people collecting the data qualified and/or adequately experienced?			
Are the people collecting the data properly supervised?			
Reliability - Data should reflect stable and consistent data collection processes and analysis methods over time.			
When the same data collection method is used to measure/observe the same thing multiple times, is the same result produced each time?			
Are the definitions and procedures for data collection, calculation and reporting clear and well understood by all relevant staff?			
Do the definitions and procedures for collecting and calculating the data match the Mission PIRS if applicable?			
If not, please describe the differences.			
Are data collection and analysis methods documented in writing in a PIRS or another form?			
Is this documented method used to ensure the same procedures are followed each time?			

Category	Y	N	Comments (Not Applicable/ Insufficient information)
Is a consistent data collection process used from year to year? (describe any changes/differences observed)			
In all activity locations/sites?			
By all activity partners/sub-contractors?			
Are there procedures in place for periodic review of data collection, maintenance, and processing that can detect data quality issues?			
Has significant data quality limitations been identified in the past?			
Were these communicated to USAID? If yes, describe how.			
Have these data quality limitations been addressed? If yes, explain how.			
Has significant data quality limitations in current data been identified? If yes, please describe.			
Are these limitations described in the indicator PIRS or written data collection and analysis procedures? If yes, please describe.			
Are these limitations described in reporting to USAID? If yes, please describe.			
Timeliness - Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision-making.			
Are the data for this indicator reported to USAID by the method (ex. Quarterly Performance Data Table) and frequency required?			
Is this format and schedule appropriate for project/activity management? If no, describe how it should be changed,			
Are the data reported the most current practically available?			
Are the data reported as soon as possible after collection?			
Precision - Data have a sufficient level of detail to permit management decision-making; e.g. the margin of error is less than the anticipated change.			
Is the margin of error less than the expected change being measured?			
Has the margin of error been reported along with the data?			
Is the data collection method/tool being used to collect the data fine-tuned or exact enough to register the expected change?			
Is there a method for detecting duplicate data? If yes, please describe.			
If there is duplication of data, is the level of duplication acceptable for this indicator? Describe why or why not.			
If there is unacceptable duplication of data, is it identified in the PIRS under data limitations or another section?			
If there is unacceptable duplication of data, has information on duplication been shared with USAID? Describe how.			
Is there a method for detecting missing data? If yes, please describe.			
If there are missing data, is the level acceptable for this indicator? Describe why or why not.			
If there are unacceptable amounts of missing data, is this identified in the PIRS under data limitations or another section?			
If there are unacceptable amounts of missing data, has information on missing data been shared with USAID? Describe how.			
Are the reported data disaggregated according to USAID guidance?			
Integrity - Data collected should have safeguards to minimize the risk of transcription error or data manipulation.			
Are there procedures in place to check for transcription errors at all levels of the data collection and reporting system?			

Category	Y	N	Comments (Not Applicable/ Insufficient information)
Is there independence in key data collection, management, and assessment procedures?			
Are there proper safeguards in place to prevent unauthorized changes to the data?			
Are there procedures in place to ensure unbiased analysis of data and subsequent reporting?			
Are their safeguards in place to ensure that all relevant tools, tracking sheets and data are backed up and protected from data loss?			

IF NO DATA ARE AVAILABLE FOR THE INDICATOR	COMMENTS
If no recent relevant data are available for this indicator, why not?	
What concrete actions are now being taken to collect and report these data as soon as possible or on schedule?	
When will data be reported?	

SUMMARY (where multiple items are listed by the assessor in each row, they should be numbered so that it is clear what recommendations apply to which limitations)
Based on the assessment above, what is the overall conclusion regarding the quality of the data?
What limitations, if any, were observed and what actions should be taken to address these limitations?
Significance of limitations (if any):
Final agreed upon actions and timeframe needed to address limitations prior to the next DQA:

ANNEX III: INDICATORS OF THE IGPA STATEMENT OF OBJECTIVES

With only a few exceptions, either outcome-level concepts of indicators contained in the SOO have been incorporated in indicators proposed for the AMEP, or the indicators will be tracked at lower levels of the DAI M&E system. The table below provides details on how SOO indicators are proposed to be represented within the DAI M&E system.

Statement of Objectives Indicator	Level of M&E System	Notes
IGPA Goal: Improved GOI response to citizens' needs		
% citizens reporting improvements to IGPA-supported service delivery platforms	AMEP PI #1	This indicator will be tracked at the Performance Assessment level of the M&E System Pyramid.
Objective 1: Enhance GOI Service Delivery Capacity		
Provincial government management units in public service delivery sectors develop and implement NUMBER of improvement plans in line with national standards	AMEP PI #3	This indicator will be tracked at the Performance Assessment level of the M&E System Pyramid. It is included in the AMEP as PI for Result 1.2, with slight revision to ensure focus on participatory development process.
PERCENTAGE of capital investment spending executed against the improvement plan	N/A	This indicator will not initially be tracked due to data-availability concerns as well as local fiscal constraints within government that will see investment funding severely limited. Should data availability and/or fiscal constraints become more reliable/available during implementation, inclusion in the AMEP will be reconsidered.
NUMBER of provinces implement policies and procedures for public procurement transparently	N/A	These two indicators will not be tracked given definition constraints as well as restricted access to information on procurement procedures.
NUMBER and TYPE of model tendering procedures developed and implemented,		
NUMBER demonstration projects brought to financial close	Administrative Monitoring	This output-level indicator will be tracked at the first level of the M&E System Pyramid.
Objective 2: Improve Provincial and National Government Public Financial Management		
NUMBER of provincial governments develop and implement integrated resources plans for public spending in NUMBER of decentralized public services in line with national standards	AMEP PI #3	A modified version of this indicator will be tracked at the Performance Assessment level of the M&E System Pyramid. It is included in the AMEP as PI for Result 1.2.
NUMBER of IGPA-supported demonstration projects that address priority needs of vulnerable or disadvantaged populations	AMEP PI #5	Even though it is an output-level indicator, this indicator will be tracked at the Performance Assessment level of the M&E System Pyramid. It is included in the AMEP as PI for Result 1.4.
NUMBER of public services delivered in TYPE of sector in NUMBER of provincial governments that reduce gender disparities by PERCENT on a year over year basis	N/A	This indicator will not initially be tracked due to data-availability concerns. Should data availability become more reliable during implementation, inclusion in the AMEP will be reconsidered.
IGPA-supported initiatives to introduce innovative technology aimed to more efficiently and transparently provide public services implemented and functional in NUMBER of provinces	Administrative Monitoring	This output-level indicator will be tracked at the first level of the M&E System Pyramid.

Statement of Objectives Indicator	Level of M&E System	Notes
NUMBER of provincial governments with developed internal procedures (standard operating procedures) to implement and comply with Ministry of Finance standards and regulations on decentralized finance (expenditure assignments)	AMEP PI #6	This indicator will be tracked at the Performance Assessment level of the M&E System Pyramid. It is included in the AMEP as PI for Result 2.1.
NUMBER of provincial governments that develop revenue generation strategies	Administrative Monitoring	This output-level indicator will be tracked at the first level of the M&E System Pyramid.
NUMBER of provincial governments, locally derived revenues streams constitute PERCENTAGE share of provincial government expenditures in IGPA-supported sectors	AMEP PI #8	This indicator is partially represented at the Performance Assessment level of the M&E System Pyramid as PI for Result 2.3. It was considered more suitable, especially during the early years of IGPA to separate the dual outcomes contained in this indicator and to initially focus on increased revenue generation at provincial level. Furthermore, given conflicting legislation on local revenue generation, the indicator has been formulated to focus on fees charged in IGPA-supported service areas
Objective 3: Strengthen Monitoring and Oversight of Service Delivery and Public Expenditure		
NUMBER of provincial governments that effectively monitor and oversee expenditures and made information public, so citizens can monitor progress and support oversight, in IGPA-supported sectors	Project Management Monitoring	This indicator, alongside PI #7, #9, and #10 will be tracked as part of examining how output is converted to outcome at the second level of the M&E System Pyramid.
NUMBER of oversight or internal accountability mechanisms strengthened, adopted or implemented by host nation through USG Assistance (Standard Indicator)	Administrative Monitoring	This is no longer a Standard Foreign Assistance Indicator. Nevertheless, this indicator will be tracked at the first level of the M&E System Pyramid alongside the AMEP PI (#7) for Result 2.2., which is also a Standard Indicator (DR.2.4-2)
NUMBER local mechanisms, supported with IGPA assistance, established by at least NUMBER provincial government decision-making bodies for citizens to engage their sub-national government and provide feedback on provincial budget, service delivery outcomes and investment priorities	AMEP PI #10	A modified version of this indicator will be tracked at the Performance Assessment level of the M&E System Pyramid. It is included in the AMEP as PI for Result 3.1.
NUMBER of IGPA-supported initiatives to use innovative technology to enhance citizen consultation and engagement implemented and operational	Administrative Monitoring	This indicator will be tracked at the first level of the M&E System Pyramid alongside PI #10 which will be tracked at the Performance Assessment level
NUMBER of provinces Development plans publicly posted so citizens can monitor progress	Administrative Monitoring	This indicator will be tracked at the first level of the M&E System Pyramid
NUMBER provinces where PERCENTAGE of citizens understand the roles and responsibilities of local leaders, options for approaching local leaders, and their responsibilities towards improved local governance including paying taxes and ensuring citizen oversight	AMEP PI #1	The AMEP Performance Indicator (#1) at the Goal-level that will be measured using citizen perception will to some extent capture this indicator at the Performance Assessment level of the M&E System Pyramid.
Objective 4: Support Iraqi Change Agents		
NUMBER of recommendations provided to Iraqi reformers responsible for improvements in service delivery, public financial management, and monitoring and oversight to NUMBER of technical and policy recommendations implemented by the GOI.	Project Management Monitoring	This indicator will be tracked as part of examining how output is converted to outcome at the second level of the M&E System Pyramid.

Statement of Objectives Indicator	Level of M&E System	Notes
Recruitment and placement of on-demand driven technical services within NUMBER of days of an agreed scope of work between USAID and the Contractor	Administrative Monitoring	This indicator will be tracked at the first level of the M&E System Pyramid
Development and implementation of a system for data capture, analysis and public reporting on relevant changes in national decentralization laws and policies	Administrative Monitoring	This indicator will be tracked at the first level of the M&E System Pyramid
NUMBER of research mechanisms includes focus groups and public perception surveys on Iraqi governance, permitting disaggregation by IGPA geographic focus area	Administrative Monitoring	This indicator will be tracked at the first level of the M&E System Pyramid.
NUMBER of annual deployments of technical advisors disaggregated by areas of intervention such as public-sector service delivery, public financial management, monitoring and oversight, etc.	Administrative Monitoring	This indicator will be tracked at the first level of the M&E System Pyramid

ANNEX IV: MEL VERIFICATION CHECKLIST

This checklist will be used to verify that all required data and relevant documents are available on TAMIS for each activity in the Workplan.

MEL Staff
member: _____

Objective

Title:

Result

Title:

Activity:

AWP ref. #:

TAMIS ref. #

Title:

	Record in TAMIS	Confirmed by Monitoring Visit	Supplied to MEL
Before the event:			
Activity appears in TAMIS			
Training agenda/program.			
Participants list			
Participants selection criteria.			
Event invitations			
Approved Scope of Work including:			
- The specific objectives of the assignment			
- The duration (number of working days) foreseen for TA			
- Implementation dates			
- Relevant contract supervisor and beneficiary			
- Specific deliverables.			
- Information regarding STTA recruitment process			
During the event:			
Participant Registration Form:			
- Standard template			
- Each participant completed a Form			
Attendance Register (translated):			
- Standard template			
- Each participant signed the attendance register for each day			
Training Evaluation Questionnaires:			
- Standard template			

	Record in TAMIS	Confirmed by Monitoring Visit	Supplied to MEL
- Participants requested near the end of the training to complete these forms.			
- Analyses of the training evaluation forms (English)			
- Original completed training evaluation forms			
After the event:			
Training report (approved)			
Training/workshop materials, including handouts and presentations			
Photos (photos should capture the main event sessions also showing banners, participants, etc.).			
Approved deliverables as required in the SOW:			
- <i>Deliverable 1</i>			
- <i>Deliverable 2</i>			
- <i>Deliverable 3</i>			

Notes:

ANNEX V: PERFORMANCE REPORTING TABLE

Results Framework Level	Result	Performance Indicator	Baseline Year	Baseline Value	Status	FY2018	FY2019	FY2020	FY2021	FY2022	Life of Program
Goal	Improve Government Response to Citizens’ Needs	Percentage citizens reporting improvements to service delivery platforms	2018	TBD	Planned	TBD	TBD	TBD	TBD	TBD	TBD
					Actual						
Objective 1	Enhance GOI Service Delivery Capacity										
Result 1.1	Improve service delivery outcomes in sectors with potential for high impact and visibility	Number of functional Provincial Planning and Development Councils (PPDC) in IGPA-supported provinces	2018	0	Planned	1	2	2	3	2	10
					Actual						
Result 1.2	Strengthen the strategic approach and capacity of provinces to better align service delivery outcomes with the priorities of provincial governments and local populations	Score on Provincial Evaluation Departments’ Index	2018	0	Planned	0.25	0.50	0.60	0.75	1.00	0.62
					Actual						
Result 1.3	Enhance regulatory and procedural certainty to attract private sector investment	Percentage of participants who report improved knowledge and capacity in public procurement as a result of IGPA capacity building activities	2018	0	Planned	50%	70%	75%	85%	90%	74%
					Actual						
Result 1.4	Enhance the targeting of capital investment spending in service delivery sectors that serve vulnerable and disadvantaged populations	Number of IGPA-supported functional Provincial Gender Departments	2018	0	Planned	0	3	3	2	2	10
					Actual						

Results Framework Level	Result	Performance Indicator	Baseline Year	Baseline Value	Status	FY2018	FY2019	FY2020	FY2021	FY2022	Life of Program
Objective 2	Improve Provincial and National Government Public Financial Management										
Result 2.1	Strengthen capacities of AFADs and support their conversion into fully operational financial management offices	Number of SOP that are implemented by central, federal and provincial governments to manage PFM functions as a direct result of IGPA support	2017	0	Planned	6	6	6	6	6	30
					Actual						
Result 2.2	Support development of federal oversight mechanisms of provincial finances	Number of mechanisms for external oversight of public resource use supported by USG assistance. (DR.2.4-2)	2018	0	Planned	0	4	5	6	6	21
					Actual						
Result 2.3	Enhance provincial revenue generation, collection and management from outside the oil sector	Percentage increase in the rate of collection of fees imposed by Provincial Governments on services delivered in IGPA-supported service delivery platforms.	2018	TBD	Planned	0	2.5%	2.5%	2.5%	2.5%	2.5%
					Actual						
Result 2.4	Enhance budget-cycle planning, development and execution against decentralized expenditure assignments	Number of provincial in-year budget reports published in accordance with law/best practice	2018	0	Planned	6	12	18	18	18	14
					Actual						
Objective 3	Strengthen Monitoring and Oversight of Service Delivery and Public Expenditure										
Result 3.1	Strengthen capacity of selected provincial institutions to establish effective citizen participation and outreach mechanisms	Number of mechanisms developed or improved, and implemented, to establish effective citizen participation, outreach and communication	2018	0	Planned	3	3	3	3	3	15
					Actual						
Result 3.2	Enhance public capability and willingness to participate in planning, monitoring and evaluating public services	Number of CSOs receiving USG assistance engaged in advocacy interventions. (DR.4.2-2)	2018	0	Planned	0	30	20	15	10	75
					Actual						