



# USAID Madagascar Governance Strengthening Program

## Activity Monitoring, Evaluation, & Learning Plan

**Approved Date:** January xx, 2022

**Submission Date:** January 5, 2022

**Version:** [1]

**Contract/Agreement Number:** No. 720687221O00001

**Activity Start and End Dates:** October 8, 2021 to October 7, 2026

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### DISCLAIMER

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

## List of Acronyms

AMEL	Activity Monitoring, Evaluation, and Learning
CDCS	Country Development Cooperation Strategy
CLA	Collaborating, Learning, and Adapting
CPPS	Country Programme Performance Survey
CPD	Country Programme Document
CSO	Civil Society Organization
DA	Development Assistance
DO	Development Objective
ENAM	<i>Ecole Nationale d'Administration de Madagascar</i> (National School of Administration of Madagascar)
GOM	Government of Madagascar
ICPE	Independent Country Programme Evaluation
IEO	Independent Evaluation Office
INDDL	<i>Institut National de la Décentralisation et du Développement Local</i> (National Institute of Decentralization and local Development)
IR	Intermediate Result
M&E	Monitoring and Evaluation
MEN	Ministry of National Education
MEL	Monitoring, Evaluation, and Learning
MELS	Monitoring, Evaluation and Learning Specialist
MoJ	Ministry of Justice
MID	Ministry of Interior and Decentralization
MEF	Ministry of Economy and Finance
PCD	Local Development Plan
PFM	Public Financial Management
PREA	Programme de Réforme pour l'Effacité de l'Administration
PIRS	Performance Indicator Reference Sheets
PMP	Performance Management Plan
SDG	Sustainable Development Goal
SLC	<i>Structures Locales de Concertation</i> (Commune Consultative Platforms)
UNCT	United Nations Country Team
UNDP	United Nations Development Program
UNSDCF	United Nations Sustainable Development Cooperation Framework
USAID	United States Agency for International Development

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## I. INTRODUCTION

This proposed Activity Monitoring, Evaluation, & Learning (AMEL) Plan was developed for the USAID Cooperative Agreement No. 72068722IO00001, USAID Madagascar Governance Strengthening Program (RINDRA), with the United Nations Development Programme (UNDP). The AMEL Plan describes how USAID and UNDP will know whether the Activity (hereafter referred to as RINDRA program) is making progress toward stated results. For UNDP, it describes the process for monitoring, evaluating, and learning from implementation to adapt and achieve results. It set the necessary performance and context indicators that reflect RINDRA's expected results and lays out how to identify and track assumptions and manage and mitigate risks.

The goal of RINDRA program is to support the Government of Madagascar (GOM) to achieve enhanced accountability and effectiveness (USAID Development Objective DO2) in the three areas which constitute the USAID's Intermediate Results (IR), notably: IR1 GOM demonstrates increased commitment to enforcing rule of law, IR2 Increased GOM access to and effective management of financial resources for development, and IR3 GOM establishes foundational conditions for improved responsiveness to citizens.

UNDP will be responsible for the monitoring and regular review of activities carried out under RINDRA program and the cost of monitoring and review constitutes an allowable cost. USAID and UNDP will promptly inform each other about any condition/event/situation which interferes or threatens to interfere with the successful implementation of any activity under RINDRA program, financed in full or in part by USAID.

Updates to this plan will be provided to the USAID AOR for review and approval on annual basis or whenever revisions to the plan is found necessary due to changes in the activity theory of change, implementation, or feedback received on MEL efforts.

### I.1 Activity Theory of Change

RINDRA program's goal is that GOM (national and subnational) enhance its accountability and effectiveness so that financial resources will be well managed to finance development in response to Malagasy citizens' needs for improved access to quality services and democracy/human rights principles, leading to a stable political order. To achieve this goal, the project will work across the following three inter-related core rule of law and governance components: (i) Increase rule of law by supporting the Ministry of Justice and the civil and commercial courts; (ii) Improve public fund management by increasing the funds available for development financing at local/communal level and by improving the management and use (including absorption) of the available funds; (iii) increase the GOM responsiveness to the public/citizens needs and concerns.

The theory of change underpinning this decision to work on the three components remains as follow:

IF the GOM (i) strengthens rule of law,

(ii) accesses, mobilizes, and ensures the good management of financial resources to support development,

(iii) provides citizens with tools to participate in democratic processes and civic life, and demonstrates a commitment to increase responsiveness to the public,

THEN the GOM will have enhanced accountability and effectiveness in the eyes of the public that is fundamental to sustaining a stable political order.

In accordance with the above theory of change, UNDP and RINDRA's partners will work towards the achievement of the following Intermediate Results:

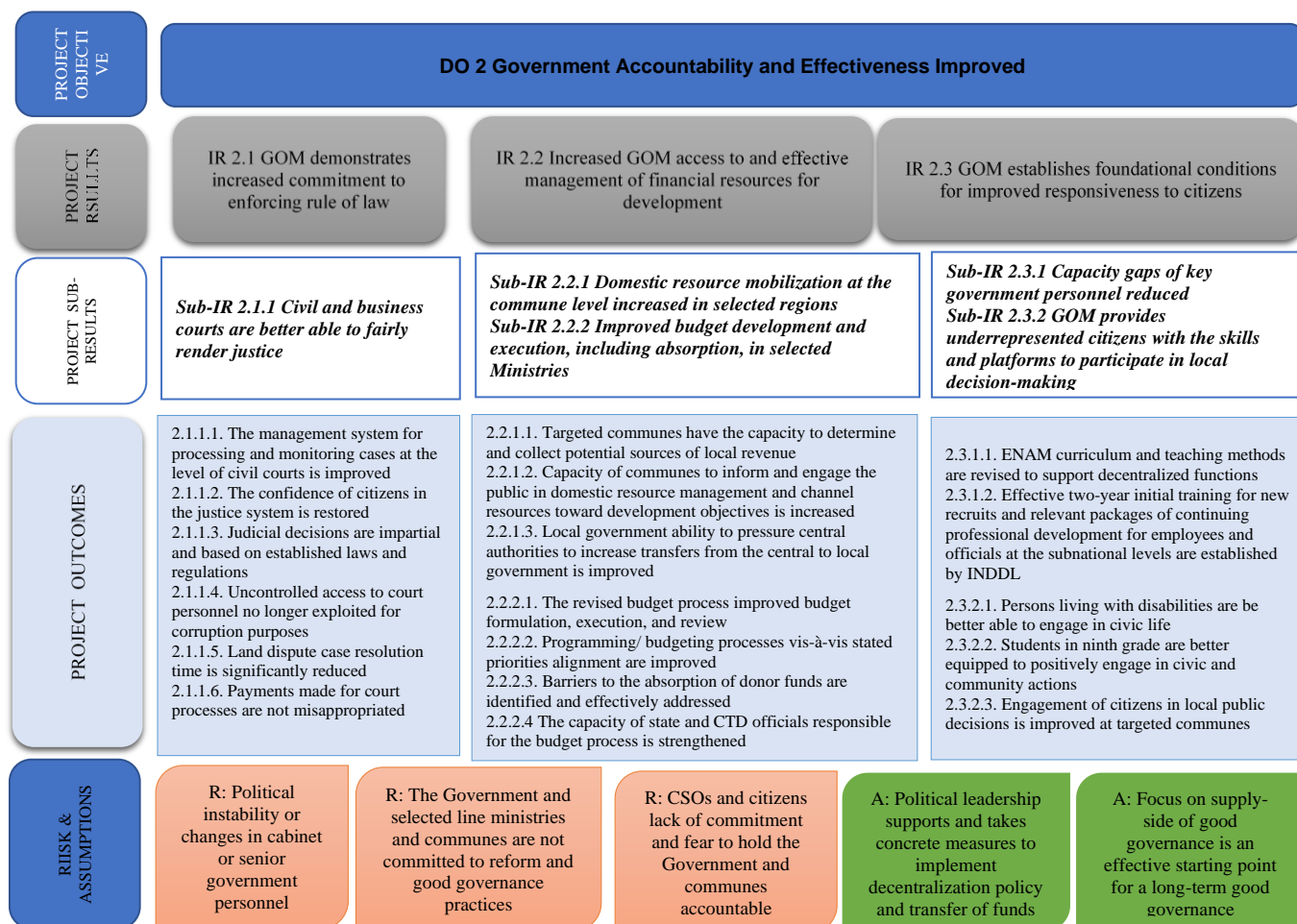
- IR.1 The GOM is strongly committed to rule of law and to reducing the almost generalized corruption that undermines its justice system, in particular by ensuring that the civil and commercial courts are capable of fairly rendering justice.

- IR.2 The capacities of the GOM to mobilize and access resources and to use them well for the sustainable financing of its development are strengthened through (i) a more efficient mobilization of own and internal resources at the level of the communes and (ii) better management and execution (including absorption) of funds in selected Ministries and State institutions.

- IR.3 The GOM is more responsive to citizens' needs by opening relevant participation spaces and tools for citizens (especially vulnerable groups/youth/PwD) and civil society engagement.

A more accountable and efficient GOM will have undeniable impacts on (i) improving the quality of services provided and the living conditions of its populations as well as on (ii) their better access to democracy and fundamental human rights, a guarantee of stable political order.

## I.2 RINDRA Logical Model



### I.3 Assumptions and Risks

Key assumptions that underlie the success of the theory of change:

- Political leadership supports and takes concrete measures to implement decentralization policy.
- Political stability persists (i.e., absence of renewed political crisis).
- Focus on supply-side of good governance is an effective starting point for a long-term good governance.
- Improved GOM performance will increase citizen willingness to engage in civic life.

Following are the risks which could affect the successful implementation of RINDRA program according to the rationale of the theory of change, their level (1- Insignificant, 2- Minor, 3- Moderate, 4- Critical, 5- Very Critical), and the proposed mitigating measures:

Risk	Risk level*	Mitigation Measures during Year I
Vaccination program against COVID 19 scales up more slowly than hoped or a new variant makes vaccines less effective causing continued emergency health restrictions	4	<ul style="list-style-type: none"> <li>- Training activities are maintained either remotely or at equipped venues</li> <li>- Meetings and gatherings respect social distancing and protection requirements</li> <li>- Review the Work Plan of activities (AWP) and amend if necessary</li> </ul>
Interest of Communes to participate to RINDRA activities and events in targeted regions is much less than expected	2	<ul style="list-style-type: none"> <li>- Field staff conduct meetings and engagement events for local leaders</li> <li>- Launching events are organized at regional level for local stakeholders and communes</li> <li>- RINDRA program lays on social media tools and existing online platforms in use to present the program and schedule of activities</li> </ul>
Participation to the program activities is not gender balanced	4	<ul style="list-style-type: none"> <li>- Ensure program partners have a strategy for gender mainstreaming</li> <li>- Report sex-disaggregated information and data</li> <li>- Raise awareness during program events of women participation to RINDRA activities</li> </ul>
Weak participation to the training activities in Budgeting and PFM	3	<ul style="list-style-type: none"> <li>- Evaluate participation on quarterly basis and take corrective actions accordingly</li> <li>- Field staff conduct meetings and engagement events, and prepare the list of participants prior to the training</li> </ul>
The capacities of selected communes are weaker than expected, requiring more training and some are more resistant than expected to messages of inclusion with some seeking equipment and	4	<ul style="list-style-type: none"> <li>- The selection process of communes and criteria outlined in the AWP will minimize the risk of engaging with local authorities that are disinterested in project activities</li> <li>- Ongoing coaching and support provided by RINDRA staff will allow for continuous engagement</li> </ul>

funds rather than a genuine partnership		so that any such issues should be flagged early if they arise - RINDRA program amend the list of beneficiary communes, if necessary, seeking USAID approval
Social/political mood in specific geographic areas is not favorable for civil servants to participate to internationally funded activities that improve transparency and governance	3	- Program events highlight the benefits for the community well-being and development opportunities - RINDRA staff are trained to lessen resistance and communicate right messages on program objectives - Highlight national and local leadership buy-in and support to program objectives and activities - RINDRA-tailored Branding and Marking Plan (BMP) is developed and implemented
Security situation does not allow UNDP to operate freely in remote geographic areas	3	- Rely on field staff and NGO partners to assess the situation in the field - UN Security team monitor the criminal activities and security in targeted areas and continuously inform program team - In consultation with USAID, the program might reconsider implementation at selected communes
Responsible for tribunals in selected regions are resistant to change and transparency requirements	4	- Additional engagement and orientation efforts on program's expected results are conducted - MoJ and Supreme Court intervene to mitigate and resume the activities - In consultation with USAID, the program might reconsider implementation at selected tribunals
Travel constraints to Madagascar due to COVID 19 are delaying the deployment of international consultants and staff	2	- Assign consultants and staff to work remotely for limited period and until the travels resume - UNDP use special measures, when possible, to deploy international consultants and staff

\* 1- Insignificant, 2- Minor, 3- Moderate, 4- Critical, 5- Very Critical

## 2. Monitoring Plan

The COP will have responsibility for overseeing the activity and the MEL plan, assuring that the work of the RINDRA team meets the activity's overall needs and responds to USAID/Madagascar requests for information.

### 2.1 Monitoring Activities

RINDRA program will have the following monitoring activities and plan below, which reflects the governance of the program and actions expected in light of the monitoring requirements:



<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action(s)</b>
<b>Track results progress</b>	Progress data against the results indicators will be collected and analyzed to assess the progress of RINDRA in achieving the expected and agreed results with USAID.	Quarterly (Quantitative indicators) and annually (Qualitative indicators)	Slower than expected progress will be addressed by COP and conveyed to USAID in the quarterly and annual reports.
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk register. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by the COP and UNDP senior management and actions are taken to manage the risk.  USAID is informed and consulted prior to actions.  The risk log is actively maintained to keep track of identified risks and actions taken.
<b>Learn</b>	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other UNDP and USAID projects and partners and integrated back into RINDRA.	At least annually	Relevant lessons are captured by the MEL Specialist and used to inform senior management decisions (UNDP and USAID).
<b>Annual Project Quality Assurance</b>	The quality of the data will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve RINDRA results.	Annually and Mid-term evaluation	Areas of strength and weakness will be reviewed by the COP and conveyed to USAID and used to inform decisions to improve RINDRA performance.
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons, and quality will be discussed with USAID by the COP and used to make course corrections.
<b>RINDRA Report to Advisory Committee</b>	A progress report will be presented to the Advisory Committee consisting of progress data showing the	Annually	Any quality concerns or slower than expected progress should be discussed by UNDP,

	<p>results achieved against pre-defined annual targets at the output and outcome levels, an updated risk register with mitigation measures, and any evaluation or review reports prepared over the period.</p>		<p>USAID, and the Advisory Committee as well management actions agreed to address the issues identified.</p>
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## 2.2 Performance Monitoring

RINDRA’s Chief of Party will consult and collaborate with USAID to ensure synergies, responsiveness, and compliance with both UNDP and USAID protocols for performance monitoring of development activities. RINDRA’s Monitoring and Evaluation and Learning Specialist (MELS) Mr. Mahefatahina Randriambnolanantenaina will ensure close monitoring of RINDRA activities and work across RINDRA team and with all consortium members. He is responsible for collecting and analyzing data of the 12 performance indicators set for RINDRA program, and to conduct necessary surveys, focus group meetings, and interviews with key informants.

UNDP will work collaboratively with MSIS Tatao partner who brings specific, high-quality expertise in critical niche areas. To ensure the consortium is working effectively and to minimize overhead costs, RINDRA’s COP will have an office space and shared oversight responsibilities with the program support staff at MSIS Tatao Headquarters. The COP will organize biweekly meetings for RINDRA team to discuss project activities and progress, as well any governance issues on which they may require advice or assistance. The Reporting and Communications Officer will record detailed minutes of these meetings to ensure that all consortium members have a clear record of progress and decisions vis-à-vis the project implementation cycle.

In order to ensure meaningful ownership of the Project and a feedback mechanism for key partners, UNDP will set up a Project Advisory Committee which would include representatives from USAID, as well as representatives of relevant GOM Ministries and civil society which will have an advisory role. The committee will meet annually to discuss the Project’s alignment with national priorities and that it is effectively working in partnership with key government and non-government bodies, to enable accountability.

## 2.3 Context Monitoring

In addition to the COP and MELS, the RINDRA program will be supported by UNDP Madagascar Office’s Results-Based Management Unit. The annual costed workplans will serve as the primary reference documents for the purpose of monitoring the achievement of results set in the 15 Context Indicators for RINDRA program. A single joint annual workplan, setting out the detail of the activities to be implemented under this Project, and including activities implemented by UNDP and MSIS Tato was developed by RINDRA team.

The Project team is tasked with the responsibility of ensuring implementation of the Project in accordance with these documents. Annual reports and monitoring exercise will be conducted in line with UNDP corporate requirements and structures and the Award monitoring plan will be

reviewed and revised on yearly basis and submitted to USAID if necessary approvals are required affecting the AWP, AMEL, and/or the Agreement.

## **2.4 Cross-cutting Issues**

There are two cross-cutting themes that are critical to advancing the achievement of RINDRA's goal: Gender and Inclusion.

**Gender:** In developing activity outputs, RINDRA team will always take gender into consideration in the implications of specific interventions, including opportunities to reduce gender discrimination-related biases or risks embedded in budget formulation and local tax systems and procedures. To that end, all data collected for monitoring, evaluation, and learning purposes will be sex-disaggregated whenever possible and as stated in Annex I - Indicator Summary Table.

**Inclusion:** The activities under RINDRA program are designed based on the principles that representative democracy at national and local levels must be inclusive of and responsive to all citizens, in particular of its most vulnerable. A truly improved public financial management system means that all citizens have access to improved monitoring and oversight of service delivery and public expenditures.

## **3. Evaluation Plan**

The evaluation of RINDRA program will be subject to the provisions of UNDP evaluation policy and procedures. The costs of any program-level evaluations are included in the program budget and constitute an allowable cost for USAID.

Evaluation is critical for UNDP to progress towards advancing sustainable human development. Evaluations help to ensure that organizational goals and initiatives are aligned with the UNDP Strategic Plan and support the 2030 Agenda and the SDGs, as well as other global, national, and corporate priorities. When used effectively, evaluations support programmatic improvements, knowledge generation and accountability.

UNDP intends to conduct two evaluations for RINDRA program, one on mid-term and another final evaluation. The mid-term evaluation is anticipated to take place during mid-2024 to strengthen learning within RINDRA team and among stakeholders, and to support better decision-making. The final evaluation, expected during fall 2026, will evaluate the entire program implementation period and endline results set in present AMEL plan.

Through the generation of evidence and objective information, the mid-term evaluation will enable UNDP and USAID to make informed management decisions and plan strategically for the remaining implementation period. Essential for accountability and transparency, the evaluation will also strengthen the ability of stakeholders to hold UNDP accountable for its development contributions.

With the support of an international consultant, the mid-term and final evaluations of RINDRA will be conducted as systematically and impartially as possible, to analyze the level of

achievement of both expected and unexpected results, by examining the results chain, processes, contextual factors, and causality, using appropriate criteria such as relevance, coherence, effectiveness, efficiency, impact, and sustainability. The evaluations should provide credible, useful, evidence-based information that enables the timely incorporation of its findings, recommendations, and lessons into the decision-making processes of UNDP, USAID, and different stakeholders.

UNDP will develop the terms of reference of the evaluations to be carried out to meet the quality standards under the USAID Evaluation Policy, the United Nations Development Group (UNDG), and UNDP. The Evaluation Report will support the monitoring tools and methods set out in this AMEL plan and will include a list of suggested evaluation questions. The questions will address the following criteria: 1. Relevance – the extent to which the Project is suited to local and national development priorities and organizational policies, including changes over time. 2. Validity – the extent to which results are attributable to the Project taking into consideration the counterfactual. 3. Effectiveness – the extent to which an objective has been achieved or how likely it is to be achieved. 4. Efficiency – the extent to which results have been delivered with the least costly resources possible. 5. Sustainability – the likely ability of an intervention to continue to deliver benefits for an extended period after completion.

#### **4. Learning Plan**

Based on the knowledge, good practices and lessons learned from the implementation of the programmes of the previous cycles, UNDP governance strategy therefore focuses on sustainability and conflict prevention in order to build strong, autonomous democratic institutions capable of important political processes, such as elections. RINDRA program is aligned and integrated within UNDP CPD for 2021 – 2023, taking into account the national priorities and development challenges outlined in the United Nations/UNDP framework documents (UNSDCF). In line with the solution outlined in its 2022-2023 strategic plan, UNDP will promote a governance approach that helps manage the risks and consequences of structural transformations. It will ensure empowerment and inclusion so that no one is left behind across RINDRA activities, which will also contribute to resilience, helping to prevent the reversal of development gains and relapse into conflict or crisis.

RINDRA program will be managed according to adaptive management principles, which will be built on the foundation of the Projects Monitoring, Evaluation and Learning data and analysis. Adaptive management focuses on learning and adapting, through partnerships of managers, researchers, and other stakeholders who learn together how to create and maintain sustainable systems. Data collected through the RINDRA's monitoring processes will be actively used by the COP and RINDRA team to adapt and improve, in close collaboration with USAID, on the Project's implementation approach in terms of both how activities are designed and implemented, and how partnerships are harnessed, and knowledge is created, collected, and used.

UNDP will encourage a variety of national institutions and actors to work together in a coordinated manner to achieve results in different areas, namely inclusion, accountability, transparency, integrity, and capacity. To present RINDRA program's learning and knowledge, UNDP will count on RINDRA's Advisory Committee, USAID's IPs meetings, UNCT, the Local

Governance Working Group which UNDP co-chair with MID, in addition to other existing coordination platforms, to disseminate results, lessons learned, and practices found relevant to the GOM, UN agencies and implementing partners.

### **Stakeholder Engagement**

RINDRA operates at the institutional level. The stakeholders are mostly public institutions and mechanisms will be put in place with USAID for operational decisions, such as best approach for training public servants in the regions and remote areas, training topics for public finance management, and how to improve absorption of funds. These arrangements will take into account and ensure the application of existing rules and procedures on respect for the environment and other principles applicable to UNDP.

### **Knowledge**

The results of the studies and analyses, the different strategies and policies, the communication materials produced as well as various innovative tools resulting from the implementation of RINDRA will be published according to the standard and rules of the UNDP and USAID validation process. They will also be made available to stakeholders and disseminated through their communication channels (UNDP, USAID, and GOM websites, social networks of partners, etc.).

### **Sustainability and Scaling Up**

To promote national ownership and ensure the sustainability of RINDRA results, emphasis will be placed on institutional capacity building based on needs identified during the consultation process and during the implementation of the activities. RINDRA implementation strategy is to valorise existing skills and resources within the administration instead of creating parallel mechanisms or replacing institutions that have the mandates to act in the targeted sectors.

## **5. Roles, Responsibilities, and Schedule**

This section briefly describes the roles and responsibilities of all RINDRA staff that are involved in the MEL processes:

The MEL Specialist will be the primary person responsible for implementing the AMEL Plan. He will be responsible for building the capacity of all program staff, reporting, and supervising general MEL approaches, practices, and tools. The MEL Specialist will also cooperate with UNDP's MEL team and relevant stakeholders in the GOM to ensure that indicators and information are harmonized to the greatest extent possible and are reported as needed by USAID. The MEL Specialist will also work with the technical teams and program partners to identify learning priorities and related data collection and analysis approaches based on the Activity's theory of change and results framework and ensures application of learning.

The DCOP and Technical staff, including IR Coordinators and Regional Finance Specialists, 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 Communication and Reporting Officer will support data sharing and dissemination of program successes.

The COP will be responsible for overseeing implementation of the AMEL Plan, assuring that the work of the MEL Specialist and RINDRA staff meet overall project needs and responds to USAID Mission requests for information. The COP will promote high-quality data standards and learning by empowering all staff to actively contribute information and analysis.

The data collection for RINDRA program will rely on a set of forms developed for the activities to capture necessary information of direct beneficiaries as well on surveys, analysis, qualitative document reviews and field missions according to UNDP standards and procedures for data collection and validations. Project monitoring progress is captured in UNDP Project Management Module – ATLAS, and the various reporting dashboards required by the USAID. The Project M&E Plan will be based on the indicators, baselines, and targets set out in the Indicator Summary Table and PIRS (Refer to Annex I and Annex II) and will follow the procedures established in the UNDP Programme and Operation Policies and Procedures (POPP) and the USAID Evaluation Policy. This AMEL Plan is in line with UNDP’s Results Oriented Analysis Reporting (ROAR), an integral part of UNDP’s Result Based Management approach, which calls for specific focus on the achievement of results and not individual activities. It will aim at establishing synergies with the monitoring system of USAID and the strategic monitoring of outcome level indicators and operational monitoring of key milestones through the set performance and context indicators.

Below is a schedule of individual and recurring MEL tasks during the life of the RINDRA program:

<b>Report</b>	<b>Frequency</b>	<b>Transmission to USAID</b>	<b>Description of Content/ Expected Format</b>
Quarterly Report	30 days after the end of the quarter	COP	Include quantitative data for 7 performance indicators and 14 context indicators, and a concise evaluation narrative and key findings.
Annual Report	Yearly by the end of October	COP	Include qualitative and quantitative data for 12 performance indicators and 15 context indicators, internal evaluation narrative, and key learning and findings.

Mid-term evaluation	Q2 2024	Resident Representative, UNDP	Data Quality Assessment, Evaluation Report and Recommendations.
Final Evaluation	Q4 2026	Resident Representative, UNDP	Final Evaluation Report of RINDRA program

## 6. Change Log

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

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

**7. Annex I: Indicator Summary Table**

The Indicator Summary Table below contains information about the indicators for which UNDP plans to collect data for RINDRA program.



Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Frequency	Unit of Measure	PPR (Y/N)	Baseline		Endline	
							Date	Value	Date	Target
<b>DO 2 Government Accountability and Effectiveness Improved</b>										
<b>IR 2.1 GOM demonstrates increased commitment to enforcing rule of law</b>										
P1. Number of judicial personnel trained with USG Assistance (DR.1.3-1)	IR 2.1 GOM demonstrates increased commitment to enforcing rule of law	Performance / Standard	Attendance sheets UNDP reports	Reported quarterly	Number of people trained	Y	12/2021	0	10/2026	200
P2. Percentage of the population in the intervention area expressing confidence in the justice system is increased (UNDP – CPD indicator 1.2)	IR 2.1 GOM demonstrates increased commitment to enforcing rule of law	Performance / Custom	Survey conducted by UNDP for the CPD and RINDRA	Reported annually	Increased percentage of the population	N	06/2022	TBD	10/2026	20%
P3. Number of USG assisted courts with improved case management system (DR.1.5-1)	Sub-IR 2.1.1 Civil and business courts are better able to fairly render justice	Performance / Standard	UNDP count of courts assisted	Reported quarterly	Number	Y	12/2021	0	10/2026	5
P4. The average time needed for processing judicial cases at civil and business courts is significantly reduced	Sub-IR 2.1.1 Civil and business courts are better able to fairly render justice	Performance / Custom	Survey beginning and end of project	Reported annually	Percentage decrease in average processing time	N	06/2022	TBD	10/2026	30%

C1. Number of beneficiaries with access to justice through RINDRA-established Legal Clinics and extrajudicial resolution of cases on civil disputes	Sub-IR 2.1.1 Civil and business courts are better able to fairly render justice	Context	Reports of Legal Clinics and Local Councils	Reported quarterly	Number of people supported	N	12/2021	0	10/2026	1,500
C2. Mechanism is established for monitoring the quality and integrity of justice services and court decisions	Sub-IR 2.1.1 Civil and business courts are better able to fairly render justice	Context	National Observatory of Justice (NOJ) reports Moj reports	Reported quarterly	Number	N	12/2021	0	10/2026	1
C3. Transparency and anti - corruption measures are implemented at the courts of justice	Sub-IR 2.1.1 Civil and business courts are better able to fairly render justice	Context	NOJ reports Moj reports	Reported quarterly	Number of courts applying at least one additional anti-corruption measure	N	12/2021	0	10/2026	5

**IR 2.2 Increased GOM access to and effective management of financial resources for development**

P5. Number of local development plans designed and implemented with RINDRA assistance	IR 2.2 Increased GOM access to and effective management of financial for development	Performance / Custom	Local Finance Specialist reports UNDP reports	Reported quarterly	Number	N	12/2021	0	10/2026	25
P6. Transfers from the central government to local government is increased	IR 2.2 Increased GOM access to and effective management of financial for development	Performance / Custom	UNSDCF Indicator 1.2.1 Survey beginning and	Reported annually	Amount of GOM transfer to project-targeted communes	N	6/2021	TBD	10/2026	20%

			end of project MID and MEF reports							
C4. Number of communes participating to RINDRA program activities	Sub-IR 2.2.1 Domestic resource mobilization at the commune level increased in selected regions	Context	UNDP count of communes assisted	Reported quarterly	Number	N	12/2021	0	10/2026	100
P7. Percentage increase in revenue generated from local sources	Sub-IR 2.2.1 Domestic resource mobilization at the commune level increased in selected regions	Performance / Custom	Survey beginning and end of project	Reported annually	Percentage increase of revenue generated from local sources at project-targeted communes	N	6/2022	TBD	10/2026	50%
C5. Number of inter-communal collaboration activities for local development initiated in RINDRA's targeted districts and regions	Sub-IR 2.2.1 Domestic resource mobilization at the commune level increased in selected regions	Context	MID reports Local Finance Specialist reports UNDP reports	Reported quarterly	Number of inter-communal activities	N	12/2021	0	10/2026	25
C6. Number of employees of communes trained in resources management and local development	Sub-IR 2.2.1 Domestic resource mobilization at the commune	Context	Attendance sheets UNDP reports	Reported quarterly	Number of people trained	N	12/2021	0	10/2026	500

	level increased in selected regions									
P8. Number of GOM officials trained	Sub-IR 2.2.2 Improved budget development and execution, including absorption, in selected Ministries	Performance/ Custom	Attendance sheets Training reports	Reported quarterly	Number of officials trained	N	12/2021	0	10/2026	500
P9. Percentage of donor funds absorbed annually	Sub-IR 2.2.2 Improved budget development and execution, including absorption, in selected Ministries	Performance/ Custom	GOM published budget data	Reported annually	Increased percentage of donor funds absorbed	N	08/2022	TBD	10/2026	10%
C7. Number of mid-year (six-month budget cycle) participatory and inclusive budget review conducted	Sub-IR 2.2.2 Improved budget development and execution, including absorption, in selected Ministries	Context	Attendance sheets MEF reports UNDP reports	Reported quarterly	Number	N	12/2021	0	10/2026	20

C8. Number of events, awareness and advocacy campaigns conducted for budget public participation	Sub-IR 2.2.2 Improved budget development and execution, including absorption, in selected Ministries	Context	Attendance sheets MSIS reports UNDP reports	Reported quarterly	Number	N	12/2021	0	10/2026	50
C9. Number of youth and civil society activists trained in participatory budgeting	Sub-IR 2.2.2 Improved budget development and execution, including absorption, in selected Ministries	Context	Attendance sheets MSIS reports UNDP reports	Reported quarterly	Number of participants*	N	12/2021	0	10/2026	200
<b>IR 2.3 GOM establishes foundational conditions for improved responsiveness to citizens</b>										
P10. Number of individuals receiving civic education through USG-assisted programs (DR.3.2-5)	IR 2.3 GOM establishes foundational conditions for improved responsiveness to citizens	Performance / Standard	Attendance sheets MSIS reports UNDP reports	Reported quarterly	Number of people trained	Y	12/2021	0	10/2026	6,000
P11. Number of government personnel participating in extended skill building programs	Sub-IR 2.3.1 Capacity gaps of key government personnel reduced	Performance / Standard	Attendance sheets Pre/post training tests UNDP reports	Reported quarterly	Number of officials trained	Y	12/2021	0	10/2026	1,100

C10. Number of training modules developed and/or adapted to the decentralized administrative functions	Sub-IR 2.3.1 Capacity gaps of key government personnel reduced	Context	Training modules INDDL and ENAM reports	Reported quarterly	Number of training modules	N	12/2021	0	10/2026	12
P12. Number of marginalized persons participating in Structures Locales de Concertation (SLCs)	Sub-IR 2.3.2 GOM provides underrepresented citizens with the skills and platforms to participate in local decision-making	Performance / Standard	Attendance sheets MSIS and PwD CSO reports UNDP reports	Reported quarterly	Number of marginalized persons	Y	12/2021	0	10/2026	500
C11. Number of concrete actions by and for PwD are carried out in the communes to increase the involvement of PwD in civic life and decision-making	Sub-IR 2.3.2 GOM provides underrepresented citizens with the skills and platforms to participate in local decision-making	Context	MSIS and PwD platforms reports UNDP reports	Reported quarterly	Number of actions	N	12/2021	0	10/2026	8
C12. Number of trainers from the MEN and educational establishments attending ToT trainings in civic education	Sub-IR 2.3.2 GOM provides underrepresented citizens with the skills and platforms to participate in local decision-making	Context	Attendance sheets MSIS reports	Reported quarterly	Number of trainers attending ToT trainings*	N	12/2021	0	10/2026	250

C13. Percentage of secondary schools in RINDRA-targeted communes integrating civic/citizenship education in their curriculum is increased	Sub-IR 2.3.2 GOM provides underrepresented citizens with the skills and platforms to participate in local decision-making	Context	Survey at the beginning and end of project MSIS reports	Reported annually	Percentage increase of secondary schools	N	06/2022	TBD	10/2026	50%
C14. Number of civic and community actions undertaken to engage underrepresented citizens in local decision-making	Sub-IR 2.3.2 GOM provides underrepresented citizens with the skills and platforms to participate in local decision-making	Context	Action reports Commune reports MSIS reports	Reported quarterly	Number of civic and community actions	N	12/2021	0	10/2026	100
C15. Number of youth trained in soft skills/life skills through USG assisted programs	Sub-IR 2.3.2 GOM provides underrepresented citizens with the skills and platforms to participate in local decision-making	Context	Attendance sheets MSIS reports	Reported quarterly	Number of youth** trained*	N	12/2021	0	10/2026	500

\*Indicator data disaggregated by sex: # of males and # of females.

\*\*Youth is defined as individuals aged 10-29 years

## 8. Annex II: Indicator Reference Sheets

Following are the Performance Indicator Reference Sheets (PIRS) for all performance indicators listed in Annex I of the Activity MEL Plan of RINDRA program:

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> PI. Number of judicial personnel trained with USG Assistance (DR.1.3-1)
<b>Name of Result Measured (Strategic Approach):</b> IR 2.1 GOM demonstrates increased commitment to enforcing rule of law
<b>Is This a Performance Plan and Report Indicator?</b> Yes <b>If yes, link to foreign assistance framework:</b> DR 1 Rule of Law <b>Primary SPS linkage:</b> DR.1.3 Checks and Balances with Judicial Independence and Supremacy of Law
DESCRIPTION
<b>Precise Definition(s):</b> Judicial personnel include judges, magistrates, prosecutors, advocates, inspectors, and court staff. Training refers to all training or education events whether short-term or long-term, in-country or abroad. People attending the same type of training, but on different subjects can be counted twice. Narrative reports should indicate the type of training, who the training is for, level of training, duration of training, what constitutes completion. It is required that trainings follow a documented curriculum with stated objectives and/or expected competencies; all data should be sex-disaggregated; and where possible, training should meet national or international standards.
<b>Unit of Measure:</b> Number of people trained
<b>Data Type:</b> Output – Integer
<b>Disaggregated by:</b> Sex: # of males # of females
<b>Rationale for Indicator:</b> This data indicates level of effort and can be assessed in comparison to the number of officials that need training to determine coverage. Bureau of International Narcotics and Law Enforcement Affairs (INL) and Bureau of Democracy, Human Rights and Labor Affairs (DRL) use this indicator for internal learning and review to determine where current efforts are being supported and identify where there may be gaps in the Rule of Law program working with judicial personnel.
PLAN FOR DATA COLLECTION
Data Source: UNDP
Method of Collection: Attendance sheets, training reports
<b>Reporting Frequency:</b> Reported quarterly
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
TARGETS AND BASELINE
<b>Baseline Timeframe:</b> 0
<b>Rationale for Targets:</b> RINDRA will support 5 Courts (TPI) in 5 different regions of Madagascar, with emphasis on civil and business courts and personnel.
DATA QUALITY ISSUES
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> NA



<b>Date of Future Data Quality Assessments:</b> Mid-term review – mid 2024
<b>Known Data Limitations:</b>
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> P2. Percentage of the population in the intervention area expressing confidence in the justice system is increased (UNDP – CPD indicator 1.2)
<b>Name of Result Measured (Strategic Approach):</b> IR 2.1 GOM demonstrates increased commitment to enforcing rule of law
<b>Is This a Performance Plan and Report Indicator?</b> No <b>If yes, link to foreign assistance framework:</b>
DESCRIPTION
<b>Precise Definition(s):</b> The general perception of the population in Madagascar in the current justice system is marked by lack of trust, making citizens suspicious about the fairness, transparency, and integrity of the rule of law. Closed, secretive justice systems create the perception and often the reality of favoritism, malfeasance, and denial of basic rights. Thus, RINDRA activities including capacity development, introduction of high-quality court management information systems, and access to information affects positively the confidence of the population at large in their justice. UNDP will conduct beginning 2022 a survey to measure this indicator in selected RINDRA program regions which will be used as baseline. The same survey will be also conducted mid of 2026 to measure this indicator.
<b>Unit of Measure:</b> Percentage
<b>Data Type:</b> Outcome – Integer
<b>Disaggregated by:</b> Region
<b>Rationale for Indicator:</b> The confidence of the population in the judicial system leads to increased confidence in the government; It can also increase confidence in the economic environment. This indicator baseline data will bring information on the level of confidence in the justice system in the five targeted regions of RINDRA program to then show the level of improvement after 5 years of implementation.
PLAN FOR DATA COLLECTION
<b>Data Source:</b> UNDP
<b>Method of Collection:</b> Survey beginning and end of program activities
<b>Reporting Frequency:</b> Reported annually
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
TARGETS AND BASELINE
<b>Baseline Timeframe:</b> June 2022
<b>Rationale for Targets:</b> At least 20% increase of the interviewers at the end of RINDRA express confidence in their justice system
DATA QUALITY ISSUES
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> June 2022

<b>Known Data Limitations:</b> Representative sampling of the population
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> P3. Number of USG assisted courts with improved case management system (DR.1.5-1)
<b>Name of Result Measured (Strategic Approach):</b> Sub-IR 2.1.1 Civil and business courts are better able to fairly render justice
<b>Is This a Performance Plan and Report Indicator?</b> Yes <b>If yes, link to foreign assistance framework:</b> DR I Rule of Law <b>Primary SPS Linkage:</b> DR.1.5 Fairness and Access to Justice
DESCRIPTION
<b>Precise Definition(s):</b> Improved is defined as a case management system that has reduced the number of days required for a case to be dealt with by the appropriate actor within the system, whether it be going to trial or otherwise disposed of. Types of functional areas within case management systems include: controlling forms; establishing record control; case processing and record updating; scheduling case events; controlling and storing final records; and reporting management information.
<b>Unit of Measure:</b> Number of courts assisted
<b>Data Type:</b> Outcome – Integer
<b>Disaggregated by:</b> None
<b>Rationale for Indicator:</b> Without reliable data, courts cannot deliver timely justice, control or monitor their own operations, or explain their operations to citizens. The lack of information on court operations makes citizens suspicious about the fairness, transparency, and integrity of the rule of law. Closed, secretive justice systems create the perception and often the reality of favoritism, malfeasance, and denial of basic rights. Thus, the introduction of high-quality court management information systems affects not only efficiency, but also effectiveness. It can have a significant impact on central ROL issues, such as human rights, access to justice, transparency, and development of democratic institutions and society. USG assistance for an improved case management system will lead to confidence in the judicial system which leads to increased confidence in the government; It can also increase confidence in the economic environment. The number of improved case management systems could provide information useful in project planning because it indicates the capacity of a given court system. It is also useful in reporting purposes to show the level of effort to improve case management systems.
PLAN FOR DATA COLLECTION
<b>Data Source:</b> UNDP
<b>Method of Collection:</b> Annual, and other Ad Hoc reports
<b>Reporting Frequency:</b> Reported quarterly
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
TARGETS AND BASELINE
<b>Baseline Timeframe:</b> 0

<b>Rationale for Targets:</b> RINDRA will work at 5 courts in chef-lieu of regions
<b>DATA QUALITY ISSUES</b>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> Mid-term review – mid 2024
<b>Known Data Limitations:</b>
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> P4. The average time needed for processing judicial cases at civil and business courts is significantly reduced
<b>Name of Result Measured (Strategic Approach):</b> Sub-IR 2.1.1 Civil and business courts are better able to fairly render justice
<b>Is This a Performance Plan and Report Indicator?</b> No <b>If yes, link to foreign assistance framework:</b>
DESCRIPTION
<b>Precise Definition(s):</b> Time reduced is defined as at least 30% decrease, before and after RINDRA program, in the average time required for civil and business judicial cases at targeted TPIs (Tribunal of First Instance) in the selected program regions after the installation of the case management system. At each targeted TPI, the program will randomly select 40 judicial cases representing land dispute cases (25%), business/commercial cases (25%), personal/civil status cases (25% - divorce, child custody, donations, etc.), and other civil cases (25% - rent, real estate, and others) and measure the number of months needed to process per category from registration of the case till court decision is formally conveyed. The survey is conducted at the beginning and end of project.
<b>Unit of Measure:</b> Average number of months
<b>Data Type:</b> Outcome – Integer
<b>Disaggregated by:</b> Land dispute, civil status, business, and other civil cases (4 categories)
<b>Rationale for Indicator:</b> The streamlining of judicial procedures and the introduction of high-quality court management information systems will significantly reduce the time needed today to reach a verdict in civil and business courts, affecting central ROL issues, such as human rights, access to justice, transparency, and development of democratic institutions and society. USG assistance for an improved case management system will lead to confidence in the judicial system which leads to increased confidence in the government; It can also increase confidence in the economic environment. Without reliable data, courts cannot deliver timely justice, control, or monitor their own operations, or explain their operations to citizens. This indicator baseline data will bring information on court operations and existing justice systems that create the perception and often the reality of favoritism, malfeasance, and denial of basic rights. The average number of months needed could provide information useful in project planning because it indicates the capacity of a given court system and show the level of improvement and access to justice after the installation and use of case management systems.
PLAN FOR DATA COLLECTION

Data Source: UNDP
Method of Collection: Survey beginning and end of program activities
<b>Reporting Frequency:</b> Reported annually
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
<b>TARGETS AND BASELINE</b>
<b>Baseline Timeframe:</b> June 2022
<b>Rationale for Targets:</b> At least 30% decrease
<b>DATA QUALITY ISSUES</b>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> August 2022 for the baseline data
<b>Known Data Limitations:</b> Existence of and access to manual registers; cooperation of courts personnel to allow access to data.
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> P5. Number of local development plans designed and implemented with RINDRA assistance
<b>Name of Result Measured (Strategic Approach):</b> IR 2.2: Increased GOM access to and effective management of financial for development
<b>Is This a Performance Plan and Report Indicator?</b> No <b>If yes, link to foreign assistance framework:</b>
DESCRIPTION
<b>Precise Definition(s):</b> A Local Development Plan (PCD) is a communal development management tool, particularly, for planning and coordination of development actions. It is a framework document setting out the goals and objectives that a commune seeks to attain in terms of development, including more detailed strategy and policies to guide development, as well as programs and projects to be implemented to achieve the goals set forth in the PCD, and the monitoring methods and tools to be used. “Designed” means that the commune i) has a written planning document; and ii) has used a participatory planning, a process by which local needs have been collectively assessed and identified in collaboration with the key stakeholders; collective actions and decisions on issues affecting community members, and which are important to them have been taken into consideration and incorporated into the PCD. “Implemented” means that the local government has identified its revenue sources and has sufficient financial resources at its disposal to implement the PCD at least for the first 2 years and meet its spending needs.
<b>Unit of Measure:</b> Number of PCDs designed and implemented
<b>Data Type:</b> Output - Integer
<b>Disaggregated by:</b> Communes, District, Region
<b>Rationale for Indicator:</b> This indicator is used to track the level of engagement of community members in domestic and local key stakeholders in local development planning and decision-making process. resource management and local development planning.

<b>PLAN FOR DATA COLLECTION</b>
<b>Data Source:</b> UNDP.
<b>Method of Collection:</b> Local Finance Specialists
<b>Reporting Frequency:</b> Reported quarterly
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
<b>TARGETS AND BASELINE</b>
<b>Baseline Timeframe:</b> N/A
<b>Rationale for Targets:</b> Expecting at least 25% of targeted communes to develop or update an existing PCD and then implement with the support of RINDRA
<b>DATA QUALITY ISSUES</b>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> Mid 2024
<b>Known Data Limitations:</b> It would be difficult to get the sufficient funding for the implementation of a PCD by the local government since a PCD is a five-year planning document.
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

<b>Performance Indicator Reference Sheet</b>
<b>Name of Indicator:</b> P6. Transfers from the central government to local government increased
<b>Name of Result Measured (Strategic Approach):</b> IR 2.2: Increased GOM access to and effective management of financial for development
<b>Is This a Performance Plan and Report Indicator?</b> No <b>If yes, link to foreign assistance framework:</b>
<b>DESCRIPTION</b>
<b>Precise Definition(s):</b> Transfers include all financial resources from the central government, such as subsidies, etc. Local governments refer to communes, districts and regions selected to benefit from the USAID-funded RINDRA project.
<b>Unit of Measure:</b> Amount of transfers from the central government to local government
<b>Data Type:</b> Output - Integer
<b>Disaggregated by:</b> Geographical location (communes, district, and regions)
<b>Rationale for Indicator:</b> This indicator is used to track the capacity and willingness of the central authorities to provide adequate transfers from the central government to fund among other things, the local development plans.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Source:</b> UNDP and UNSDCF- Indicator 1.2.1 : % des transferts de fonds aux CTD (régions et communes) Reference (2021): 3% (UNSDCF data)
<b>Method of Collection:</b> Assessed at the beginning and end of RINDRA program activities at 100 targeted communes. With the phased approach, RINDRA will start with 25 communes in Year I and II.

<b>Reporting Frequency:</b> Reported annually
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
<b>TARGETS AND BASELINE</b>
<b>Baseline Timeframe:</b> January 2022 onward
<b>Rationale for Targets:</b> Data collection at end of program to measure the increase
<b>DATA QUALITY ISSUES</b>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> Mid 2024
<b>Known Data Limitations:</b> The sources of revenue for the beneficiary communes, districts and regions are not only composed of the central government transfers. The implementation of the local development plans also depends on the capacity of the beneficiaries to mobilize domestic resources. However, monitoring this indicator under RINDRA program would reflect GOM commitment to decentralization and local development.
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> P7. Percentage increase in revenue generated from local sources
<b>Name of Result Measured (Strategic Approach):</b> IR 2.2: Increased GOM access to and effective management of financial for development
<b>Is This a Performance Plan and Report Indicator?</b> No
<b>If yes, link to foreign assistance framework:</b>
DESCRIPTION
<b>Precise Definition(s):</b> The revenue generated from local sources include tax and non-tax revenue reflected in the financial report of the fiscal year.
<b>Unit of Measure:</b> Percentage increase in revenue generated from local sources
<b>Data Type:</b> Output - Integer
<b>Disaggregated by:</b> Geographical location (communes, districts, and regions)
<b>Rationale for Indicator:</b> This indicator is used to track the capacity of local governments i) to determine what potential sources of local revenue are available and ii) to set up and implement revenue collection systems.
PLAN FOR DATA COLLECTION
<b>Data Source:</b> UNDP
<b>Method of Collection:</b> Collection of revenue data generated by targeted communes at the beginning and end of RINDRA program. Data collected from communes financial reports of year 2021 as baseline and 2025 for target assessment.
<b>Reporting Frequency:</b> Reported annually
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
TARGETS AND BASELINE
<b>Baseline Timeframe:</b> June 2022

<b>Rationale for Targets:</b> 50% - Increase measures the outcome of RINDRA activities on tax appraisal and collection as well its use for local development activities. RINDRA is expecting significant increase based on a field assessment of current practices at commune level.
<b>DATA QUALITY ISSUES</b>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b>
<b>Date of Future Data Quality Assessments:</b> Mid 2024
<b>Known Data Limitations:</b> Low saving rates of taxpayers due to covid 19 pandemic and local government high dependence on the central government or donor's funding.
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> P8. Number of GOM officials trained
<b>Name of Result Measured (Strategic Approach):</b> Sub-IR 2.2.2 Improved budget development and execution, including absorption, in selected Ministries
<b>Is This a Performance Plan and Report Indicator?</b> No
<b>If yes, link to foreign assistance framework:</b>
DESCRIPTION
<b>Precise Definition(s):</b> This indicator will measure the number of Government of Madagascar officials who have received formal training through USAID projects on proper financial and administrative management practices in a given year. Such trainings may include in RINDRA project: Budget management; tax collection; procurement; administrative management and records keeping; auditing; and fraud prevention and detection.
<b>Unit of Measure:</b> Number of GOM officials
<b>Data Type:</b> Discrete – Output
<b>Disaggregated by:</b> Type of Training and Type of Official Receiving Training. Sex: Male and Female
<b>Rationale for Indicator:</b> The administrative capacity of the Government of Madagascar is weak at all levels. In particular, numerous studies and reports, such as the 2018 Public Expenditure Framework Assessment revealed significant deficiencies in administrative and fiscal management and oversight. Although the Government generally has acceptable policies and procedures in place, in practice these are either not followed, not understood by staff, or impractical for conditions on the ground.
PLAN FOR DATA COLLECTION
<b>Data Source:</b> UNDP – Training reports, attendance sheets, documentation.
<b>Method of Collection and Construction:</b> Routine monitoring
<b>Reporting Frequency:</b> Reported quarterly
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
TARGETS AND BASELINE
<b>Baseline Timeframe:</b> N/A

<b>Rationale for Targets:</b> RINDRA will work with ENAM to develop training materials and methodology and use regularly to build the capacity of GOM employees
<b>DATA QUALITY ISSUES</b>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> Mid 2024
<b>Known Data Limitations:</b> The effectiveness of training programs may be hindered by emotional barriers (such as lack of confidence due to low skills level; unaddressed learning disabilities); and the local government limited financial resources.
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> P9. Percentage of donor funds absorbed annually
<b>Name of Result Measured (Strategic Approach):</b> IR 2.2 Increased GoM access to and effective management of financial resources for development
<b>Is This a Performance Plan and Report Indicator?</b> No
<b>If yes, link to foreign assistance framework:</b>
DESCRIPTION
<b>Precise Definition(s):</b> This indicator will measure the Government of Madagascar's expenditure of donor-provided funds within the fiscal year for which they were budgeted. The budget will be determined by what is included in Madagascar's Annual Finance Law (as amended). The Finance Law will include all sources of funding for the Government of Madagascar for that year (excluding revenue sources not collected by the national government). Budget execution will be measured by publicly-provided data by the Malagasy government. Low aid absorption rate is an issue in Madagascar with only 67% average aid absorption rate for direct sector budget support and just 75% for technical assistance and 45% for loans in Madagascar from 2009 to 2015. Several factors on procedural and administrative constraints, the lack of coordination between partner fiscal cycles and the GOM budget year, financing and staffing constraints, slow procurement processes for goods and services and failure to master the GOM or donor procedure are the main obstacles for mobilizing and programming aid.
<b>Unit of Measure:</b> Percent of donor funds
<b>Data Type:</b> Discrete – Outcome
<b>Disaggregated by:</b> Numerator: Number of donor funds absorbed Denominator: Number of donor funds received
<b>Rationale for Indicator:</b> Madagascar relies on donor support for a significant percentage of its budget (notably increasing during the 2020 Pandemic). In 2018, the Public Expenditure Framework Assessment noted that poor accounting and financial management systems and practices severely limited the Government's ability to execute their budget as planned. USAID's investments in administrative strengthening and reform, if successful, should result in more timely expenditures of donor funding.
PLAN FOR DATA COLLECTION



<b>Data Source:</b> Government of Madagascar published budget data (both planned and executed)
<b>Method of Collection:</b> Report analysis
<b>Reporting Frequency:</b> Reported annually
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
<b>TARGETS AND BASELINE</b>
<b>Baseline Timeframe:</b> August 2022 (For fiscal year 2021)
<b>Rationale for Targets:</b> RINDRA efforts with relevant ministries and Government agencies should result in improving the percentage of donor funding disbursed.
<b>DATA QUALITY ISSUES</b>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> N/A
<b>Known Data Limitations:</b> Delay in the availability of Budget Execution data from the GOM
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> P10. Number of individuals receiving civic education through USG-assisted programs (DR.3.2-5)
<b>Name of Result Measured (Strategic Approach):</b> IR 2.3: GoM establishes foundational conditions for improved responsiveness to citizens
<b>Is This a Performance Plan and Report Indicator?</b> Yes <b>If yes, link to foreign assistance framework:</b> DR 3 Political Contribution and Consensus Building
<b>Primary SPS Linkage:</b> DR.3.2 Elections and Political Processes
DESCRIPTION
<b>Precise Definition(s):</b> Any individuals that receive civic education through print, broadcast, or new media, as well as via in-person contact can be counted. Civic education also includes curriculum-based trainings, community-based trainings in underserved areas, public service announcements on electronic media, written materials, internet-based information, and messages using new media or technology (in this usage primarily, but not exclusively social networking sites like Facebook and Twitter). Operating units include in their PMP and PPR a list of the different types of media or other contacts used in their programs, along with the objectives of the civic education programming in their country context. Units should include the locally used definitions for minority and disadvantaged/marginalized groups in their PMP indicator reference sheet and in the PPR.
<b>Unit of Measure:</b> Number of people
<b>Data Type:</b> Output – Integer
<b>Disaggregated by:</b> # of males # of females <b>Vulnerable Persons:</b> vulnerable persons encompass the following:

<ul style="list-style-type: none"> <li>- Persons with disabilities defined as those who have physical, mental, intellectual or sensory impairments which, in interaction with various attitudinal and environmental barriers, may hinder their full and effective participation in society on an equal basis with others;</li> <li>- Survivors of war and conflict who have acquired mobility-related injuries, including conditions resulting from interrupted health services;</li> <li>- Survivors of torture and trauma, including gender-based violence;</li> <li>- Children below the age of 18 who are: at risk of developmental delays linked to deficiencies in health, nutrition and/or caregiver support; living without permanent and protective care; at risk of losing permanent protective family care; and/or at risk of exposure to violence, exploitation, abuse and/or neglect; and</li> <li>- Caregivers of the persons identified above</li> </ul>
<p><b>Rationale for Indicator:</b>  The provision of civic education in developing democracies will help ensure that individuals have the information they need to be effective participants in the democratic process, contributing to the development or maintenance of electoral democracy.  Bureaus, missions, and in-country program managers use this indicator to inform programming support for civil society and help identify priorities for allocation of resources. Aggregated worldwide this indicator will help demonstrate the broad reach of USG democracy assistance.</p>
<p><b>PLAN FOR DATA COLLECTION</b></p>
Data Source: MSIS, UNDP
Method of Collection: Attendance sheets, school reports, partner (MSIS) reports
<b>Reporting Frequency:</b> Reported quarterly
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
<p><b>TARGETS AND BASELINE</b></p>
<b>Baseline Timeframe:</b> Done
<b>Rationale for Targets:</b> RINDRA works in over 100 communes and expected to train large number of students and youth (6,000)
<p><b>DATA QUALITY ISSUES</b></p>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> Mid 2024
<b>Known Data Limitations:</b>
<p><b>CHANGES TO INDICATOR</b></p>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

Performance Indicator Reference Sheet
<b>Name of Indicator:</b> P11. Number of government personnel participating in extended skill building programs
<b>Name of Result Measured (Strategic Approach):</b> Sub-IR 2.3.1 Capacity gaps of key government personnel reduced
<b>Is This a Performance Plan and Report Indicator?</b> Yes
<b>If yes, link to foreign assistance framework:</b> DR 2: Good Governance
DESCRIPTION
<b>Precise Definition(s):</b>

<p>“Government personnel” is composed of officials and staff of national and sub-national government offices.</p> <p>“Participating” refers to trainees who assist in the full session days and demonstrating improved skills after the training. Improved skills are measured by a pre/post assessment that directly assesses the individual's skills related to the training program. 'Improved' is defined as movement from one level at pretest to a higher level at post-test. The pre and post assessment documents must be kept as records and the result of the assessment, whether skills are "improved" or "non-improved" must be included in a specific column of the attendance sheet or another specific sheet.</p> <p>"Extended skill building programs" include i) ENAM training programs (pre-service and in-service) building the knowledge and skills relevant to decentralized administrative functions; ii) provision by INDDL of relevant (training matching the needs), high quality and sequenced packages of continuing professional development for employees and officials at the subnational levels; iii) analysis/measure of how the provided trainings change beneficiaries' behaviour in the workplace; iv) development of action plans by participants (by reflecting on their learning and putting together some action points to be started when they return home); and v) periodic evaluations of the impact of the trainings on the learners' job performance.</p>
<b>Unit of Measure:</b> Number of officials trained
<b>Data Type:</b> Output - Integer
<b>Disaggregated by:</b> sex and geographical location (regions, districts, and communes)
<b>Rationale for Indicator:</b> This indicator is used to track the increased/improved capacity of government officials to effectively perform their duties.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Source:</b> Attendance sheets submitted through reports from UNDP
<b>Method of Collection:</b> Reports will be collected and consolidated by UNDP, submitted to USAID AOR, and printed for record-keeping purposes.
<b>Reporting Frequency:</b> Reported quarterly
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
<b>TARGETS AND BASELINE</b>
<b>Baseline Timeframe:</b> N/A
<b>Rationale for Targets:</b> The number of 1,100 total is based on rough assessment of ENAM and INDDL training methodology and number of trainees per year in targeted regions.
<b>DATA QUALITY ISSUES</b>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> Mid 2024
<b>Known Data Limitations:</b> It is not always easy to quantify training effectiveness and to track skills application.
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022

<b>Performance Indicator Reference Sheet</b>
<b>Name of Indicator:</b> PI2. Number of marginalized persons participating in <i>Structures Locales de Concertation</i> (SLCs)

<b>Name of Result Measured:</b> Sub-IR 2.3.2 GOM provides underrepresented citizens with the skills and platforms to participate in local decision-making
<b>Is This a Performance Plan and Report Indicator?</b> Yes <b>If yes, link to foreign assistance framework:</b> DR 2: Good Governance; DR 4: Civil Society
<b>DESCRIPTION</b>
<b>Precise Definition(s):</b> “Marginalized persons” include highly vulnerable persons, persons living with disabilities, and persons experiencing discrimination and/or exclusion (ethnic, social, political, and economic). “A Structures Locales de Concertation” or SLC refers to a regional or communal platform for public engagement in government decision-making process; and a dialogue and consultation space allowing the inclusive participation of public and private actors in local development initiatives.
<b>Unit of Measure:</b> Number of marginalized persons
<b>Data Type:</b> Output - Integer
<b>Disaggregated by:</b> sex and geographical location (regions, districts, and communes)
<b>Rationale for Indicator:</b> This indicator is used to track the level of engagement of marginalized persons in local governance and development efforts.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Source:</b> Attendance sheets, Reports from UNDP
<b>Method of Collection:</b> Reports will be produced by IPs; submitted to USAID AOR.
<b>Reporting Frequency:</b> Reported quarterly
<b>Individual(s) Responsible at USAID:</b> AOR and Alternate AOR
<b>TARGETS AND BASELINE</b>
<b>Baseline Timeframe:</b> N/A
<b>Rationale for Targets:</b> RINDRA will sub-award a CSO with national network of people with special needs and experience in mobilization. MSIS has the experience to engage marginalized populations in public affairs.
<b>DATA QUALITY ISSUES</b>
<b>Dates of Previous Data Quality Assessments and Name of Reviewer(s):</b> N/A
<b>Date of Future Data Quality Assessments:</b> Mid 2024
<b>Known Data Limitations:</b> The participation of persons with disabilities in local development programs and decision-making could be restricted by inaccessible environments and/or communication systems.
<b>CHANGES TO INDICATOR</b>
<b>Changes to Indicator:</b>
<b>Other Notes</b>
<b>THIS SHEET LAST UPDATED ON:</b> January 2022