**Performance Indicator Handbooks & Resources**

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1. **World Bank Survey database**

[**http://catalog.ihsn.org/index.php/catalog**](http://catalog.ihsn.org/index.php/catalog)

Great place to start looking for survey’s that can be adapted to your need. Agriculture, Poverty, Education, Business Environment, etc.

1. **Justice**

**World Justice Project Questionnaires & Surveys**

<http://bit.ly/WorldJusticeQuestionnaire>  
Organized around the following framework:

* Civil and Commercial Law
* Criminal Justice
* Labor Law
* Public Health

Surveys aiming to capture the extent to which countries adhere to the rule of law in practice. The WJP Rule of Law Index provides data on nine dimensions of the rule of law − limited government powers; absence of corruption; order and security; fundamental rights; open government; regulatory enforcement; access to civil justice; effective criminal justice; and informal justice.

**UNICEF/UNODC Juvenile Justice Indicators**

<http://bit.ly/JuvenileJusticeIndicators>  
This resource provides a framework for measuring and presenting specific information about the situation of children in conflict with the law. This information concerns both quantitative values, such as the number of children in detention on a particular census date, and the existence of relevant policy.

**USAID Rule of Law Framework**<http://bit.ly/RuleOfLawAssessment>

A framework structured around Order and Security, Legitimacy, Checks and Balances, Fairness, and Effective Application. The framework can provide a nice conceptualization of Laws and Institutions and the questions that could be measured for each. Extracted from the Guide to Rule of Law Country Analysis.

1. **Outreach and Communication**

**Writing a Communication Strategy – Very strong document** (Extract pages 34-37 for different channel types – gorilla)  
<http://bit.ly/writeCommunicationStrategy>

Community participation Levels (P 42-43)

**Evaluating Communication**  
Page 14 provides a nice summary box- Appendix B (p.17-19) provides theory-of-change models.

<https://drive.google.com/open?id=1OqIiLUD1ty9h9t8GQ5-Lw0DnRJlL3WX4>

**Public Engagement Questionnaire**  
<https://drive.google.com/open?id=18nsnLQJMFkP24PhdLPsSVnxIzhYYo6rd>

A questionnaire designed around: The culture of engagement, outreach practices, engagement practices, community capacity and partnerships, and evaluation culture.

1. **Human Rights**

**Monitoring Marginalized Minorities**A detailed introduction to the approaches and challenges of collecting disaggregated data by ethnicity, religion and/or language<https://drive.google.com/open?id=1uAF89EnZnuyBVaURMwDwDZsd2zAZNg9w>

**UNHCR Human Rights Indicators**

Cut Down Version: <http://bit.ly/HumanRights2>

Expanded Version: <http://bit.ly/HumanRightsIndicatorsExpanded>

The publication aims to assist in developing quantitative and qualitative indicators to measure progress in the implementation of international human rights norms and principles. It provides concrete examples of context-sensitive indicators identified for a number of human rights—all originating from the Universal Declaration of Human Rights—and other practical tools and illustrations, to support the realization of human rights at all levels.

# Government Budgeting

**Public Expenditure and Financial Accountability Indicators**

<http://bit.ly/PEFAassessment>

Under the Public Expenditure and Accountability ([PEFA](http://www.pefa.org/en)) Program, the public financial management (PFM) Performance Measurement Framework (PMF) (or PEFA Framework) has been developed as a contribution to the collective efforts of many stakeholders to assess whether a country has the tools to deliver three main budgetary outcomes:

* Aggregate fiscal discipline
* Strategic resource allocation
* Efficient use of resources for service delivery

Includes indicators on open budget process and budget review that can be adapted to all types of laws

**Open Budget Survey**  
<http://bit.ly/OpenBudgetSurvey>  
The [Open Budget Survey Tracker](http://www.obstracker.org/) (OBS Tracker) allows citizens, civil society, media, and others to monitor in real time whether central governments are releasing the requisite information on how the government is managing public finances.

* **Budget transparency –**the amount, level of detail, and timeliness of budget information governments are making publically available. Each country is given a score between 0 and 100 that determines its ranking on the Open Budget Index.
* **Budget participation –**the opportunities governments are providing to civil society and the general public to engage in decisions about how public resources are raised and spent.
* **Budget oversight –**the capacity and authority of formal institutions (such as legislatures and supreme audit institutions) to understand and influence how public resources are being raised and spent.

1. **Corruption**

**Global Integrity Report** <http://bit.ly/GlobalIntegrity>

The list of questions Global Integrity asks each year in the Global Integrity Report. This is a useful checklist of needed anti-corruption reforms.

**Public Accountability**Simple Questionnaire: <http://bit.ly/FinancialDisclosureFramework>

Country by Country assessments: http://bit.ly/WBPublicIntegrity

The Public Accountability Mechanisms Initiative provides assessments of countries’ in-law and in-practice efforts to enhance the transparency of public administration and the accountability of public officials.

* Financial Disclosure
* Freedom of Information
* Conflict of Interest
* Immunity Protections

**World Bank Corruption Assessment**  
<http://bit.ly/WBCorruptionQuestionnaire>

The documents have been used in past governance and anti-corruption diagnostics and provide strong models for other diagnostics.

**Transparency International Corruption Tool Database**

<http://bit.ly/CorruptionTools>

TI database contains over 500 tools to diagnose and analyze corruption. The database provides detailed information on the purpose, scope and methodology of each tool.

1. **Government Service Delivery**

*Example from South Africa -*<http://bit.ly/GovServiceDeliverySurvey> *(see* ***caution*** *below)*

Methodology: The study applied a purposive sampling procedure in selecting the Departments that participated in the survey and their selected service delivery sites. During the sampling of the service delivery sites of the Departments, attention was also given to both the urban and rural service sites.

Based on 12 “drivers” of citizen satisfaction: **Accessibility** to public services, treating the citizens with **Courtesy** and consideration, **Timeliness** in the provision of services, availability of **Information** on public services, the **Knowledge and Competence** of officials, the condition of the **Facilities** in which services are delivered, **Fairness and Equity** in service delivery, **Value for Money** in Public Service delivery, providing **Redress** where a promised standard of service has not been met and **Outcome** of the encounter with the Public Service.  
  
**Objective indicators of quality**

* Quality : (a) coverage area; (b) types of support available from ancillary facilities; (c) quality of services (human resources and medical supplies); (d) infrastructure; (e) time till service; (f) accuracy of service.

**Subjective instruments that gauge citizen perceptions** - citizen report cards, community scorecards, facility exit polls, and citizen satisfaction surveys

Satisfaction surveys are appealing

* A quick and easy way for policymakers to measure thocie impact of governance reforms on government performance, particularly for sectors where measurement of service quality is not easy, *provided* citizen satisfaction is closely correlated with the actual quality of services.
* Less time and labor intensive than facility surveys and public expenditure tracking surveys)

**CAUTION:** There is little consensus on whether citizens’ satisfaction surveys reflects the actual quality of services. Try to use Objective Indicators in combination with Satisfaction Surveys.

**Service Delivery Framework**<https://drive.google.com/open?id=0By2AjFhUlqwVZDN3dVhkTEM1YkU>

Enabling conditions, Inputs, Service Delivery Implementation, Service Delivery Outputs, Service Outcomes.

**Institutional Capacity development**  
<https://drive.google.com/open?id=1pVKA_TucJs_EftMLiN-C3ALpYfHgkHpd>

A questionnaire for identifying institutional performance gaps organized around: Job expectations, performance feedback, the environment and tools, organizational support, incentives, and skills and knowledge.

1. **Legislative Capacity Building**

Consider adapting indicators from the [PEFA](http://www.pefa.org/en) framework to analyze legislative capacity.  
 **Legislative Capacity Index (LCI)**  
An index to measure legislative operations and administration, policy development and lawmaking, budget preparation, research capacity, public accountability, and public outreach  
<http://bit.ly/LegislativeCapacityIndex>  
 **LCI excel scoresheet**<http://bit.ly/LCIscoresheet>

1. **Statistical Capacity**<https://drive.google.com/open?id=1lNPuGt7CNs82wyry6Ufiozz1ndmDRx_l>

Designed for State statistical bodies, this framework and questionnaire could be paired down for any statistically oriented organization.

1. **Think Tank Capacity Building**

Think Tank Index (possible framework for examination)

<https://drive.google.com/open?id=1RTBvLlQNrmodPqPAe0hIMLHd5MPf1hGj>

1. **Civil Society**

**Civil Society Organization Self-Assessment** – Revolves around a framework of organizational clout, constituent legitimacy, and effectiveness.  
<http://bit.ly/CSOQuestionnaire>  
 **Clout, Advocacy, and Coalition/Network Effectiveness**<http://bit.ly/cloutAdvocacyCoalition>

1. **Policy Advocacy**

**Alignment, Interest and Influence Mapping**  
<https://drive.google.com/open?id=14FbpmB7My8zbEWTRtuFPBA5S92MxozPl>  
A tool that would not only help to identify the main stakeholders, but also suggest a possible course of action towards them. The Alignment, Interest and Influence Matrix (AIIM) was designed to do precisely that.  
 **10 Theories of Change for Policy and Advocacy**A tool that lays out the most common theories of change for policy advocacy. Great place to start activity monitoring design.  
<http://bit.ly/10theoriesofchange>

**Advocacy Capacity Questionnaire**<https://drive.google.com/open?id=1sJIhVFo_nyJeNcV4_ESRUgzIcjiSrz_7>The Advocacy Capacity Assessment Tool is organized around nine broad indicators of capacity: decision-making structures, advocacy agenda, organizational commitment to and resources for advocacy, advocacy base, advocacy partners, advocacy targets, media skills and infrastructure, advocacy strategies, knowledge, skills, and systems to effectively implement strategies

**Data Collection tools for measuring Advocacy and Policy**<https://drive.google.com/open?id=1QP-FBvPKPFbxIIvI1AwbBI-rdUoupThL>  
Stakeholder Surveys, Case studies, Focus Groups, Media Tracking, Media Content or Framing Analysis, Participant Observation, Policy Tracking, Public Polling, **Unique Methods in Policy Advocacy measurement**  
<http://bit.ly/uniquemethodspolicyadvocacy>  
Bellwether Methodology, Policymaker Rating, Intense Period Debrief, System Mapping  
  
**Advocacy Strategy**  
<http://bit.ly/Advocacystrat>  
  
**Policymaker rating**  
See last pages for implementation tips  
<http://bit.ly/policymakerrating>

**Alignment Index**<http://bit.ly/OrgAllignment>  
A tool to determine the extent to which partner organizations are speaking with a common language, using a common framework, sharing data, creating a culture of collaboration, and changing organizational practices to form a better aligned consortium (example is based on education).  
 **Determining Advocacy Grantee Contribution**  
<https://drive.google.com/open?id=12ecECJB6J2fnKcOeGEfZf1KVGRuccuPR>

**Qualitative Document Analysis**<https://drive.google.com/open?id=1SVIg1CYimWgAg26lsEyOmA46Ld0vNKS3>  
Research method for rigorously and systematically analyzing the contents of written documents. Useful for reviewing written documents that organizations have “contributed” to. **CSO Sustainability Index Indicators**  
<http://bit.ly/CSOSIdemensions>  
Questions relating to the Legal Environment, Organizational Capacity, Financial Viability, Advocacy, Service Provision, Infrastructure, and Public Image. For Activity performance management specific elements of the framework should be identified as focus areas and a more nuanced grading rubric developed.

1. **Gender**

**Gender Equality survey – (a.k.a. Gender Mens)**Comprehensive household questionnaire on men’s attitudes and practices-along with women’s opinions and reports of men’s’ practices- on a wide variety of topics related to gender equality.<http://bit.ly/GenderMens>

**Women’s Economic Empowerment**  
<http://bit.ly/WomensEconEmp>

**Women’s Political Participation**  
<http://bit.ly/wompolitpartic>

**Gender Indicators for Media Organizations**  
<http://bit.ly/GenderMediaOrgs>

1. **Economic Growth**

**https://microlinks.org/**USAID sponsored website – Great for seminars and knowledge sharing

**Acumen Lean Data Field Guide**Social Enterprise / Lean Data collection for rapid iteration when producing a product.  
<http://bit.ly/AcumenLeanData>

**Value Chain- Measuring Market System Health**<https://drive.google.com/open?id=1dCbNb1yGFrC_yu1c42AcjmRWkApqFuYd>

* Presentation on using the tool  
  <https://drive.google.com/open?id=1U8PsJPyvnqi3OcCmy48ubhT84Ns6nG2v>

**Entrepreneurship Business Development**SME Toolkit – Basel II

<http://bit.ly/Basel2SMEtoolkit>

**Poverty Probability Index (PPI)**Survey for determining household income based on household assets.<https://www.povertyindex.org/country/bangladesh>

**USAID/E3 Trade Indicators Handbook (November 2013)**

<http://bit.ly/E3Trade>

1. **Health**

**Healthcare Access and Expenditure**<http://bit.ly/HCacessExpenditure>

**Orphans and Vulnerable Children**<https://drive.google.com/open?id=1ylwl_Vsvsdzd2nzivjSEDGAr9PWdBmiH>

**Child Status Index**

<https://www.measureevaluation.org/resources/publications/ms-08-31a>

The Child Status Index (CSI) provides a framework for identifying the needs of children, creating individualized goal-directed service plans for use in monitoring the well-being of children and households, and program-level monitoring and planning at the local level.

**Monitoring Behavior change communication interventions**<https://drive.google.com/open?id=1boq4mTrFae9Jc3_5qjoKkfdgUBHefoZd>

Uses a framework of Information (knowledge, education), motivation and attitudes, ability to act (access, efficacy) and norms.

**PEPFAR Next Generation Indicators**  
<http://bit.ly/PEPFARnextGen>

The indicators in this guidance meet the minimum needs of PEPFAR to demonstrate progress in the fight against HIV/AIDS. Taken together, these indicators promote responsible program monitoring across and within PEPFAR-funded technical areas.

**Measuring Diarrhea**<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3235024/>

**Bristol Stool Scale**<http://www.tools4dev.org/resources/bristol-stool-scale-for-diarrhea-tool-review/>

1. **Conflict Mitigation**

**Fragile States and Peace-Building Illustrative Indicators**

<http://bit.ly/PeaceBuildingIndicators>  
This resource provides sample indicators for common USAID/OTI program objectives. The indicators focus on activities to mitigate and manage conflict, media outreach, advocacy, local governance transparency, re-integrating ex-combatants, protecting human rights, civilian control over the military, and strengthening civil society.

**Social Capacity Assessment Questionnaire – Great resource for brainstorming survey questions (before reducing 😊)**

<http://bit.ly/SocialCapacityAssessment>  
Community Cohesion  
Leader selection  
Community assets (Roads, Phones, Sewage)  
Recreation, services, employment

**Saferworld Peacebuilding Indicators**

<http://bit.ly/ConflictViolanceIndicators>  
This briefing paper presents options for goals, targets, and indicators pertaining to programs to address conflict and violence. The paper provides capacity, situational, and public perception-based indicators focused on the following areas: violence and insecurity, violence against women, justice, social division, voice and participation, fair access to social services, livelihoods and shared growth, revenues and corruption, and other global factors.

1. **Nutrition & Food Security**

<https://agrilinks.org/>

**USAID/Food For Peace Performance Indicator Reference Sheets (PIRS)**

<http://bit.ly/FFPIndicators>

1. **Education**

**Early Grade Reading Assessment (EGRA)**

<http://bit.ly/EGRAII>

EGRA is an oral student assessment designed to measure the most basic foundation skills for literacy acquisition in the early grades: recognizing letters of the alphabet, reading simple words, understanding sentences and paragraphs, and listening with comprehension. EdData II developed the EGRA methodology and has applied it in 11 countries and 19 languages. It has been adopted and used by other implementing partners in more than 30 other countries and more than 60 other languages. Data from EGRA have been used for feedback on teacher practice in rigorous but easy-to-understand ways.

**Factors and Frameworks for Education Assessment**<http://bit.ly/OECDEducation>

**Vocational Education**

**Life Skills for Youth Development**Measuring “Soft Skills” : problem solving, decision making, self-confidence, self-esteem, stress management, social responsibility, maintaining relationships, respecting others, values, emotions, adequate expression of thought.

<http://bit.ly/lifeSkillsYouth>

**Youth Livelihood Indicators**

Abridged Version: <http://bit.ly/YouthLivelyhoodIndicators>

Expanded Version**:** <http://bit.ly/YouthLivelyhoodExtended>

1. **Finance**

[Pending]

1. **Countering violent extremism**

**Accommodating religious identity in peacebuilding**

Universal Code of Conduct on holy sites  
<https://www.codeonholysites.org/translations-of-the-code>

**Applying existing DME strategies**  
<http://bit.ly/MVEaid>

**Monitoring for CVE**

<http://bit.ly/MonitoringCVE>

1. **Monitoring large interventions**

**Lot Quality Assurance** – use randomized checks to monitor dispersed interventions

<http://bit.ly/LotQualityAssuranceMonitoring>

1. **Context Indicators (not performance management indicators)**

**UNSTAT Social Indicators**

<http://bit.ly/UNSocialStats>

Social indicators covering a wide range of subject-matter fields are compiled by the Statistics Division, Department of Economic and Social Affairs of the U.N. Secretariat, from many national and international sources. Indicators are provided on the following areas: Population, Health, Housing, Education, and Work. (Technical background on the development of social indicators is contained in two United Nations publications, [*Handbook on Social Indicators*](http://unstats.un.org/unsd/pubs/gesgrid.asp?id=42) (U.N. publication, Series F, No. 49, 1989) and[*Towards a System of Social and Demographic Statistics*](http://unstats.un.org/unsd/pubs/gesgrid.asp?id=8) (U.N. publication, Series F, No. 18, 1975)).

**World Bank Open Data Initiative**

<http://bit.ly/WBDataBank>

The World Bank's Open Data Initiative data catalogue provides access to all open source available World Bank datasets pertaining to development. Themes include: Agriculture & Rural Development, Health, Aid Effectiveness, Infrastructure, Climate Change, Poverty, Economy & Growth, Private Sector, Education, Public Sector, Energy & Mining, Science & Technology, Environment, Social Development, External Debt, Social Protection & Labor, Financial Sector, Trade, Gender, and Urban Development.

Journey Mapping and Segmentation  
<http://bit.ly/JourneymappingSegmentation>

Gorilla Monitoring- Driving the data to your net  
Sign up for loyalty programs  
  
**Sample Likert based scales**  
A collection of common scale wordings  
<https://drive.google.com/open?id=1Mw7TMvKBUcrFF8mtpNVJS2NRxGuo4xd0>

KDID.org  
https://usaidlearninglab.org/