THE LAND PROJECT

PERFORMANCE MONITORING PLAN

Contract No. AID-696-C-12-00002

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CONTENTS

ACRONYMS

CSO	Civil Society Organizations
FACT	Foreign Assistance Coordination & Tracking System
GIS	Geographic Information System
GOR	Government of Rwanda
LOP	Life of the Project
M&E	Monitoring and Evaluation
MoJ	Ministry of Justice
NGO	Non Governmental Organization
PIR	Project Intermediate Result
PMP	Performance Monitoring Plan
PRS	Partner Reporting System
RF	Results Framework
RNRA	Rwanda Natural Resources Authority

A. INTRODUCTION

The purpose of this Performance Monitoring Plan is to inform and guide the LAND project team and project stakeholders in collecting and managing high-quality performance information and using it for project management and communication of interim and life-of-project results.

A1. Project Description and Approach

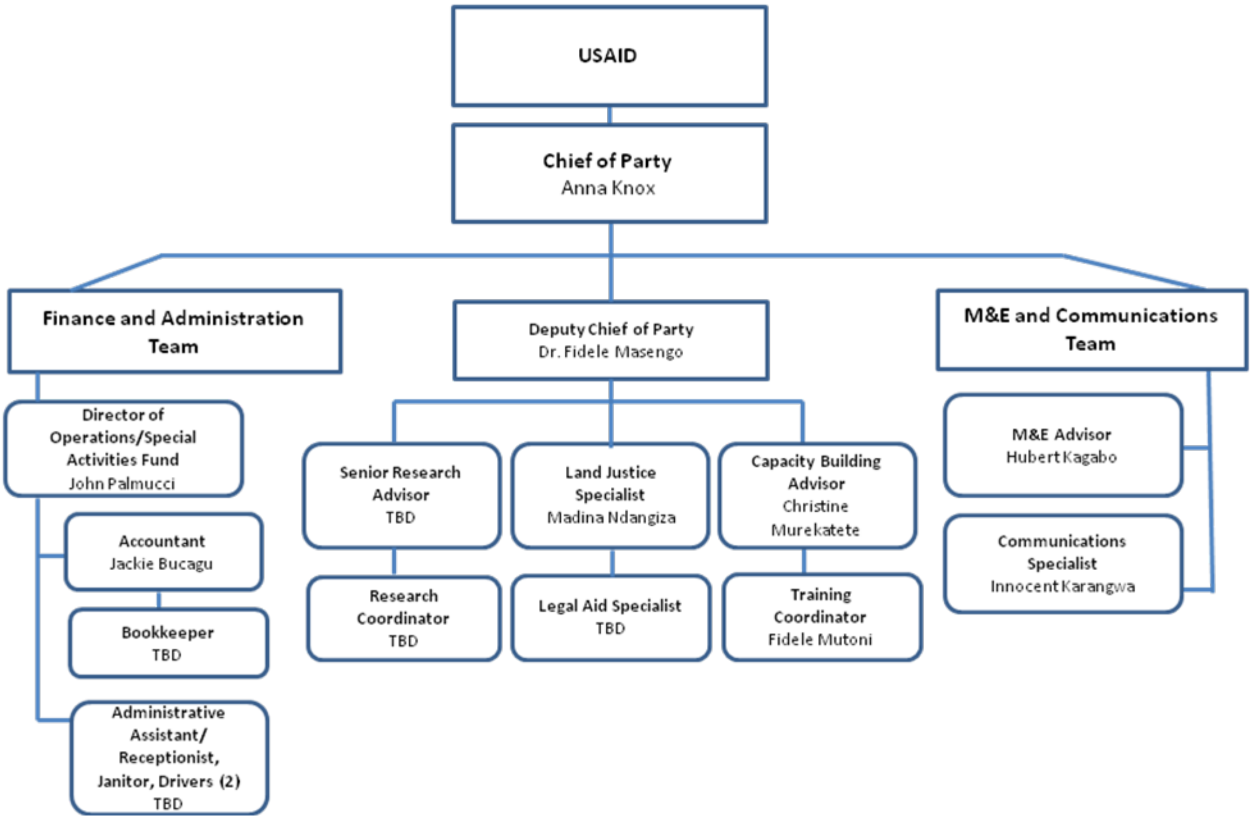
The LAND Project seeks to strengthen the institutional capacities and performance of the Government of Rwanda, civil society, Rwandan research and policy institutions, and communities to enhance evidence-based decision-making on land issues and increase access to justice on land-related issues particularly for vulnerable groups. To support this goal, the LAND Project will carry out two main components: 1) capacity-building of local research institutions and civil society organizations (CSOs) to provide relevant and high quality research to inform land policy decision-making, and 2) strengthening the capacity of legal aid and assistance services and the justice system to provide improved access to justice for vulnerable groups, including women and youth. This project will be implemented during a five-year period from May 17, 2012 through May 16, 2017.

Capacity strengthening is a central aspect of this project, and as such, the LAND Project is using a participatory, locally-led approach to implementation. We are supporting our local counterparts in prioritizing their needs. In all project activities, we are striving to support our partners in a leading role and ensure their buy-in and ownership in the process.

A2. Project Organizational Structure

Exhibit 1 on the next page presents the LAND project's organizational chart. Project staff members are organized into three sub-teams: the technical team, the M&E and communications team, and the finance and administration team. Chief of Party Anna Knox will have responsibility for leadership and technical implementation, as well as ultimate contractual and financial oversight and planning. She will be responsible for liaising with USAID and partners and overseeing local partner subcontracting, M&E, and communication efforts. Deputy Chief of Party Dr. Fidele Masengo will be responsible for day-to-day oversight of technical activities in the work plan, with a focus on ensuring that activities under both project objectives cross-fertilize, according to the LAND project vision. He will oversee the work of specialists in research, legal aid, and capacity building. The project M&E Advisor will oversee and coordinate all M&E processes and liaise with the communications specialist and other technical staff to ensure accurate and timely reporting of data for project indicators. All team members will have clearly defined roles and responsibilities. Chief of Party Knox will be in regular communication with USAID/Rwanda to provide updates on project progress and achievement of results and to solicit input and feedback.

Exhibit 1. Organizational Chart



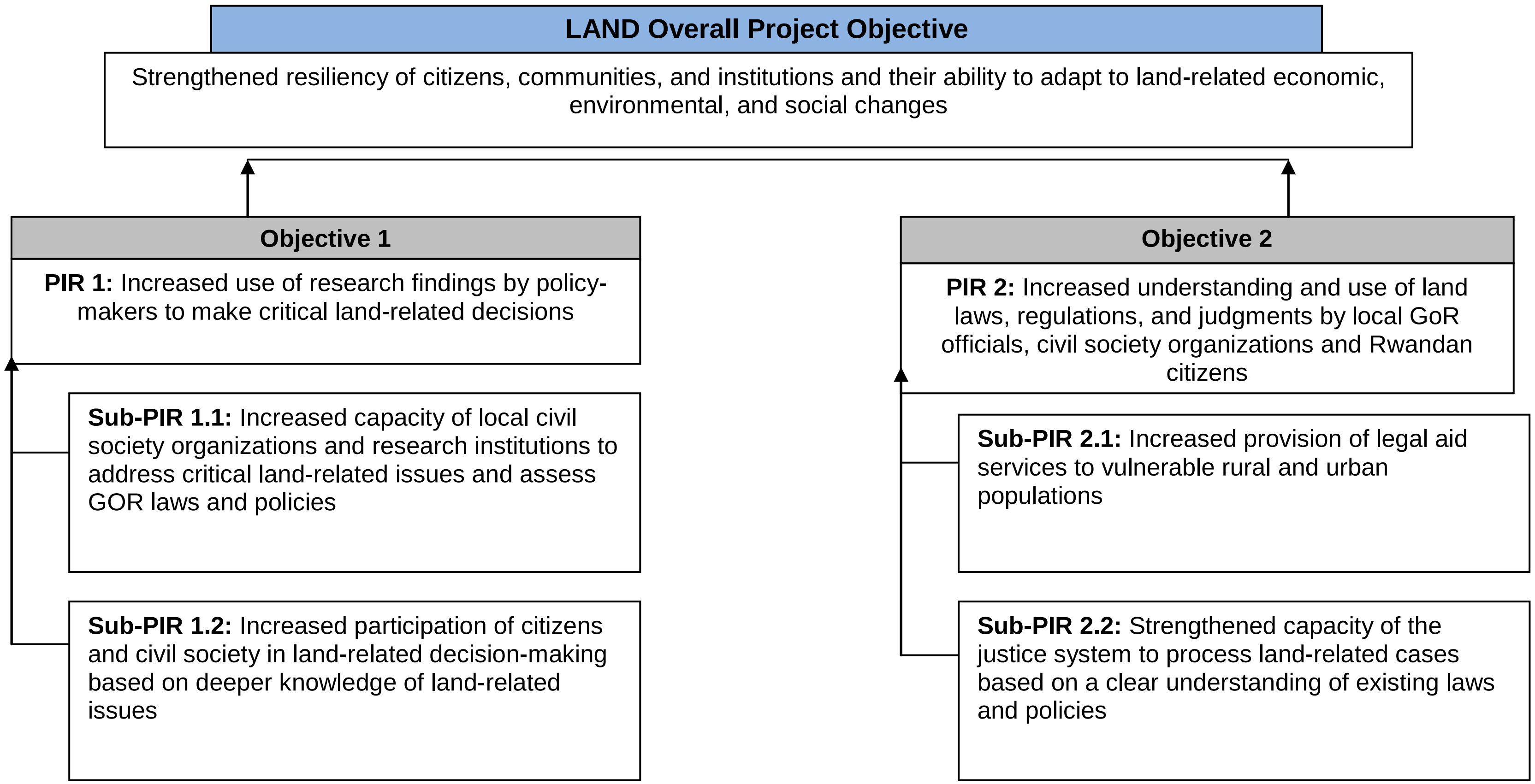
B. PROJECT RESULTS FRAMEWORK

The LAND Project results framework, presented in Exhibit 2, represents our strategy to achieve our project objective, “Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.” We intend to use this framework as a planning, communication, and management tool. It conveys the development hypothesis implicit in our approach to achieving our contract results, as well as the cause-effect relationships between project intermediate results (PIRs), sub-PIRs, and the project objective.

To achieve our project objective, we are working to achieve two project intermediate results: Increased use of research findings by policy-makers to make critical land-related decisions (PIR 1); Increased understanding of land laws, regulations, and judgments by local GoR officials, civil society organizations and Rwandan citizens (PIR 2). To achieve each of these PIRs, we are designing activities to achieve sub-intermediate results in each component. For example, under PIR 1, we are working to increase capacity of local research institutions and civil society organizations to address critical land-related issues and GOR laws and policies (sub-PIR 1.1) and increase participation of citizens and civil society in land-related decision-making (sub-PIR 1.2). Similarly, to achieve PIR 2, we are focusing on strengthening capacity of CSOs to deliver quality legal aid services to vulnerable groups (sub-PIR 2.1) and enhancing the capacity of the *abunzi* and the broader justice system to process land-related cases based on a clear understanding of existing laws and policies (sub-PIR 2.2).

Collectively, the results in the framework were designed to capture the outputs and outcomes of the tasks and deliverables outlined in the project contract. Additionally, the project contributes to the Governing Justly and Democratically objective under the United States Foreign Assistance Framework, while also contributing to the Economic Growth objective.

Exhibit 2: LAND Project Results Framework



C. APPROACH TO MONITORING, EVALUATION, ANALYSIS, AND COMMUNICATION

Monitoring and evaluation plays a critical role in understanding, demonstrating, and communicating the results of the LAND Project and in guiding the management of the contract. The LAND Project is a high profile project for USAID Rwanda and we fully appreciate the need to show demonstrated improvements in the capacity of government, civil society, and communities to respond to land-related issues, ultimately resulting in stronger resilience of Rwandan citizens to economic, social and environmental changes. In order to ensure successful outcomes, we are using our M&E system as a management tool to monitor the progress of our planned activities and to serve as an early warning system to alert our team about activities that are not progressing as planned or that are not having the intended result. In this way, our team will be using analysis of M&E data to strategically guide project decision-making and resource allocation.

Accordingly, our approach to M&E is guided by the following principles:

Results-oriented. Our integrated approach uses LAND's results framework to link the project work plan and PMP. Each indicator is linked to a specific result. Our team will collect data on indicators designed to directly measure progress of project activities and inputs toward achieving agreed-upon results.

Adaptive. Indicators, frequency of data collection and reporting, and data analysis will be designed to enable project staff, USAID, partners, and government stakeholders to continuously evaluate and adapt to changing contextual factors in order to improve progress toward the intended outcomes and allow systematic testing of key hypotheses and assumptions. Our M&E system will capture and share knowledge to inform strategic allocation of project resources.

Participatory. Performance management is most effective when it involves the entire project team and relevant stakeholders.

- Project team participation. Technical staff members will be involved in data collection, interpretation, and strategic use of M&E information. Since they are in direct contact with our partners and data sources, they are well placed to efficiently collect and verify M&E data. Project staff will regularly provide feedback on the M&E system and indicators to ensure that it remains relevant and updated.
- Partner participation. Project partners will play a critical role in implementation of the M&E plan, especially data collection and information dissemination. The project will actively seek to build the capacity of its research institute and CSO partners to collect indicator data that relates to their own activities, analyze results and communicate findings. M&E data will be shared on a regular basis with key stakeholders during quarterly coordination meetings.

Efficient, comprehensive, and cost- effective. We have streamlined our systems of measurement so that we are collecting and reporting on the information that is most directly useful for performance management and meets USAID's reporting needs. We have sought to decrease the management burden and cost while meeting our information needs. The M&E Advisor will oversee the design of an appropriate mix of tools to collect both qualitative and quantitative data. When conducting surveys we will seek to reduce costs by using local firms and university students, partnering with international researchers on a pro-bono basis, and adapting existing tools and internationally accepted methodologies to the Rwandan context.

We recognize that communications plays a vital role in performance management. In communicating the LAND Project's results we are seeking to share information in a transparent manner that will advance learning and accurately demonstrate the project's results. We will communicate project results as jointly achieved by USAID, Government of Rwanda and local partners as well as share performance information with these institutions. We will also carefully communicate limitations in data quality and methods and be conservative about how we convey attribution.

D. CRITICAL ASSUMPTIONS

In designing the LAND M&E system, we have focused on measuring results that can reasonably be attributed to the project, either partially or wholly. The project's ability to demonstrate improvement in these measures relies on the following basic assumptions:

GOR partners will remain open to policy research and committed to reform. To achieve our expected results, we assume that the key GOR partners such as the Ministry of Justice and the Rwanda Natural Resources Authority (RNRA) will work collaboratively with the project and be receptive to high quality local research and willing to champion reforms in cases where research suggests the need.

Local civil society and research institutions will participate actively. We assume that existing and new research institutions and civil society organizations in Rwanda, both public and private, will be motivated and make available their researchers to participate actively in activities of this project by both taking advantages of its capacity building component and producing rigorous results in land related research.

Interest in legal aid and enhancing the capacity of the abunizi will continue to grow. We assume that recent interest by the government, Kigali Bar Association and other NGOs in, improving and supporting legal aid activities will continue. We also assume that the government will continue its full support of the *abunzi* and the MAJ and that the new Rwandan Bar law will be adopted soon to allow lawyers of NGOs involved in legal aid to represent vulnerable groups in courts.

E. M&E SYSTEM DESIGN

The detailed design of the M&E system is laid out in the indicator reference sheets in Annex B. These sheets spell out the precise definition of each indicator, management utility of tracking the information, unit of measure, method of acquisition, frequency of collection, data source, and project staff member responsible for collecting the data. By specifying each indicator in detail, we can help to ensure that data is handled consistently throughout the life of the project.

E1. Overview of Indicators and Disaggregation

We have identified life-of-project indicators for each result in the results framework and they are listed in Annex A: Summary Table of Indicators. (Definitions of the indicators can be found in Annex B: Indicators Reference Sheet.) The indicators are designed to: track implementation of activities against targets; capture project outcomes for learning and communications; and contribute to USAID's performance management and reporting needs.

To provide the comprehensive coverage needed for project progress review, troubleshooting, and management, the M&E system will track two main types of performance indicators: *output* and *outcome*. Output indicators track the immediate products and deliverables of the project and provide feedback to managers on project performance to identify areas where implementation strategies may need to be adjusted. For example, the number of research/policy discussions held as a result of project assistance. Outcome indicators measure the effects, or results, of project outputs, at the project-intermediate result and project objective level of the results framework. For example, the percentage of women and men in target districts who report that changes in land-related policies and laws have reduced their vulnerability (e.g. to dispossession from their land, fluctuations in market prices, droughts, crop diseases).

Disaggregation. Indicators measuring individuals or groups will be disaggregated as appropriate by sex, age, vulnerable groups, and location to capture data on social inclusion and impact of project activities on vulnerable groups in both rural and urban areas. Our project further strives to reduce disparities in the achievement of targets between women and men and between those who are most vulnerable and those who are reasonably resilient. Other indicators will be disaggregated by type of organization, type of assistance, type and topic of research, or outreach mechanism as relevant for tracking and management purposes. We have included disaggregation factors for all standardized indicators as per the guidance provided in the FACTS indicator reference sheets, and added project-specific relevant disaggregation where appropriate. Disaggregated data will be analyzed regularly to identify gaps or trends and to ensure that project benefits are reaching intended beneficiaries.

E2. Baselines and targets

Upon finalization of indicators and approval of the PMP, the M&E Advisor will lead the project team in developing a detailed plan for baseline data collection for each indicator as necessary. Many output indicators and one outcome indicator will be '0" at the outset of the project because they are directly linked to project activities. This pertains to indicators 1, 4, 5, 6, 7, and 9. For outcome indicators measuring national-level changes as reported by the GoR, CSOs or other partner institutions, we will target those institutions that are identified partners of the LAND Project and assess baseline information at the first NLRA workshop and monitor changes through administering the same questionnaire to those partners at subsequent annual workshops. This applies to indicators 2, 8, and 10.

For outcome indicators measuring national-level changes as reported by households, we will randomly select one district in each of the four rural provinces, then one sector in each of those chosen districts. Subsequently, we will randomly select 50 households from each of the chosen sectors and interview both the head of household and their spouse (where a spouse exists). This applies only to indicator 3.

For outcomes indicators 11, 12, and 14 that measure the performance of more geographically-targeted project interventions, we will confine our baseline and monitoring of indicator change to the intervention areas. Nevertheless, we will assess the cost implications of selecting and gathering data from one or two control sites in order to enable us to better determine the relative effect of our interventions. Before committing to this strategy, we will also investigate the probability that control sites may be contaminated during the project lifecycle, thereby hindering our ability to draw meaningful conclusions and wasting project resources.

For indicators 13 and 15, we will consult our partners to report only on the geographic areas where they are working. If deemed appropriate and requested by USAID, the project will also collect baseline data for indicators that may be desired by third-party project evaluators.

During the first five months, M&E activities will focus on baseline data collection and verification. In some cases, this will entail developing data collection tools and methodologies such as surveys that will be reapplied at different intervals of the project. For example, the percentage of a target population who demonstrate improved understanding of the law and their rights. We will explore teaming up with the Family Health Project and/or FEWS-Net Project to explore collaboration in data collection efforts targeting communities, thereby reducing the costs of these efforts. We will also contact Search for Common Ground, which collected similar F indicators during their prior land conflict mitigation project as their data may provide useful baseline information.

We have included aggressive, but realistic annual and life-of –project targets for indicators in Annex A. Once the process of collecting baseline data is complete, the M&E Advisor will analyze the baseline information and work with the Chief of Party, technical staff, and our partners to review project targets to determine if they are realistic, and propose any necessary adjustments to targets in coordination with USAID.

We expect that during the first year of the project, much of the effort will be focused on building effective relationships with and capacity of our GOR and CSO partners. Therefore, we expect that project outcomes will begin unfolding at the end of year one and build over the life of the project. Targets set for the indicators reflect this trend.

E3. Data Sources and Collection Methods

The LAND Project will collect indicator data through a variety of methods, including project records, interviews, surveys, scorecards, and focus groups, CSO and partner records, court and *abunzi* records, and national and district level government data. Project partners will have significant and increasing responsibility for collecting and analyzing data, and project technical staff will be responsible for ensuring timely and accurate data collection for their respective activities and result areas on a quarterly frequency or annually in some instances. The specific data source and frequency of collection and reporting for each indicator is identified in Annex A. We will also engage CSOs, such as Hagaruka, research institutes, and the National University of Rwanda in data collection, providing training as necessary. Generally, the data collection sources and methods can be grouped in the following three categories:

1. *Primary data collection through assessments, surveys, interviews, and/or focus groups.* To measure progress in achieving the project objective and the project intermediate results, we will work with the GOR and relevant CSOs to collect data on their beneficiaries, policy making processes, research and advocacy efforts, and other activities as relevant. Scorecards will be developed to collect data on perceptions, including quality of coordination among key actors, satisfaction of disputants with *abunzi* services, and capacity of both GOR and CSOs. The project will assist partners in using the Human and Institutional Capacity Development (HICD) self-assessment tool to evaluate and track progress on institutional capacity development over the course of the project and to help determine appropriate capacity building action plans at the individual organizational level.

2. *Primary data from project records.* A number of the proposed indicators directly measure outputs of project activities, so data for these can be easily attained from project records. For example, since training is a key project activity, we will systematically track trainee numbers and basic demographic facts through sign-in sheets, and we will draw upon these records for reporting and planning purposes. This data will be stored in the LAND project database, which is designed to capture – among other things - the unique number of individuals attending project-supported training events (based on attendance sheets). The database will be used to give each trainee an identifying number, thereby enabling the project to avoid double-counting of individuals receiving multiple trainings. We will also develop and use training evaluation forms to capture qualitative information on our training courses to inform future training events. Additionally, we will work with our partners to track changes in knowledge as a result of project-supported training through the use of pre and post knowledge tests, coupled with trainee interviews.

3. *Secondary data from project partners or public records.* Data collection on the remaining project indicators requires collaboration with partners, particularly with the GOR, *abunzi* and CSO grantees. In some cases, the required data is not routinely collected by our partners but it is feasible to work with them to collect this information, which would also have the benefit of improving their overall monitoring and evaluation capability. We agree to work with these partners to establish a means of regularly collecting this data so it will serve our collective purposes for the duration of the project and into the future. We will also build on information collected through surveys and assessments conducted by other local and international organizations. Though we will not be able to directly or uniquely attribute reduced land-related conflict to the LAND Project, it will be important to note if there is any change in these statistics over the project period. This will be made possible through the development of the land dispute database with project support.

USAID's Data Quality Standards

Validity – Data should clearly and adequately represent the intended result and reflect no bias
Reliability – Data should reflect consistent collection and analysis methods over time
Timeliness – Data should be sufficiently current and available to be practical for use by management
Integrity – Mechanisms must be in place to reduce the possibility for manipulation of data
Precision – Data should be precise enough to present a fair picture of performance and enable management decision-making

E4. Data Quality Control

To ensure that project M&E data is of the highest possible quality, and to meet USAID data quality standards (see box), we have identified and planned data quality control measures for each indicator, as detailed in the indicator reference sheets in Annex B. Additionally, we will conduct an internal data quality assessment for each indicator as described in Annex B.

The technical team members are best placed to provide first-order quality control for the various M&E data elements. Upon collection of data forms and entry into spreadsheets, each team will examine the quantitative data to identify errors, verified against original sources and cross-verified where required. .

The M&E Advisor is responsible for secondary data quality control, i.e. post data entry. The M&E Advisor will review data to identify potential errors, and design a spot-check system to verify data at their sources, e.g. with visits to CSOs or field activities. By identifying errors early on, the M&E Advisor can make appropriate corrections by consulting the data source and ensure timely and accurate reporting.

Additionally, we understand that USAID will be conducting data quality assessments periodically on indicator data. To prepare for such reviews, we will conduct internal data quality reviews periodically following the M&E Plan review, using a form adapted from USAID's data quality assessment form.

E5. Data Analysis and Reporting

M&E data will be analyzed and reported upon quarterly, annually and occasionally bi-annually, depending on the frequency of data collection for each indicator. Analysis will be led by the M&E Advisor and coordinated with the relevant technical staff. Analysis and conclusions will be discussed among the technical team in order to inform strategic decision-making regarding project activities and resource allocation. Indicator data and analysis will be included in reports to USAID and discussed on a routine basis with the COR and other stakeholders. We will present indicator data for the reporting period as well as aggregate data by fiscal year. Quantitative data will be explained with a narrative description and additional qualitative data and success stories collected through interviews, surveys, and focus groups. The final report will contain life-of-project indicator values along with an analysis of overall project outcomes, a discussion of best practices and lessons learned, and presentation of success stories.

We will explore the application of geographic information systems (GIS) to provide analysis of project M&E data with geo-referenced data related to population, natural resources, infrastructure, and other relevant dimensions. For example, we might map project interventions and results and use this data to compare the results of our work in areas where project interventions sought to build capacity versus areas that were not targeted. We will share our information with other donors and databases such as the Rwanda Gateway Information Portal, to promote leveraging and coordination of resources, where possible.

We will coordinate our M&E reporting with other existing, on the ground, frameworks, databases, and Rwandan institutions that are collecting, monitoring, and using similar data such as the Integrated Results and Performance-based Framework designed to measure progress toward development objectives outlined in the GOR 's Economic Development and Poverty Reduction Strategy, including universal access to quality justice and provision of legal aid service to vulnerable groups. This will serve to reinforce and improve national reporting by coordinating closely with the GOR and increasing involvement of civil society in monitoring and reporting.

Databases. We propose to develop a land dispute database that will provide data for evidence-based decision-making for government and CSOs. In discussion with USAID, we will hand this database over to a local partner, possibly to MINIJUST to be housed on their Legal Information Portal or to the Legal Aid Forum; in either case, this information will remain updated and accessible to government, donors, and civil society. This database will be an important tool in monitoring and understanding the outcomes of local dispute resolution and access to justice efforts. Local actors will be primarily responsible for updating and reporting information but the project staff will also upload relevant project data.

The M &E Advisor will also be responsible for reporting data on project training activities in the TraiNet database on a quarterly basis. Targets and results for each indicator will be entered on a quarterly, annual, and semi-annual basis into the online Partners Reporting System (PRS). Additionally, we will support USAID in reporting on indicators in the FACTS database.

E6. Roles and Responsibilities of Project Staff

The project's M&E and Communications team is responsible for the development, implementation, and management of the M&E systems. This includes oversight and coordination of data collection, analysis, reporting, and dissemination of results. The M&E and Communications team reports directly to the Chief of Party and is organized as follows:

- *The Monitoring and Evaluation Advisor* manages the M&E system and process. S/he closely cooperates with project technical staff and partners to collect data, and ensures that the necessary data collection tools are developed and available. S/he analyzes the data to monitor the performance of the project according to the results and targets identified in the plan. S/he works with the Communications Specialist to inform the Chief of Party and technical team of performance progress and issues so that decisions and/or adjustments to the project are addressed in a timely manner. The M&E Specialist also conducts data quality reviews.

- *The Communications Specialist* reports progress, information, results, and successes to USAID as requested and required per the contract. The Communications Specialist also communicates progress, information, results and successes to project partners and various target audiences as identified in the project's communications and public outreach strategy.

The *Chief of Party*, who provides overall oversight to and direction of the M&E and Communications team, will use the data, information, analysis, and reports provided by the M&E Division for reporting purposes and to make management decisions on activity implementation. The COP will also provide another layer of quality control and ensure that appropriate measures are in place to ensure the validity of project data.

The M&E Advisor will identify and coordinate with technical staff members who are responsible for primary data collection and entry in the area of his/her activity.

F. EVALUATION PLAN

Our internal evaluation plan highlights our approach to systematically analyze information regarding the outcomes of the LAND Project and utilize this information to make adjustments to the project in order to ensure achievement of the Project IRs and Overall Objective. Project evaluations will comprise annual assessments of monitoring data to assess cumulative outcomes and analysis of those outcomes against the project's Results Framework, which represents its theory of change. We will then hold meetings with project staff, USAID and other stakeholders to present results of our analysis and discuss their implications for the next annual work plan and the project's overall approach. This approach is consistent with the project's core values of adaptive learning and management.

Purpose. The purpose of these evaluation activities is to evaluate whether the LAND Project's interventions have: a) increased the capacity of local organizations to produce high quality research that contributes to land policy issues, b) provided improved the quality of legal aid and assistance services on land matters to vulnerable groups, and c) enhance the ability of the *abunzi* and the broader judiciary to apply the law and adopt appropriate measures resolve land-related disputes.

Type and methodology. Data on the project outcome indicators will be collected via surveys, interviews, and scorecards on an annual basis starting one year after contract award.

External Evaluation. If desired by USAID, assessment of the cumulative project performance and achievement of objectives may be also measured through a mid-term and/or final evaluation conducted by an independent evaluator, who is hired by USAID and not part of the LAND Project staff. If USAID elects to support third-party evaluation, we will discuss with USAID early on in the project if there are ways they would want the LAND Project to support these efforts, such as through baseline data collection. By bringing together information drawn from project M&E with third-party evaluation findings, USAID can further their ability to determine whether lower-level results are achieving the overall project objective and contributing to the goal of resilience.

The type of research design and methodology to be used for the mid and final evaluations would be determined by the third party evaluator in coordination with USAID.

G. APPEDICES

ANNEX A. Summary Table of Indicators

No	Indicator Description	Type* (F/C)	Output/ Out-come	Baseline	Targets						Data source	Method of collection/Dis-aggregation	Frequen cy
					FY1	FY2	FY3	FY4	FY5	LOP			
1 (2.3.1-7)	Number of consensus building forums (multi-party, civil/security sector, and/or civil/political) held with USG Assistance	F (DG)	Output	0	4	4	4	4		20	Project staff and partners	Project and partner records	Quarterly
2	Quality of coordination between key Rwandan government partners, civil society organizations, and researchers	C	Out-come	TBD	10% increase	20% increase	40% increase	60% increase	85% increase	85% increase	GOR, CSO, and research partners	Scorecard administered at workshops	Annually
3	Percent of women and men in target districts who report that changes in land-related policies and laws have reduced their vulnerability (e.g. to dispossession from their land, encroachment, fluctuations in market prices, droughts, crop diseases, etc.)	C	Out-come	TBD			20% increase		45% increase	45% increase	Sample drawn from national population	Survey Disaggregated by gender, age	End of Year 3 and Year 5
4 (4.7.4-8 a and b)	Person hours of training completed by government officials, traditional authority, or individuals related to land tenure and property rights	F (EG)	Output	0	200	200	200	200	200	1000	Project staff and partners	Project and partner records	Annually

No	Indicator Description	Type* (F/C)	Output/ Out-come	Baseline	Targets FY1	FY2	FY3	FY4	FY5	LOP	Data source	Method of collection/Dis-aggregation	Frequency
	supported by USG assistance – disaggregated by gender												
5 (4.7.4-9)	Number of days of USG funded technical assistance on land tenure and property rights issues provided to counterparts or stakeholders	F(EG)	Output	0	120	130	140	150	150	690	Project staff and partners	Project and partner records	Quarterly
PIR 1 Increased use of research findings by policy-makers to make critical land-related decisions													
6	Percent of project-supported research used by policy-makers in making land-related decisions	C	Out-come	0	30%	40%	50%	60%	70%	50%	GOR and partners	Partner records	Annually
7	Number of research/policy discussions held as a result of project assistance	C	Output	0	20	20	20	20	20	100	Project and partner staff	Project and partner records	Quarterly
8	Score on HICD self-assessment of capacity of CSOs and research institutions	C	Out-come	TBD	15% increase	20% increase	40% increase	60% increase	80% increase	100% increase	GOR and partners	HICD self-assessment matrix	Annually
9	No. of policy briefs and high-quality research products produced and disseminated with support of the project.	C	Output	0	3	3	3	3	3	15	Research partners	Partner records	Quarterly
10 (2.4.1-9)	Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy	F (DG)	Out-come	TBD	4	2	2	2		12	Project and partner staff	-Partner records -Interviews -tracking of press releases Disaggregate	Annually

No	Indicator Description	Type* (F/C)	Output/ Out-come	Baseline	Targets FY1	FY2	FY3	FY4	FY5	LOP	Data source	Method of collection/Dis-aggregation	Frequency
	interventions.											d by gender	
PIR 2 Increased understanding of land laws, regulations, and judgments													
11	Quality of land-related dispute decisions by judicial system	C	Out-come	TBD	5% increase	10% increase	25% increase	40% increase	50% increase	50% increase	MOJ/courts and *abunzi*	Scorecard -reviews of case records	Annually
12	Percent of target population (women and men) who demonstrate improved understanding of the law and their rights**	C	Out-come	TBD			25% increase		50% increase	50% increase	Sample of target population	Survey Disaggregated by gender, age	End of Year 3 and Year 5
13 (2.1.3-16)	Number of individuals/groups from low income or marginalized communities who receive legal aid or victim's assistance with USG support.	F (DG)	Output	TBD	10% increase	15% increase	25% increase	40% increase	60% increase	60% increase	Project and partner staff	Project and partner records Disaggregated by gender, age	Quarterly
14	Percent of those using *abunzi* services satisfied with the process and the outcome	C	Out-come	TBD	0% increase	5% increase	10% increase	15% increase	25% increase	25% increase	MOJ/courts	Scorecard administered to disputing parties	Annually
15	No. of organizations/groups trained on land law, mediation or other skills to improve administration of justice.	C	Output	TBD	0% increase	10% increase	15% increase	20% increase	30% increase	30% increase	Project and partner staff	Project and partner records Disaggregated by gender, age	Quarterly

* Type: F=Foreign Assistance Coordination and Tracking System (FACTS) Indicators; C=Custom Indicator
Notes: Target % increased refer to percent increase over baseline, not prior year.

ANNEX B PROJECT INDICATOR REFERENCE SHEETS

LAND Performance Indicator Reference Sheet
Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes. **Intermediate Result :** N/A **Sub-Intermediate Result:** N/A **Indicator:** No.1: Number of consensus building forums (multi-party, civil/security sector, and/or civil/political) held with USG Assistance
DESCRIPTION
Precise Definition(s): Institutions are resilient to rapid changes in the environment when they can respond in an efficient and coordinated fashion, not only with other institutions, but also with civil society interests. Regular consensus building forums will serve to build this institutional coordination and thereby improve resilience. Consensus building forums are defined as gatherings that bring actors with varied interests together to agree on how to work together and/or how to chart a way forward, particularly in the policy arena. **Unit of Measure:** Number of forums directly or indirectly supported by the project. **Disaggregated by:** N/A **Justification & Management Utility:** Institutional coordination is key to enabling public services to respond rapidly and effectively to the needs of their citizens. Likewise, dialogue and consensus building between the GoR and civil society organizations assures that the interests of ordinary citizens are made apparent to policy makers, who are better positioned to respond to their priorities and needs.
PLAN FOR DATA ACQUISITION
Data Collection Method: Reports gathered by staff and partners on forums. **Data Source(s):** Project files and reports, including staff meeting reports **Frequency/Timing of Data Acquisition:** Quarterly **Estimated Cost of Data Acquisition:** Low. Collection of this data will be done in house using existing resources **Responsible Individual(s) at the Project:** M&E Advisor with support from technical staff
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 2013 **Known Data Limitations and Significance (if any):** May not always be made aware of forums that the project has indirectly contributed to or be able to fully assign attribution to the project. **Actions Taken or Planned to Address Data Limitations:** Follow up with organizers of forums to assess influence of the project. **Date of Future Data Quality Assessments:** May 2014 and annually throughout life of project. **Procedures for Future Data Quality Assessments:** Project file audits.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Will be undertaken annually compiling comparative data **Presentation of Data:** Tables and narrative **Review of Data:** Quarterly **Reporting of Data:** Quarterly, including quarterly reports
OTHER NOTES
Notes on Baselines/Targets: Baseline for this indicator is zero. Annual targets are noted in Annex A
PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet

Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

Intermediate Result: N/A

Sub-Intermediate Result: N/A

Indicator: No. 2: Quality of coordination between key Rwandan government partners, civil society organizations and researchers.

DESCRIPTION

Precise Definition(s): This measures the extent to which our GoR partners link to policy-relevant research generated by research institutions the project supports as well as to the advocacy undertaken by civil society organizations working with the project that rely on such research to inform their agenda.

Unit of Measure: Aggregated index generated by a weighted variables

Disaggregated by: N/A

Justification & Management Utility: This measure will indicate whether efforts to improve coordination (e.g. consensus building forums, production of high quality policy research and evidence-based advocacy) are yielding improved collaboration between social actors. Improved collaboration in turn is expected to strengthen the influence of research and advocacy on land policy.

PLAN FOR DATA ACQUISITION

Data Collection Method: Scorecard administered to GoR, civil society and research partners at national workshops.

Data Source(s): Scorecards

Frequency/Timing of Data Acquisition: Annually

Estimated Cost of Data Acquisition: Medium. Printing of scorecards, data entry and analysis. No additional travel costs since will be integrated with existing project activities.

Responsible Individual(s) at the Project: M&E Advisor with support of DCOP

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: May 2013

Known Data Limitations and Significance (if any): Subjective measure.

Actions Taken or Planned to Address Data Limitations: Administer to large numbers of individuals (>100) to capture varying perspectives.

Date of Future Data Quality Assessments: May 2014 and annually through life of project

Procedures for Future Data Quality Assessments: Review of completed scorecards to ensure questions are well understood by respondents.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annually, following receipt of scorecard. Weighted variables will be combined to produce an overall score for the indicator.

Presentation of Data: Charts and narrative

Review of Data: Annually.

Reporting of Data: Annually, including annual reports and presentation at workshops with partners

OTHER NOTES

Notes on Baselines/Targets: Initial scorecard will be prepared during the project's first three months and delivered at the NLRA workshop on or around September 2012. This will serve as the project baseline. Targets will be converted to actual numbers based on the percentage increases prescribed in Annex A.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet
Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes. **Intermediate Result:** **Sub-Intermediate Result:** N/A **Indicator:** No 3: Percent of women and men from randomly selected households/sectors/districts who report that changes in land-related policies and laws have reduced their vulnerability (e.g. to dispossession from their land, encroachment, fluctuations in market prices, droughts, crop diseases, etc.)
DESCRIPTION
Precise Definition(s): Out of a random sample population drawn from a random sample of sectors and districts in each province, the proportion of the respondents who report that changes made to land-related policy/legislation/ have reduced one or more aspects of vulnerability (e.g. to dispossession from their land, land encroachment, fluctuations in market prices, droughts, crop diseases, health problems) **Unit of Measure:** Percent of survey respondents **Disaggregated by:** Gender, age, education, rural/urban **Justification & Management Utility:** This measure captures most aptly the realization of the project's overarching objective of strengthening the resilience of Rwandan citizens. The ability of citizens, and especially vulnerable populations, to withstand and positively respond to rapid change is vital to a society's ability to achieve sustainable, equitable economic growth and long-term security.
PLAN FOR DATA ACQUISITION
Data Collection Method: Longitudinal survey administered to head of household and at least one adult female member of the household. **Data Source(s):** Respondent perceptions recorded on surveys **Frequency/Timing of Data Acquisition:** Baseline; end of project years 3 and 5 **Estimated Cost of Data Acquisition:** Medium-high. Sample size of at least 350 drawn from all Rwandan provinces **Responsible Individual(s) at the Project:** M&E Advisor
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: August 2012, just prior to baseline data collection, and review of all completed surveys following data collection in April 2014 and April 2016. **Known Data Limitations and Significance (if any):** May be challenged to survey same individuals during second data collection at the end of Year 5. **Actions Taken or Planned to Address Data Limitations:** Large initial sample size to ensure we have a large enough comparative sample by end of the project that can yield statistically significant results. Train enumerators. **Date of Future Data Quality Assessments:** Review of all completed surveys following data collection in February 2014 and 2016. **Procedures for Future Data Quality Assessments:** Test questionnaire prior to initial survey; review of completed surveys in the field and during data input.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Produce statistics (means, variances, proportions, etc.) and draft narrative report in May 2014 and May 2016. **Presentation of Data:** Tables, charts and narrative **Review of Data:** Year 3 and 5 **Reporting of Data:** 2014 and 2016 at national workshops
OTHER NOTES
Notes on Baselines/Targets: Targets to be determined following baseline data collection.
PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 15/08/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet

Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

Intermediate Result:

Sub-Intermediate Result: N/A

Indicator: No 4: Person hours of training completed by government officials, traditional authority, or individuals related to land tenure and property rights supported by USG assistance – disaggregated by gender

DESCRIPTION

Precise Definition(s): Number of hours of training provided by LAND Project staff and partners on land tenure-related subject matter times the number of participants in those trainings, disaggregated by participant gender.

Unit of Measure: Hours

Disaggregated by: Gender

Justification & Management Utility: Training on land tenure and property rights is anticipated to facilitate development and implementation of land-related policies aimed at diminishing vulnerability.

PLAN FOR DATA ACQUISITION

Data Collection Method: Reports gathered by staff and partners on trainings provided.

Data Source(s): LAND Project staff and partner records.

Frequency/Timing of Data Acquisition: Annually.

Estimated Cost of Data Acquisition: Low.

Responsible Individual(s) at the Project: M&E Advisor, with support from technical staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: May 2013

Known Data Limitations and Significance (if any): Some training participants may not always participate in all days/hours of training offered.

Actions Taken or Planned to Address Data Limitations: Administration of participant attendance sheets on each day of training.

Date of Future Data Quality Assessments: May 2014 and annually throughout life of project.

Procedures for Future Data Quality Assessments: Project file audits.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annually.

Presentation of Data: Tables and narrative.

Review of Data: Annually

Reporting of Data: Annually via reports and presentations at national workshops

OTHER NOTES

Notes on Baselines/Targets: Baseline for this indicator is zero. Annual targets are noted in Annex A

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 15/08/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet

Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

Intermediate Result:

Sub-Intermediate Result: N/A

Indicator: No 5: Number of days of USG funded technical assistance on land tenure and property rights issues provided to counterparts or stakeholders

DESCRIPTION

Precise Definition(s): Number of days of training and other technical assistance provided by LAND Project staff, consultants, and partners on land tenure-related subject matter to Rwandan government officials, research institutes, civil society organizations and other local stakeholders.

Unit of Measure: Days

Disaggregated by: N/A

Justification & Management Utility: Technical assistance provided to local partners on land tenure and property rights is anticipated to facilitate development and implementation of land-related policies aimed at diminishing vulnerability.

PLAN FOR DATA ACQUISITION

Data Collection Method: Reports gathered by staff and partners on trainings provided.

Data Source(s): LAND Project staff and partner records.

Frequency/Timing of Data Acquisition: Quarterly

Estimated Cost of Data Acquisition: Low.

Responsible Individual(s) at the Project: M&E Advisor, with support from technical staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: May 2013

Known Data Limitations and Significance (if any): May be challenging to always be certain what counts as technical assistance and what does not (e.g. an informal lunch during which the merits and drawbacks of a particular land policy are debated among LAND Project staff, consultants and local partners). Informal technical assistance is not remembered and therefore not counted.

Actions Taken or Planned to Address Data Limitations:. LAND Project staff and consultants asked to keep daily records of land-related technical assistance provided, formally and informally.

Date of Future Data Quality Assessments: May 2014 and annually throughout life of project.

Procedures for Future Data Quality Assessments: Project file audits.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Annually.

Presentation of Data: Tables and narrative.

Review of Data: Quarterly

Reporting of Data: Quarterly via quarterly reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline for this indicator is zero. Annual targets are noted in Annex A

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 15/08/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet

Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

Intermediate Result: PIR 1 Increased use of research findings by policy-makers to make critical land-related decisions.
Sub-Intermediate Result: N/A

Indicator: No 6: Percent of project-supported research used by policy-makers in making land-related decisions

DESCRIPTION

Precise Definition(s): Out of the total number of research activities supported by the project, the proportion of those which enter the policy area, whether in the form of memoes by policy makers, discussions and debates among policy makers, and/or actual or proposed changes in policies, laws, regulations and other guidelines and procedures coming from the GoR. In addition, we will track the number of policies, laws, regulations and guidelines that are changed as a result of research supported by the project.
Unit of Measure: Percent.

Disaggregated by: N/A

Justification & Management Utility: This measure will inform us whether the research that is being supported by the project and the capacity building provided to research organizations is entering the policy sphere and being seriously considered by policy makers. This includes research that validates existing policy or convinces policy makers to support pilot interventions, in addition to research that yield actually policy change. In other words, this indicator measures the *influence* of policy research broadly, not only its impact on changes to policy and law.

PLAN FOR DATA ACQUISITION

Data Collection Method: Review of GoR policy materials (memoes, meeting minutes, discussion forums, proposed pilots, proposed an actual amendments to land-related policy, laws, regulations, new proposed/actual land-related policies, laws, regulations) which reflect the influence of research supported by the project.
Data Source(s): Policy materials related to land

Frequency/Timing of Data Acquisition: Annually, and on a rolling basis through staff reporting, including success stories.
Estimated Cost of Data Acquisition: Medium. Mainly time of project staff to monitor the land-policy arena and materials
Responsible Individual(s) at the Project: Monitoring and Evaluation Advisor, Senior Research Advisor, DCOP

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: April 2013

Known Data Limitations and Significance (if any): Risk of overlooking some changes in policy environment or appreciating their link to project-supported research.
Actions Taken or Planned to Address Data Limitations: Involve all professional project staff in reporting on links between research and policy.
Date of Future Data Quality Assessments: April 2014

Procedures for Future Data Quality Assessments: M&E Advisor, Senior Research Advisor and DCOP to verify information reported by others.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: The M&E Advisor will analyze verified data to produce the measure.

Presentation of Data: Charts, tables and narrative

Review of Data: Annually

Reporting of Data: Annually via reports and presentations at national workshops

OTHER NOTES

Notes on Baselines/Targets: Baseline is zero.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet

Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

Intermediate Result: PIR 1 Increased use of research findings by policy-makers to make critical land-related decisions

Sub-Intermediate Result: N/A

Indicator: No 7: Number of research/policy discussions held as a result of project assistance

DESCRIPTION

Precise Definition(s): The project will organize several forums to link researchers to policymakers, ranging from informal meetings to national workshops. This indicator will capture the number of those dialogues that are arranged and conducted.

Unit of Measure: Number

Disaggregated by: N/A

Justification & Management Utility: This output measure will ensure we are meeting our targets in bringing researchers and policy makers together in order to assure that research findings are reaching policy makers and their policy relevance is being considered.

PLAN FOR DATA ACQUISITION

Data Collection Method: The M&E Advisor will work with project and partner staff to hone information from project and partner records and reports.

Data Source(s): Project and partner records and reports.

Frequency/Timing of Data Acquisition: Quarterly

Estimated Cost of Data Acquisition: Low. Small amount of time of M&E Advisor to review records and reports.

Responsible Individual(s) at the Project: M&E Advisor with some support from the Communications Specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: End of Year 1 (April 2013)

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: April 2014 and annually thereafter

Procedures for Future Data Quality Assessments: COP will crosscheck data collection and reporting by M&E Advisor to ensure all forums are captured.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Simple computing of numbers.

Presentation of Data: Tables and narrative.

Review of Data: Quarterly

Reporting of Data: Quarterly

OTHER NOTES

Notes on Baselines/Targets: Baseline is zero.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet
Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes. **Intermediate Result:** PIR 1: Increased use of research findings by policy-makers to make critical land-related decisions **Sub-Intermediate Result:** N/A **Indicator:** No 8: Score on HICD self-assessment of capacity of CSOs and research institutions
DESCRIPTION
Precise Definition(s): The project will use the HICD capacity assessment instrument to evaluate the capacity of research institutions and civil society organizations to: carry out high quality research, present the research findings in ways policy makers can absorb and appreciate, advocate the policy implications of their research findings and leverage support from other donors based on their capacity to influence policy. **Unit of Measure:** Aggregated index generated by a weighted variables **Disaggregated by:** N/A **Justification & Management Utility:** Increased capacity of research institutions and CSOs to undertake high quality, evidence-based research is
PLAN FOR DATA ACQUISITION
Data Collection Method: Adaptation of HICD self-assessment tool and administration of adapted tool to research institutions and CSOs during stakeholder workshops. **Data Source(s):** Research institutions and CSOs supported through the project. **Frequency/Timing of Data Acquisition:** Annually **Estimated Cost of Data Acquisition:** Medium. Printing of scorecards, data entry and analysis. No additional travel costs since will be integrated with existing project activities. **Responsible Individual(s) at the Project:** M&E Advisor with support from Capacity Building Specialist
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: September-October 2012 following administration of baseline scorecard at NLRA workshop **Known Data Limitations and Significance (if any):** Subjective measure; self-assessments can be prone to bias. **Actions Taken or Planned to Address Data Limitations:** Administer to large numbers of individuals (>100) to capture varying perspectives. Assure respondents of the confidentiality of their responses and the importance of being honest and reflective in their assessments. **Date of Future Data Quality Assessments:** May 2014 and annually through life of project. **Procedures for Future Data Quality Assessments:** Review of scorecards to ensure questions understood by respondents and that responses are candid rather than inflated.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Annually, following receipt of scorecard. Weighted variables will be combined to produce an overall score for the indicator. **Presentation of Data:** Charts and narrative **Review of Data:** Annually **Reporting of Data:** Annually
OTHER NOTES
Notes on Baselines/Targets: Targets will be established following baseline assessment.
PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet

Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

Intermediate Result: PIR 1: Increased use of research findings by policy-makers to make critical land-related decisions

Sub-Intermediate Result: N/A

Indicator: No.9: Number of policy briefs and high-quality research products produced and disseminated with support of the project.

DESCRIPTION

Precise Definition(s): This measure will reflect a count of the number of policy briefs, research reports, presentations articles and other research projects produced by project-supported partners that are delivered to policymakers, CSOs and/or citizens.

Unit of Measure: Number

Disaggregated by: N/A

Justification & Management Utility: This measure will reflect the extent to which our capacity building and SAF support is generating research products that are getting into the hands of policymakers, CSOs and others in order to influence land-related decision-making.

PLAN FOR DATA ACQUISITION

Data Collection Method: Information will be reported on via weekly staff meeting records, and through reports delivered by research partners on the products developed and audiences they are delivered to.

Data Source(s): Partner reports; project staff meeting reports.

Frequency/Timing of Data Acquisition: Quarterly.

Estimated Cost of Data Acquisition: Low. Staff will be drawing on partner reports and communications and channeling this information to the M&E Advisor.

Responsible Individual(s) at the Project: Monitoring and Evaluation Advisor, Senior Research Advisor

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: End of Year 1 (April 2013)

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: April 2014 and annually thereafter

Procedures for Future Data Quality Assessments: COP will crosscheck data collection and reporting by M&E Advisor to ensure all forums are captured.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Simple computation of numbers

Presentation of Data: Tables and narrative

Review of Data: Quarterly

Reporting of Data: Quarterly.

OTHER NOTES

Notes on Baselines/Targets: Baseline is zero.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet

Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

Intermediate Result: PIR 1: Increased use of research findings by policy-makers to make critical land-related decisions

Sub-Intermediate Result: N/A

Indicator: No. 10: Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions.

DESCRIPTION

Precise Definition(s): This measure will count the number of civil society organizations and research organizations in Rwanda and assess how many of those engage in land-related research or advocacy work that is directed at policymakers or monitor implementation of government land-related policy.

Unit of Measure: Number

Disaggregated by: N/A

Justification & Management Utility: This indicator will help us understand the extent to which the project is bringing local research and advocacy organizations into the land policy realm.

PLAN FOR DATA ACQUISITION

Data Collection Method: Desk research and interviews with local organizations.

Data Source(s): Collected profiles of local organizations and their work prepared at outset of the project, outcomes of desk-research and interviews to continuously update these profiles.

Frequency/Timing of Data Acquisition: Annually

Estimated Cost of Data Acquisition: Medium. Involves time for desk research and transport and other costs associated with meeting with local organizations to understand the nature of their work. In the case of project-supported organizations, we can ask those partners to report this information to us.

Responsible Individual(s) at the Project: Monitoring and Evaluation Advisor, Senior Research Advisor, DCOP

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: April 2013

Known Data Limitations and Significance (if any): New organizations may appear, changing our baseline and potentially affecting our targets.

Actions Taken or Planned to Address Data Limitations: Reexamine targets.

Date of Future Data Quality Assessments: April 2014 and annually throughout life of project.

Procedures for Future Data Quality Assessments: Triangulate information on local organizations and those doing land-related work with project staff and partners.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: M&E advisor will record information gathered in data collection and review against past assessments to understand changes.

Presentation of Data: Tables, charts, narrative.

Review of Data: Annually

Reporting of Data: Annually, including annual report and national workshops.

OTHER NOTES

Notes on Baselines/Targets Baseline will be determined from initial desk research/interviews, after which targets may be adjusted depending on baseline findings.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet
Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes. **Intermediate Result:** PIR 2 Increased understanding of land laws, regulations, and judgments **Sub-Intermediate Result:** N/A **Indicator:** No. 11: Quality of land-related dispute decisions by judicial system
DESCRIPTION
Precise Definition(s): Quality refers to ratings on clarity and precision of the decision and its compliance with statutory law; land related dispute is one in which rights to land are contested in the case; decisions are final decisions by a court of first instance or appellate court; judicial system refers to the formal state courts. **Unit of Measure:** Rating on scorecard **Disaggregated by:** Level of court making the decision; decisions impacting gender issues **Justification & Management Utility:** Issues around land can be highly volatile and inflame conflict; judicial decisions that are sound and well explained can help diffuse volatile situations and inspire confidence in the government's ability to settle disputes.
PLAN FOR DATA ACQUISITION
Data Collection Method: Scorecard devised to reflect what constitutes quality in a judicial decision; a representative sample of court decisions will be taken, including cases presided over by judges trained by the project and those not trained, for comparative purposes. Scorecard assessment will be performed by a panel of legal experts. **Data Source(s):** Publicly available judicial decisions **Frequency/Timing of Data Acquisition:** annual **Estimated Cost of Data Acquisition:** medium **Responsible Individual(s) at the Project:** Land Justice Specialist and M&E Advisor
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: September 2012 **Known Data Limitations and Significance (if any):** Judicial decisions might not be available **Actions Taken or Planned to Address Data Limitations:** The project will sample publicly available decisions if the courts will not freely share judicial decisions **Date of Future Data Quality Assessments:** 2014 **Procedures for Future Data Quality Assessments:** The COP and M&E Advisor will review
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The M&E Advisor will lead analysis of the scorecard ratings **Presentation of Data:** Narrative and graphs **Review of Data:** 2013 **Reporting of Data:** Quarterly and Annual reports
OTHER NOTES
Notes on Baselines/Targets: 50% increase over the life of the project.
PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet			
Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes. **Intermediate Result:** PIR 2 Increased understanding of land laws, regulations, and judgments **Sub-Intermediate Result:** N/A **Indicator:** No. 12: Percent of target population (women and men) who demonstrate improved understanding of the law and their rights			
DESCRIPTION			
Precise Definition(s): Target population refers to the men and women of particular geographic areas and income levels who are the primary beneficiaries of project efforts to raise awareness; improved understanding reflects an increase in knowledge about laws and legal rights related to land. **Unit of Measure:** Percent difference in baseline and annual scores **Disaggregated by:** Gender, age, education level, and geographic area **Justification & Management Utility:** The indicator measures the effectiveness of public outreach about land laws and rights of individuals and groups.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Comparison of scores on public surveys of a representative sample of the population in areas where public awareness campaigns are launched (treatment) and areas that were not reached (control). **Data Source(s):** Annual survey **Frequency/Timing of Data Acquisition:** Annual **Estimated Cost of Data Acquisition:** High **Responsible Individual(s) at the Project:** M&E Advisor			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: 2012 **Known Data Limitations and Significance (if any):** Difficulty in identifying participants in project supported public awareness campaigns and programs for their participation in a survey **Actions Taken or Planned to Address Data Limitations:** Survey participants might be drawn from those known to have received or heard public outreach material **Date of Future Data Quality Assessments:** 2014 **Procedures for Future Data Quality Assessments:** Review by survey company, Communications Specialist, and M&E Advisor			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Survey results will be compiled and analyzed by survey company **Presentation of Data:** Narrative and graphs **Review of Data:** 2013, with Communications Specialist and M&E Advisor **Reporting of Data:** Annual reports			
OTHER NOTES			
Notes on Baselines/Targets: 50% increase over the baseline during the life of the project			
PERFORMANCE INDICATOR VALUES			
Year	**Target**	**Actual**	**Notes**
THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project			

LAND Performance Indicator Reference Sheet
Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes. **Intermediate Result:** PIR 2 Increased understanding of land laws, regulations, and judgments **Sub-Intermediate Result:** N/A **Indicator:** No. 13: Number of individuals/groups from low income or marginalized communities who received legal aid or victim's assistance with USG support.
DESCRIPTION
Precise Definition(s): Number of women and men who own less than half a hectare of land that receive advice about their land rights or are provided legal representation from organizations receiving project funds or technical assistance. **Unit of Measure:** Persons **Disaggregated by:** Gender, age, location, income level, education level **Justification & Management Utility:** The project intends to provide legal support for people whose socio-economics status limits their access to legal services to assist them in asserting their legal rights, to ensure that wealth and economic status does not prevent persons from enjoying their legal rights.
PLAN FOR DATA ACQUISITION
Data Collection Method: The Legal Aid Specialist and Land Justice Advisor will collect information from partners providing legal aid. **Data Source(s):** Project and partner records **Frequency/Timing of Data Acquisition:** Quarterly **Estimated Cost of Data Acquisition:** low **Responsible Individual(s) at the Project:** Legal Aid Specialist, Land Justice Advisor and M&E Advisor
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: December 2012 **Known Data Limitations and Significance (if any):** Partners might not keep accurate records. **Actions Taken or Planned to Address Data Limitations:** The Land Justice Advisor, Legal Aid Specialist and/or M&E Advisor will train partners on proper record keeping and will monitor their compliance. **Date of Future Data Quality Assessments:** 2014 **Procedures for Future Data Quality Assessments:** Review by M&E Advisor
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The Land Justice Advisor/Legal Aid Specialist will compile the numbers and report them to M&E Advisor **Presentation of Data:** Narrative, graphs **Review of Data:** 2013 **Reporting of Data:** Quarterly and annual reports
OTHER NOTES
Notes on Baselines/Targets:
PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet

Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

Intermediate Result: PIR 2 Increased understanding of land laws, regulations, and judgments

Sub-Intermediate Result: N/A

Indicator: No. 14: Percent of those using *abunzi* services satisfied with the process and the outcome

DESCRIPTION

Precise Definition(s): Those using *abunzi* services refers to men and women who present land issues before the *abunzi* for dispute resolution; satisfaction refers to a rating of "generally satisfied" or "very satisfied" as a score; process refers to the procedures and performance of the *abunzi;* and outcome refers to the resolution that the *abunzi* reach.

Unit of Measure: Rating on a scale

Disaggregated by: Gender, age, location, type of land dispute, length of time for case resolution

Justification & Management Utility: The satisfaction of those using *abunzi* services will impact whether people will take their disputes to a recognized dispute resolution method and whether disputes will be resolved durably and without resorting to violence.

PLAN FOR DATA ACQUISITION

Data Collection Method: Rating scale. The project will compare scorecards of disputants in areas where *abunzi* capacity building has been undertaken by the project and areas where it has not.

Data Source(s): Survey of those who had land cases heard and decided by *abunzi*

Frequency/Timing of Data Acquisition: Annual

Estimated Cost of Data Acquisition: Medium

Responsible Individual(s) at the Project: Land Justice Specialist and M&E Advisor

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: December 2012

Known Data Limitations and Significance (if any): People might not be willing to share their satisfaction rating; *abunzi* users might be difficult to identify if the *abunzi* have not kept (proper) records.

Actions Taken or Planned to Address Data Limitations: Data collectors will be trained to share the purpose of collecting the information with those surveyed; data collection may have to take place immediately after resolution of a case by *abunzi*, which would increase the costs of data collection. Alternatively, the Abunzi Secretariate could circulate the scorecard to *abunzi* to distribute to disputants following the conclusion of a case.

Date of Future Data Quality Assessments: 2014

Procedures for Future Data Quality Assessments: Component lead, DCOP, M&E Advisor to discuss with data collectors

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data collectors will compile ratings

Presentation of Data: Narrative, graph

Review of Data: 2013

Reporting of Data: Quarterly and annual reports

OTHER NOTES

Notes on Baselines/Targets: Target is 50% increase over the life of the project

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project

LAND Performance Indicator Reference Sheet

Project Objective: Strengthened resiliency of citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

Intermediate Result: PIR 2 Increased understanding of land laws, regulations, and judgments

Sub-Intermediate Result: N/A

Indicator: No. 15: Number of organizations/groups trained on land law, mediation or other skills to improve administration of justice.

DESCRIPTION

Precise Definition(s): Organization and groups refers to public or private entities or organized groups that receive project training; training refers to project educational activities intended to convey knowledge or improve skills; land law refers to legal measures and rights around land; mediation refers to the ability to assist parties in listening to each other's side of the dispute and reach a mutual agreement; administration of justice refers to the state's ability to resolve the dispute of public or private persons or entities.

Unit of Measure: Unique group or formal organization

Disaggregated by: Gender-owned or focused group; type of training received

Justification & Management Utility: The more organizations and groups that have the knowledge and skills to assist in resolving land disputes, the less likely violence over land disputes will occur.

PLAN FOR DATA ACQUISITION

Data Collection Method: Notation in project M&E system for each group or organization receiving training

Data Source(s): Project records

Frequency/Timing of Data Acquisition: quarterly

Estimated Cost of Data Acquisition: low

Responsible Individual(s) at the Project: M&E Advisor

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: December 2012

Known Data Limitations and Significance (if any): M&E Advisor might not be aware of all groups or organizations participating in trainings

Actions Taken or Planned to Address Data Limitations: Project staff will be trained to track groups and organizations receiving training and assist the M&E Advisor in collecting the data

Date of Future Data Quality Assessments: 2013

Procedures for Future Data Quality Assessments: M&E Advisor to discuss with DCOP

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: M&E Advisor to compile numbers

Presentation of Data: Narrative, graph

Review of Data: 2013, with DCOP

Reporting of Data: Quarterly and annual reports

OTHER NOTES

Notes on Baselines/Targets Baseline is zero and life of project targets is 80

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes

THIS SHEET LAST UPDATED ON: 14/06/2012 – Anna Knox, Chief of Party, LAND Project