

PRT Transformation: To Measure or Not To Measure?

An analyst's experience of measuring transformation of Provincial Reconstruction Teams (PRTs) from military operations to civilian functions in Afghanistan

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Luke graduated from Lancaster University with a Masters Degree with honours in Mathematics and Statistics, which included a year studying at Purdue University, Indiana, USA. Following this he joined the Defence Evaluation and Research Agency, which has now become Dstl (the Defence Science and Technology Laboratory). Luke began work at Fort Halstead in Sevenoaks, Kent. He worked as an Operational Analyst and Project Manager in the Land domain, within the C2, ISTAR and Special Projects Teams. In June 2004, Luke was posted to HQ ARRC for 6-months, later gaining promotion to senior analyst, which is his current post within OAB. Luke was the first member of HQ ARRC to deploy into HQ ISAF in Afghanistan within his ARRC role. He deployed as Chief OA for seven months from July 2005 to February 2006, working alongside HQ NRDC-IT.

“The early bird may get the worm, but the second mouse gets the cheese!” - Anonymous



ABSTRACT

NATO's presence and mission in Afghanistan was in the process of expansion throughout the whole of the country during the ISAF VIII rotation. This expansion involved NATO taking responsibility for coordination of the Provincial Reconstruction Teams that were spread throughout Afghanistan to provide security and support to allow development work to take place and extend the influence of the Government of Afghanistan beyond Kabul.

The international community set up a Provincial Reconstruction Team Executive Steering Committee, consisting of the major players from the IC in PRTs. Part of the work of this committee was to look at the progress of security, governance and development across the country, and to develop situational awareness of the status of the PRTs and province. ISAF OA helped the development of provincial indicators to look at the progress within the

provinces both in the long-term and short-term. In particular there was a need to measure the progress of the PRTs towards the transformation from a predominantly military organisation, to a civilian lead team. This paper provides an analyst's experiences in trying to develop such indicators and the difficulties that arose from a seemingly straightforward task.

BACKGROUND

NATO's mission in Afghanistan is commanded at the operational level by Commander Joint Force Command-Brunssum (COM JFC-B) and carried out by the International Security Assistance Force in theatre. The desired military end state of the ISAF mission as stated by the campaign plan is:

Conditions adequate for the continued consolidation of stability in Afghanistan without the need for an International Security Assistance Force

A key part of achieving this end state is enabling stability throughout the country. Throughout Afghanistan the US Coalition (under Operation ENDURING FREEDOM) and NATO forces (under the ISAF mission) set up Provincial Reconstruction Teams, located throughout the country. The purpose of these teams was to extend the influence of both military missions and the Government of Afghanistan throughout the country and provide support to IOs and NGOs working in the provinces by increasing stability and security to allow development and reconstruction to take place, as well as the instigation of a fair and just government, from central down to local levels.

The end goal of the PRT program is to "fulfil the conditions for transition from an environment where international military forces are necessary to an environment in which GOA and provincial government institutions are soundly established, fully functioning with PRTs in turn becoming unnecessary."¹

THE FORUM

The PRT Executive Steering Committee (PRT ESC) was set up in order to allow the key players and contributing nations for PRTs to meet and discuss PRT issues and develop a common way forward for PRTs throughout Afghanistan. This group consisted of: Afghanistan Government Ministers, Ambassadors of PRT contributing nations, United Nations Assistance Mission Afghanistan (UNAMA), Commanding Officers from both Coalition Forces Command – Afghanistan (CFC-A) and NATO's International Security Assistance Force (ISAF), as well as other IOs, NGOs and observers. The chair of this committee was the Minister of the Interior for Afghanistan.

The purpose of the committee is stated within the PRT ESC Charter as:

The PRT ESC provides guidance for and oversight of all existing and future PRTs in the Islamic Transitional State of Afghanistan.

¹ Provincial Reconstruction Team Executive Steering Committee Charter, 02 December 2004.

In relation to this overall aim, a set of goals were set out as follows:

The committee will develop and implement GOA policies governing operations of the PRTs to:

- *Strengthen and extend the authority of the Central Government throughout the country;*
- *Assist in establishing stability and security;*
- *Enable reconstruction and facilitate the co-ordination and division of labour between civilian and military actors, including by delivering projects, providing professional expertise, and facilitating the work of NGOs and other actors by improving the security situation;*
- *Develop an exit strategy to enable the transition to a civil environment.*

A working group was set up in order to facilitate the completion of tasks on behalf of the PRT ESC. This was known as the PRT ESC Working Group (WG) and consisted of representatives from the same organisations as the Steering committee itself, but personnel who were responsible for carrying out the work on behalf of the committee. Within the charter of the PRT ESC a set of means were developed by which the overall aims should be achieved. In particular, the committee undertook a task, which was set out to assess the situation in Afghanistan with the use of metrics that could represent progress along the lines of the goals set out for the committee:

Determine verifiable measures of progress in support of the Committee's goals. Periodically assess the situation in relation to the committee's measures of progress.

Due to the potential workload that would be required to develop and carry out an assessment of Afghanistan to meet this need, a PRT ESC Sub-WG for Provincial Indicators was set up with the task of developing a methodology and initial set of indicators for assessing progress in Afghanistan. The main attendees were UNAMA, CFC-A and ISAF with the representatives from other stakeholder organisations as required or available. The aim of this Sub-WG was to develop metrics to assess progress in the provinces in line with the task set out for the PRT ESC. To enable this assessment it was necessary to develop and provide a methodology for analysing such metrics. As co-chair of the PRT ESC Sub-WG and member of the PRT ESC WG, the author of this paper has focussed on the work of the Sub-WG to develop a method and indicators for assessing progress. This paper does not include an assessment of Afghanistan and is intended to cover the development phases of the work for the PRT ESC, prior to an assessment being conducted.

THE QUESTION

In order for the PRT ESC to understand, discuss and co-ordinate the main efforts and requirements for PRTs across Afghanistan, they desired amongst other information, a

common understanding of what PRTs were doing and what effect they were achieving. The committee required the ability to compare the situation across different provinces in terms of Security, Governance (Local and Central) and Reconstruction and Development. These three areas were defined as the three key areas for the progression of Afghanistan to becoming a safe, secure and independent state, and were termed Lines of Action (LOA). To achieve this, the PRT ESC Sub-Working Group (Sub-WG) was set up with the purpose of developing a methodology for assessing progress.

It was apparent that the PRT ESC perceived a lack of a common provincial situational awareness in terms of the data they were seeing, and that an assessment of progress could be used to develop a common data picture of the situation throughout Afghanistan. In particular the Committee wanted the ability to compare progress towards the overall goals of a self-sufficient and stable Afghanistan across all provinces. It was decided that this forum and a commonly agreed assessment of Afghanistan would allow improved cross-co-ordination of work between PRTs, GOA, IOs and NGOs. For example, such an assessment could be used to identify areas of success for sharing across different provinces.

The PRT ESC issued Operational Guidance, which provided an outline of the Lines of Action that they expected PRTs to provide support to or enable through the tasks they are conducting. These lines formed the basis for developing a provincial assessment and all data/indicators collected as part of this assessment would be linked into these lines. Below is a list of the LOAs and a summary of the desired end state:

- Stability and Security – Afghan security sector provides a secure environment.
- Afghan Governance – Sound Provincial Governance.
- Reconstruction & Development – Afghan institutions capable of leading long-term sustainable development.

Throughout the remainder of this paper these Lines are referred to in recognised short form as: Security, Governance, and Development respectively.

To arrive at the desired end state for each of these LOAs, it was assessed that a gradual transition would take place from the current state where there is a requirement for an international military force, IOs and NGOs to Afghan government and institutions capable of functioning independently. The make-up and function of the PRTs would change during this transition and three phases were defined in planning for this evolution. The first phase is a PRT run by international military forces where the Afghan National Security Forces (ANSF) are not able to maintain a safe and secure country independently.

Once the security situation is at such a level that the local security forces are able to independently look after the nations security then the governance and development would become the main function of the PRT. The implication of this would be a second phase where civilians representing International Governments and Organisations take the lead in PRT with a focus on Afghan governance and institutes. Once the governance and institutes were sufficiently developed and resourced, phase three would take place where the PRT function of long-term development would be completely taken over by local government and institutes and the PRT would be phased out. This is displayed in Figure 1.

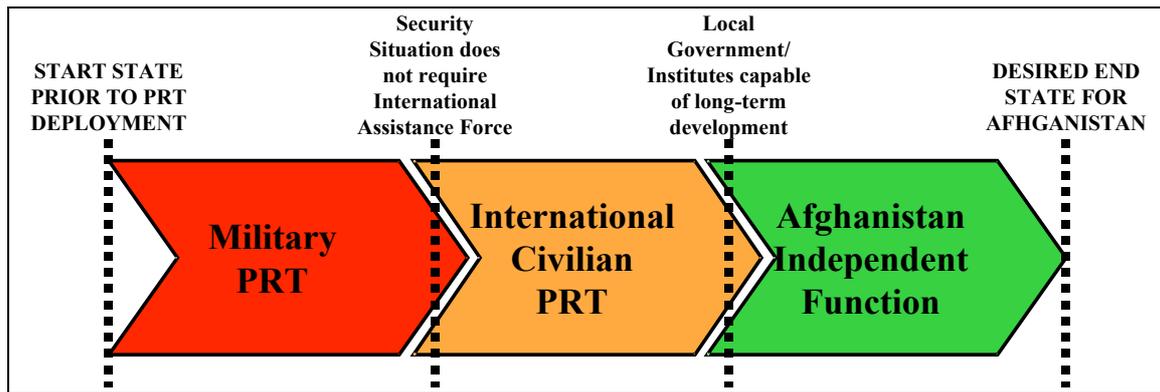


Figure 1: Flow diagram for transition of PRTs in Afghanistan.

METHODOLOGY

There were a number of methods that could have been used to provide an assessment to the PRT ESC. Some examples of those considered were:

- Complex Systems Analysis;
- Influence Analysis;
- Subjective Assessment Panels;
- Simple Statistical Analysis;
- Systems Dynamics.

The PRT ESC Sub-WG had a number of criteria that had to be considered in choosing a methodology:

1. The method should be simple and easy to understand;
2. The assessment should be transparent and re-traceable due to high staff turnover and to ensure buy-in from the ESC;
3. Due to limited time and resources the method should be easy to develop and maintain;
4. The output assessment must be able to look both to short-term and long-term goals in Afghanistan;
5. Data to provide an assessment should be drawn from existing sources rather than creating a burden to collect new data.

However, within HQ ISAF a methodology had already been developed for assessing the effects ISAF was achieving as part of its mission. These effects were assessed against the desired end state for the mission, based on the campaign plan.

The plan sets out five Lines of Operation (LOPs), similar to the PRT ESC LOAs. The analysis uses Measures of Effect (MoEs) and Measures of Performance (MoPs) to provide a simple summary assessment against each of these LOPs. During the initial development of the ISAF method a top-down approach was employed as displayed in Figure 2. This meant the LOPs were used as a basis to create a set of Effects. From this a set of MOEs (also referred to as Indicators or metrics) was identified for each Effect. The purpose of developing the MOEs in this way was to identify a comprehensive set that could provide a more complete assessment.

The data and metrics used by ISAF were collected from a variety of sources. Some of the data was brought together centrally and covered Afghanistan as a whole (e.g. Percentage of the Afghan population who voted in elections). Interestingly, from a PRT ESC perspective, a major portion of the data collected came from the PRTs and was provided on a per province basis (e.g. Number of murders in each province). This in itself was very similar to the requirements of the PRT ESC Provincial Assessment.

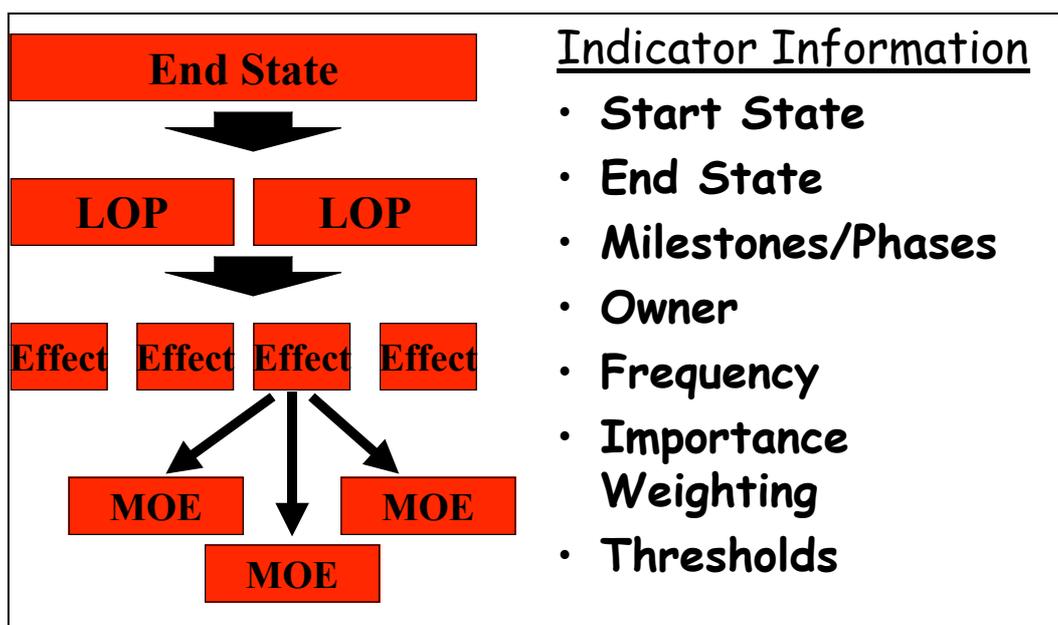


Figure 2: Illustration of Top-down approach used by ISAF to develop MOEs/Indicators

The PRT ESC Sub-WG proposed a similar method to the ISAF Effects Assessment could be used for the Provincial Assessment based on data collected for the PRT ESC.

INDICATORS

The main task was identifying indicators for the assessment. The development of indicators took place in two phases. During the first phase the PRT ESC Sub-WG used a top-down

approach. This meant using the three Lines of Action and developing a list of indicators that experts believed would best represent the situation within each of those lines. This was very much an idealistic approach and not practical in terms of the constraints laid out previously.

The initial set of indicators developed were as follows:

Stability and Security

1. ANA/ANP disposition, presence, capabilities and effectiveness:

- Status;
- Level of training (ability to exercise key assets);
- Facilities;
- Personnel;
- Equipment;
- Sustainment, self-sufficiency;
- Capability (to handle situations by itself);
- Level of public trust in officials.

2. Judicial Reform:

- Establishment of a legal framework;
- Established legal infrastructure;
- Capability to deal with disputes;
- Capability to deal with human rights abuses/infringements;

Afghan Governance

1. Status of Provincial Government:

- Recognised dispute/mediation system present and in force;
- Provincial Government:
 - Personnel capacity;
 - Organisational structure;
 - Infrastructure sufficiency;
 - Number of ministries represented in each province;
- Establishment of provincial jurisdictions, powers, responsibilities and reporting relationships;

2. Provincial Governance Effectiveness:

- Assessment of whether political parties can operate;
- Ability of province to express its needs and gain GOA support;
- Level of interaction between local, district and provincial government officials;
- Afghan population of entitlements and have ability to provide input.

Reconstruction and Development

1. Provincial Development Committee status:

- PDC is staffed, recognised and legitimate;
 - PDC has decision-making powers an authority and has access to appropriate funding;
 - PDC plan initiated to establish basic physical infrastructure requirements;
 - Future infrastructure requirements identified and prioritised, projects staffed and funding initiated;
 - PRT requirement to monitor, assess, advise and support PDC.
2. Provincial Government providing for population basic needs:
- Education System;
 - Health;
 - Media awareness and access;
 - Transportation infrastructure;
 - Access to jobs;
 - Access to water;
 - Access to electricity;
 - Improvement in local population perceptions of improvement in their lives.

It would not be possible to gather data in all of these areas and the list was more expansive than had been foreseen by the PRT ESC. Due to the requirement to minimise the workload imposed by performing this assessment and the need to use existing data, a second phase of indicator development was undertaken. This time a bottom-up approach would be used to identify the indicators. These indicators would then form the basis of the Provincial Assessment.

In the bottom-up approach data/indicators that were already available had to be identified. These metrics could then be categorised by Security, Development and Governance. As these indicators would form the basis of the assessment for the PRT ESC an iterative process for their development was used:



1. Identify potential data sources;
2. Identify relevant indicators availability and frequency of data collection;
3. Propose indicators to PRT ESC;
4. Indicators approved/rejected;

The following is the set of indicators that would form the basis for the first assessment:

Security and Stability

1. Threat – an assessment based on intelligence and historical analysis provided by CFC-A and ISAF.
2. Reported Attacks – shootings, rockets, mortars, IEDs, Mines and Suicide Attacks against Afghan Security Forces, ISAF, CFC-A, Afghan Civilians, International Civilians and Infrastructure.
3. Illegal Armed Groups – estimated strength of IAGs in each of the provinces.

4. Afghan National Army Capability – The strength and effectiveness of the ANA personnel, Command and Control, Training Level, Sustainment/Logistics and Equipment.
5. ANP Strength – estimated strength of the ANP compared to population levels.
6. Opium Growth – Due to the influence of the narcotic trade in creating instability, the area of poppy growth in each province was used.

Reconstruction and Development

A substantial list of available data was identified in the National Risk and Vulnerability Assessment (NRVA). This was a major survey conducted every two years on behalf of the Afghanistan Ministry for Rehabilitation and Rural Development (the latest survey was in 2005 and was taking place whilst the development of indicators was happening). The main indicators of long-term development taken from the survey were:

1. Effectiveness of the education system;
2. Overall health of the Afghan population;
3. Afghan population media access;
4. Effectiveness of the transportation infrastructure;
5. Afghan population access to employment;
6. Afghan population access to drinking water;
7. Afghan population access to electricity;
8. Afghan population perceptions of improvement in their lives.

There was little data available to support short-term development as all of the indicators focus on long-term goals.

Afghan Governance

All available governance data focussed on central government and the country as a whole and whilst this is important, it was of little practical use to a provincial assessment. No provincial data could be identified.

For both Governance and Development it was decided that the lack of short-term, data warranted a data collection activity. A questionnaire was developed to be completed by the PRTs and UNAMA local offices (with the assistance of Local Government and NGOs) that would provide such data. Whilst this involved extra data collection, the amount of data requested was kept to a minimum and the questionnaire was combined with a similar questionnaire already being collected by ISAF and CFC-A to minimise the burden. A copy of the questionnaire, including all indicators can be found at Appendix B.

Once a set of agreed indicators had been developed it would be possible to conduct an assessment. However indicators would continue to be updated and evolve as part of the assessment process to ensure that it was representative and incorporated new data as it became available.

ASSESSMENT OF INDICATORS

An outline summary of the method for assessing indicators is provided below. The assessment was developed and carried out by the PRT ESC Sub-WG. See Appendix A for a detailed explanation of the methodology.

1. Step 1: Data is gathered according to the agreed set of indicators from various sources. Example of some of the sources are listed below:
 - UNAMA
 - ISAF
 - CFC-A
 - PRTs
 - World Bank
 - USAID
 - Altai Consulting
 - Afghanistan Central Statistics Office – NRVA
2. Step 2: Thresholds of success and failure are defined for each of the indicators.
3. Step 3: Each indicator is assessed against the thresholds and then normalised for each province to provide scores against a common scale.
4. Step 4: The normalised scores for each province are averaged according to LOA to provide each province with three overall scores, one each for development, security and governance.
5. Step 5: The scores are converted into a traffic light of green, amber and red and these are transposed onto a map of all provinces, with one map for each of Security, Development and Governance.
6. Step 6: The final assessment for the PRT ESC would be presented in the form of 3 plots of Afghanistan (one for each of Security, Governance and Development) with each province colour-coded red, amber or green according to the analysis of indicators (see example in Figure 3). Finally any key issues related to this assessment, such as areas of concern, could be highlighted in a short results brief to the PRT ESC.

These indicators provide situational awareness to the committee in helping them to carry out their charter and would develop a common and comparable picture across all the provinces of Afghanistan. An example of the plots that were used to display the results to the PRT ESC are shown in Figure 3.

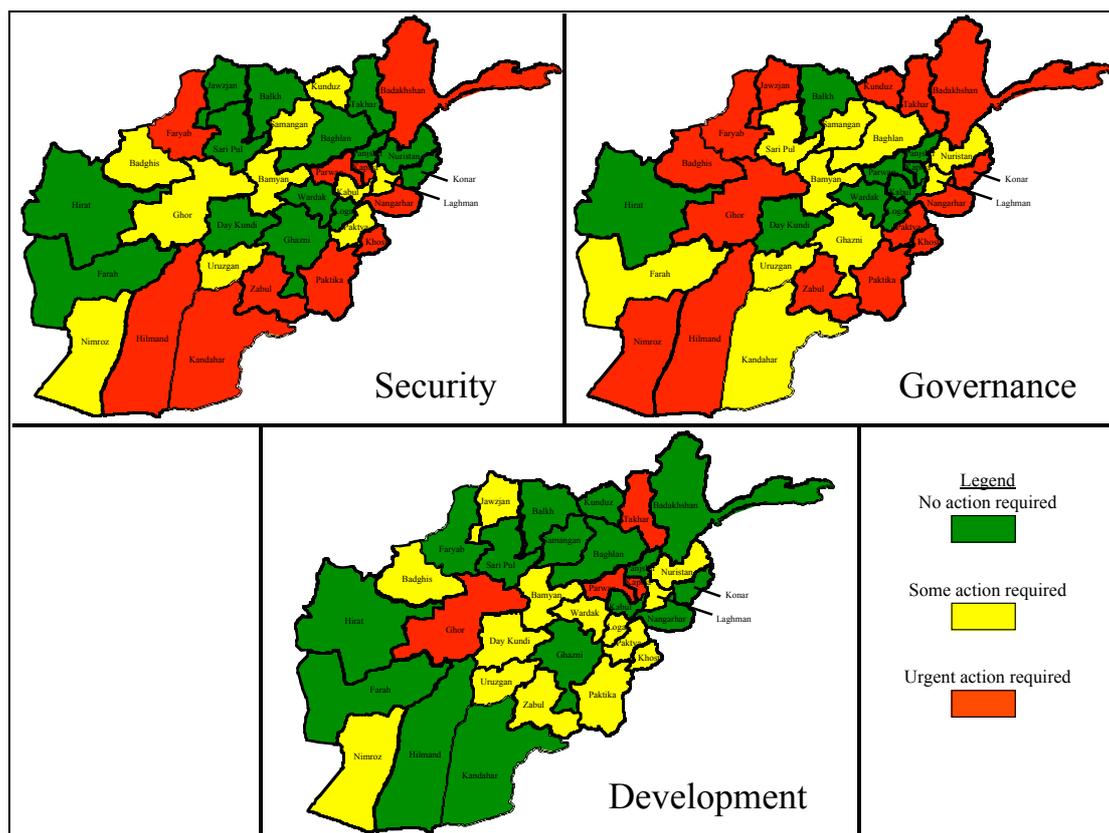


Figure 3: Example output for presentation of indicator analysis to PRT ESC.

THE ISSUES AND CONSTRAINTS

The PRT ESC placed a number of constraints on the development work. The main points are provided in summary below.

1. Minimal effort should be spent in gathering data and existing data source should be used where possible.
2. The number of indicators used in the assessment should be kept to a minimum to avoid the analysis becoming too complex. The PRT ESC wanted to be able to relate overall changes with each LOA back to specific key indicators.
3. The indicators should enable as assessment of both the short-term and long-term development of the provinces along each LOA.
4. The Effectiveness of PRTs was not to be measured. This resulted in the use of indicators of provincial progress rather than metrics directly related to the PRTs.

5. The indicators should relate to the Afghan Compact². This meant any identified data sources should be linked into these overall goals.

Whilst these constraints did prove challenging, they allowed some flexibility in the assessment method and indicators to be used. However this was only a limited amount of flexibility.

CONCLUSIONS

The work that was conducted on behalf of the PRT ESC was on the whole successful and achieved the aim of providing a set of indicators that could be used to provide a common assessment of progress within all provinces across Afghanistan.

There were problems with limited time and resources being available for this work from all organisations involved. Unfortunately this is a factor of the lack of manpower available. The only real effect this had was to increase the time required at the working level to develop the indicators and assessment methodology.

For the future evolution of this assessment limited data availability is likely to continue to be a factor and so the assessment will only provide a simple overview of the provinces. It is difficult in such a situation - where there is wonderful diversity across the provinces – to find a small set of indicators that are completely representative. However, the indicators will continue to be developed over time as the process and the situation in Afghanistan evolves. The work so far should provide a good basis for this growth. The simplicity in itself will allow a representative picture to be provided that can easily be explained and summarised and will not demand huge time or resources be dedicated to it. This meets one of the key requirements of this piece of work.

Perhaps the most challenging aspect of developing the indicators was ensuring the varying interests of many organisations were taken account of. For example, there is a clear difference in the focus for military organisations and for example NGOs. The solution was to ensure representatives from all different interest groups were involved in the development of this work.

The continued work will rely on the ownership taken by the PRT ESC Sub WG and the ESC itself. If it is to continue to provide the desired outputs then all those involved in the ESC and all different interests must contribute to its constant evolution. In particular, at the working level this means using data from a broad range of sources and ensuring that the overall assessment encompasses a collective view of Afghanistan.

For the future, there is a real problem in Afghanistan of sparse data. There are a number of surveys and data collection activities taking place, but co-ordination can be challenging and they tend to serve specific purposes or answer specific questions. The National Risk and Vulnerability Assessment provides the largest single survey in Afghanistan and will help

² The Afghan Compact is an agreement initiated by the Government of Afghanistan on the goals for the re-development of Afghanistan over the next five years. It was signed by major money donor nations and the Government of Afghanistan in 2005.

towards identifying the Development situation. This is a situation that will only improve over time as the infrastructure, communication and co-ordination of data gathering across provinces improves and so will need to be considered in the evolution of this methodology.

RECOMMENDATIONS

There are several recommendations that could be made with how to improve this work given better access to time and resources. The ideal solution would be to set up a team made up of representatives from different organisations, but run by the Government of Afghanistan. This team would then be dedicated to travelling around the country collecting data and providing a comprehensive assessment.

However, given the circumstances the work already completed should be sufficient for purpose providing the indicators are allowed to evolve over time where necessary in line with the requirement of the PRT ESC and the changing situation in Afghanistan. Whilst the process will continue to evolve it was recommended at the end of the development phase (covered in this paper) that the first few assessments, over a six-month period, focus on updating the indicators and assessment with the view to providing a more consistent and representative analysis.

The key to the success of this work will be the continuing requirement for such an assessment to be provided and the co-operation of all stakeholders and organisations from the working level up through to the members of the PRT ESC itself. If co-operation fails then the assessment is likely to be based on the limited understanding of a few organisations and will be not prove as beneficial as it otherwise could. Co-operation and stakeholder involvement in this process will provide those stakeholders with an understanding of the assessment and what is being represented and this in turn will assist them in providing improved feedback and so worthwhile future development can take place.

Finally, the key to providing a good assessment is having good data. At present the Development LOA is very well covered through the NRVA survey from 2005. Security assessments are readily available through ISAF and US Coalition forces. However, Governance is an area where there is a significant lack of data. The PRT ESC should look to organisations involved to try and fill this gap through the commissioning of surveys specific to local governance. In the longer term it may also be necessary to develop better data sources for all three areas, but this is reliant on funding, resources and infrastructure being available as well as the tools to be able to process such information.

APPENDIX A – NORMALISATION OF INDICATOR SCORES

To be able to average across a number of indicators to provide an overall assessment of each of the LOAs, it is necessary for each of the indicators to be scored against a common numerical scale. This process is known as normalisation and is described and illustrated in the example below.

METHODOLOGY SUMMARY

In order to normalise a set of scores a final scale for the indicator scores must be set. In this methodology it was decided a scale of 1, 2, or 3 be used that would allow easy transposing of a numerical score into a traffic-light assessment of Green, Amber or Red.

Each indicator then needs to be assigned a score of 1, 2, or 3. So for each indicator two thresholds are defined according to the existing data, one being a threshold of success (TOS) (above which we believe the situation needs little change), the other being a threshold of failure (TOF) (below which we believe the situation needs urgent change).

For each indicator the data point that is being used is compared to the thresholds and if the situation is equal or better than the TOS it has a score of 1 (Green), if it is equal to or worse than the TOF it has a score of 3 (red) and if it is in between the two it has a score of 2 (amber).

The scores for all indicators within an LOA can then be averaged to provide an overall score of 1 to 3 for the LOA for each province. Using the same traffic-light system as for the indicators these scores can be displayed on a colour-coded map as shown in the example below.

EXAMPLE³

Let us say we have two indicators that are going to contribute to an assessment of development in each province.

1. *Indicator 1 Percentage of households with access to clean drinking water*

- Threshold of Failure 50%
- Threshold of Success 75%

These data are collected monthly and the following data have been gathered:

	Province A	Province B	Province C
March	45%	30%	65%
April	45%	25%	65%
May	50%	25%	70%
June	50%	30%	70%
July	50%	30%	75%
August	60%	35%	80%

	Province A	Province B	Province C
March	3	3	2
April	3	3	2
May	2	3	2

³ Please note all data used in this example is fictitious and has been developed for illustrative purposes only. The data in no way represents any real world location, situation or event. Any similarity to any such location, situation or event is purely coincidental.

June	2	3	2
July	2	3	1
August	2	3	1

2. Indicator 2 Number of patients admitted each month to local care facility due to illness

- Threshold of Failure 45
- Threshold of Success 10

These data are collected monthly and the following data have been gathered:

	Province A	Province B	Province C
March	65	79	12
April	44	121	9
May	29	101	8
June	53	56	11
July	26	67	7
August	31	69	15

	Province A	Province B	Province C
March	3	3	2
April	2	3	1
May	2	3	1
June	3	3	2
July	2	3	1
August	2	3	2

If we use only these two indicators to provide an overall assessment of development and assuming that each of the indicators is weighted equally then we can calculate a score from 1 to 3 for development. To do this simply select the month required, then the development score for each province is calculated as an average of the two indicator scores for that province.

So in May we would have the following:

$$\text{Development score for Province A} = \frac{2+2}{2} = 2.0$$

$$\text{Development score for Province B} = \frac{3+3}{2} = 3.0$$

$$\text{Development score for Province C} = \frac{2+1}{2} = 1.5$$

Then a simple set of criteria are used to decide on a scale of 1 to 3, what equates to green amber and red in the traffic light system. In this case let us say if X is the indicator score:

- $1 \leq X \leq 1.5 \Rightarrow X$ is Green
- $1.5 < X < 2.5 \Rightarrow X$ is Amber
- $2.5 \leq X \leq 3 \Rightarrow X$ is Red

This can then be plotted onto a map of the country to represent the situation in terms of development in provinces A, B, and C. See Figure A1 below:

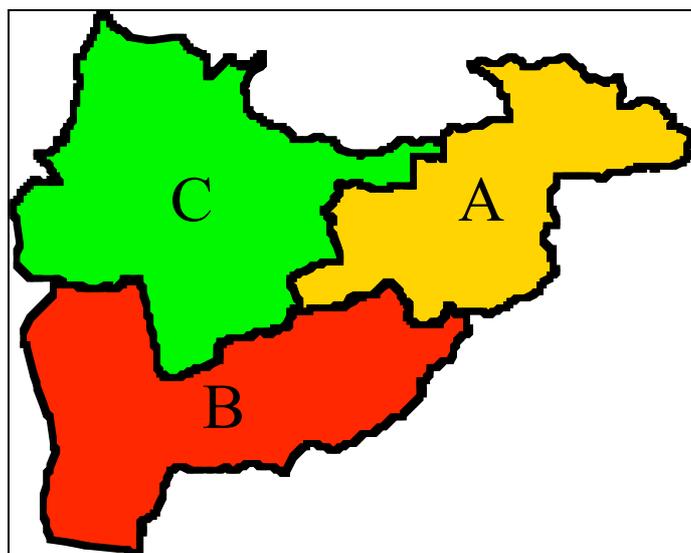


Figure 1A: Illustration of output from Indicator scoring method

APPENDIX B – SHORT-TERM PROVINCIAL INDICATOR QUESTIONNAIRE

PART A - Short Term Provincial Governance Indicators	
Governor	
A1	Is there a Deputy Governor?
A2	How many times has the Governor attended a public function in the last month?
A3	How many times has the Governor spoken on the radio?
A4	How many times has the Governor travelled to the districts?
A5	How does the Governor most often travel to the districts?
Central/Provincial Integration	
B1	Has the Governor gone to Kabul this month? If so, for a total of how many days?
B2	Have any central government officials visited the province this month? If so, how many?

Ministries	
C1	How many GoA line ministries and agencies are represented in the province? (Agencies currently existing are: <i>Independent Administrative Reform and Civil Service Commission (IARCSC)</i> , but others may be created in future)
C2	Have some of the departments or the Governor's office been through the Priority Reform & Restructuring (PRR) process?
C3	Does the Governor meet weekly with his department heads?
C4	How many coordination meetings has the Governor held (i.e. security, counter-narcotics, DIAG, etc.)?
C5	How many capacity building hours for government officials have been completed this month?
Disaster Preparedness and Response	
D1	Is there a government lead on disaster preparedness and response?
D2	Is there a Provincial Disaster Committee functioning as a coordination body in times of crisis?
D3	If there has been a disaster this month (if not leave blank) was there a proper assessment of the situation and the needs by the government?
D4	Is there a Provincial Disaster Management Plan?
D5	If there has been a disaster this month (if not leave blank), was the plan applied?
Financial	
E1	Does the Provincial DAB (Afghanistan Bank) receive payroll transfers from the Central Bank on schedule? If not, how late are the transfers?
E2	Have police and teachers been paid on schedule? If not, how late are the payments?
E3	Have local taxes been collected?
Provincial Councils	
F1	How many official recommendations has the Provincial Council submitted to the Governor?
F2	How many of these recommendations has the Governor accepted?
F3	Does the PC have a place to meet? Is it a dedicated PC building?

PART B - Short Term Provincial Reconstruction and Development Indicators	
Government	
G1	Is there a Provincial Development Co-ordination body in operation (Provincial Development Committee or other)? Is it led by the GoA?
G2	If there is a Provincial Development Co-ordination body, is it working on the design and follow up of the Provincial Development plan?
G3	National Solidarity Program (NSP) operations?
G4	Is poppy production happening in the province and if so, are eradication efforts underway?
Civilian Agencies	
H1	Number of civilian agencies significant national NGOs defined as CoAR, SDF, CHA, ADA, AHDS. IbnSina, CPAU; International NGOS; UN; Donors operating in the province?
H2	Have any pulled out because of insecurity in the past month? (Including 0)
Donor's National Programs	
I1	How many donors' national programs are operational e.g. USAID, JICA, DFID, World Bank, etc.? (As opposed to stand-alone projects such as USAID's Education Program, etc).
I2	Have any pulled out because of insecurity in the past month? (Including 0)
Access	
J1	How many districts are in the province?
J2	How many district centres are accessible by gravel road?
J3	How many district centres are accessible by paved road?
J4	How many District Communication Network systems are in place?
J5	Is the Government Communication Network system operational?